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GREETINGS,

Whether on the job or in our own backyards, people looking for change are everywhere. From today’s fast-paced digital age to the growing diversity of our communities, the current social and business landscape is requiring organizations, in particular, to move swiftly and efficiently to keep up.

This begs the question: how can companies remain flexible and anticipate “what’s next” for their business? To me, it all starts with people - including you and I. As professional leaders, we have the power to champion progressive change, as well as use this mindset to explore impactful next steps for our teams, as well as for our organizations.

Take for instance TOYOTA’s Supplier Diversity team. Through a company-wide commitment to continuous improvement, we’re driven to challenge the status quo in our daily tasks and interactions. Whether it’s questioning how and why we do what we do or simply being open to thinking more boldly, we find ourselves driven to discover better ways to work together every day.

So, in our first issue for 2018, we take a look at the value of supporting (and creating!) evolution as professionals. Author and researcher Max McKeown remarks: “adaptability is about the powerful difference between adapting to cope and adapting to win.” Focusing on how we can all embrace being leaders of change, it’s our hope that you’ll be inspired to do the same, as well as find new ways to advance your business. Here’s to a strong and productive 2018!

Best regards,
Chuck

As professional leaders, we have the power to champion progressive change, as well as use this mindset to explore impactful next steps for our teams, as well as for our organizations.

CHUCK HENDRIX
Senior Manager, Purchasing Supplier Diversity
TOYOTA Motor North America
EXECUTIVE MESSAGE

Hailing from Hamilton, Ohio, I like to think of myself as an old-fashioned guy. So, let me first start by introducing myself! I’m Randall Anderson, the General Manager of Purchasing Supplier Relations, and what an honor it is to serve in this new role.

For nearly 30 years, I’ve worked in Purchasing in various capacities – as a buyer in the chassis and stamping groups to serving in a few managerial roles. As a result of this experience on the procurement side, I decided to switch lanes a bit, using this opportunity to learn, grow and develop within the Supplier Diversity space.

I’ve been asked what I’m looking forward to most in my new role and it’s simple: meeting and building connections with new people. I’m also eager to jump in and find new and different ways to enhance our Supplier Relations efforts and ultimately engage more diverse suppliers.

With transition, though, comes risks and uncertainty. I remember once working as a purchasing department champion for a buying team roll-out project. This involved major change efforts – ranging from realigning the type of work that our buyers and administrators were doing to implementing a process that ensured the new roles and work assignments would be successful.

Talk about a shift. Thanks to teamwork, collaboration and perseverance, this organizational transition was universally recognized as an overall success. Our buyers were able to focus on their core job of sourcing, pricing, and cost planning, and our administrators were able to take on more challenging assignments to assist in their development.

In closing, efforts to continuously improve are central to the TOYOTA Way. Even my beloved Cincinnati Reds are embracing this philosophy and finally revamping their bullpen! By cultivating a culture where people are always learning and looking for ways to do and be better, team members at all levels, including myself, are driven to find more meaningful and tangible opportunities for growth.
Steadfast in their commitment to advance “business connections that count,” the National Minority Supplier Development Council (NMSDC) remains one of the go-to hubs for today’s minority owned business enterprises (MBEs). Founded in 1972, the leading organization’s mission is clear: to provide a direct link between corporate America and diverse entrepreneurs. Thanks to dedicated initiatives, as well as engaging events and educational programs, that’s exactly what the Council - and its 23 regional affiliates - continue to do. In July 2017, the Council welcomed Louis Green, former president of the Michigan Minority Supplier Development Council (Michigan MSDC), as its interim president. Under Green’s leadership, NMSDC is continuing its quest to fuel economic growth in communities across the country.

SUPPLIER DIVERSITY HAS LONG BEEN A MAINSTAY IN YOUR PROFESSIONAL CAREER. WHAT INSPIRED YOU TO GET STARTED IN THIS FIELD?

My career actually began as an entrepreneur. I owned a facilities management and cleaning business that took off successfully before it crashed down almost as quickly as it had risen. Soon after, thanks in large part to my educational background in government, I began exploring opportunities working for the State of Michigan, where I gained experience in all things related to equal opportunity, civil rights and diversity. From working in corporate procurement to being an MBE myself, I’ve been fortunate to work on all sides of supplier diversity throughout my career.

IN WHAT WAYS HAS YOUR EXPERIENCE AS THE FORMER PRESIDENT OF THE MICHIGAN MSDC PREPARED YOU FOR THE INTERIM PRESIDENT ROLE AT NMSDC?

Serving as president of the Michigan council helped me better understand the value that NMSDC regional affiliates bring to our national organization, as well as the challenges we face collectively as a group. It’s clear that many of our regional affiliates have their own areas of expertise that can benefit and enhance the entire network. So by empowering and engaging our partners even further, we have an opportunity to foster even greater growth and innovation throughout our national network.

WHY DO YOU THINK IT’S IMPORTANT FOR COUNCIL PARTNERS AND MEMBERS TO TAKE STRATEGIC RISKS AND EXPLORE NEW BOUNDARIES, PARTICULARLY IN 2018?

Technology is changing everything rapidly right now. Artificial intelligence, automation, driverless cars, and Internet of Things are just a few of the examples that come to mind. So, it’s critical for a number of our MBEs to quickly adapt to stay competitive in this changing market. This includes taking initiative, particularly in pivoting towards areas like software, technology, and service. It’s also equally as important for our corporate members to proactively shepherd MBEs into their growth industries and areas of need as well.

LASTLY, WHAT’S ON THE HORIZON FOR NMSDC OVER THE NEXT FEW YEARS?

I see big, positive changes on the horizon for NMSDC in the coming years. With the demographic profile of our country rapidly changing, we, too, need to reconsider a lot of what NMSDC does and what we, as a national council, represent. For example, we have to continue building alliances with our sister organizations and work together in integrating supplier diversity into the fabric of our society. NMSDC has had a great 45 year run, but I truly believe that we are on the precipice of the most exciting changes in our network’s history.
Gone are the days when companies played it safe and remained competitive. Looking to stay ahead in the current social and economic climates, organizations today are very much living and evolving entities with their own cultures, brands and consumer relationships. Inclined to discover bigger and better ways to do business, many enterprises have recently begun to welcome a new role internally - known as “change agents.” Defined as individuals who advocate and spearhead efforts to enhance efficiency, ingenuity, and creativity within an organization, this position has become the “one to watch” in the professional world.

Although typically considered a more formal title, these progressive agents can and often take on a more broad and inclusive role. Casting a wider net, this function can include anyone empowered and driven to create viable advancements within a company. It’s no secret that to succeed in the existing marketplace, leaders must be visionaries - both bold and courageous - in shifting the conversation and introducing new ideas. So, what’s one way to do so? By taking a few cues from today’s leading change agents in business.
Steve Jobs. Sean Carter. Ellen DeGeneres. When thinking of notable professional “change agents,” similar names may come to mind. But what about the manager in HR or the group adviser on the manufacturing floor? Backed by an idea and the drive to see it through, every leader - regardless of background or role - has the capacity to spark impactful developments within an organization.

And there’s no better time than now. Technology advancements, as well as fluctuating demographics and consumer behaviors, are definite factors in determining how companies think strategically and make daily decisions. The result? An even greater internal push for companies to innovate and secure a return on their investments of time, and most importantly, capital.

Courageous, as well as forward-thinking, change agents possess a keen ability to anticipate what’s next and better prepare the company for a strong future. Although sometimes encountering temporary, internal roadblocks, individuals committed to continuous improvement have the capability to engage and involve key stakeholders seamlessly to create meaningful advancements for their organization, as well as themselves.

**THE BUSINESS CASE FOR CHAMPIONING CONTINUOUS IMPROVEMENT**

**TRAITs OF TODAY’S INSTRUMENTAL LEADERS:**

**LIVES IN THE FUTURE RATHER THAN THE PRESENT**
// Champions a strategic vision that aligns with company and professional goals

**FUELED BY PASSION, INSPIRES PASSION IN OTHERS**
// Boasts ability to empower individuals who are integral to the change process

**STRONG ABILITY TO SELF-MOTIVATE**
// Confident and hopeful, identifies ways to stay excited and engaged throughout any transition

**IN-DEPTH UNDERSTANDING OF THE PEOPLE AROUND THEM**
// Has an insightful awareness of diverse perspectives, experiences and needs and how various parties will be impacted
FIVE STAGES TO EFFECTIVE CHANGE LEADERSHIP

Whether improving processes, launching a new product or service, or completely redirecting a company’s course, leaders may find themselves at various phases during their journey to successfully create change. Although everyone’s road and circumstances vary, five general stages - as outlined by businessmapping.com - include:

1. ACCEPTS NEED FOR IMPROVEMENT
   Experienced professionals will agree: meaningful transformation begins through acknowledgement and discovery. By identifying and articulating what needs improvement - and most importantly, why - individuals take the first step in exploring available opportunities for growth.

2. DEFINES/INITIATES WHAT’S NEEDED
   For phase two, it’s all in the details. Nailing down the specific areas where growth is needed, change advocates progress forward by pinpointing distinct leverage points to improve work processes, habits and structures.

3. MANAGES PROCESS
   With specifics determined, the adjustment process gains steam with the engagement of managerial colleagues and/or senior executives. Including stakeholder feedback and insight, a well-defined strategy for execution begins to form.

4. MANAGES COMPLEXITIES
   With a strategy in tow, the change leader rolls out the transition process to targeted individuals, teams and departments for successful implementation. This stage includes an analysis into each group’s needs, challenges and reservations to ensure support amongst those affected most.

5. CHAMPIONS TRANSFORMATION
   The final step? Being the process’ most vocal supporter. Taking a bold approach, successful agents see to it that they drive dynamic transformation until its full execution - all while also being responsive to imbalances and any challenges that may arise.
THE POWER OF CHANGE
REAL WORLD EXAMPLES

Here are a few ways leaders and their organizations - from start-ups to corporations - have driven sustainable and impactful transitions and solutions for their companies:

**BRIGHT FUNDS**
A one-stop shop for charitable giving, matching and volunteering, the Bright Funds start-up ran into an issue early after its launch: they needed to increase incoming donations fast! In order to truly make an impact, it was imperative for the organization to expand their target audience from individual donors (who typically made smaller donations) to larger entities.

So, who advocated and spearheaded the enterprises’ organizational change? The company’s members and strategic partners. Encouraging the company to redirect its focus to corporate donations and employee matching, this influential group helped the growing firm successfully expand its customer base while also maintaining its initial company vision and mission.

**USS BENFOLD**
When Mike Abrasheff took command of the USS Benfold, it ranked as one of the worst performing ships in the Navy. However, he quickly rose to the challenge. Using an approach he calls “Grassroots Leadership,” Mike focused his efforts on what he could control, which in his case, was his management style and the culture he cultivated. Shifting his perspective to view the ship through his crew, Mike soon learned to harness USS Benfold’s most important asset - its people. Creating a more welcoming and open environment for his team members, Mike played an instrumental role in steering the fleet in a more successful direction.
Although its North American business was successful, TOYOTA knew there was still room for improvement. After all, it’s manufacturing, sales and research functions were operating in different parts of the country and creating a few challenges to how the organization made decisions. So, in 2014, the company - led by CEO Jim Lentz - embarked on a journey now known as One TOYOTA. With a goal of enhancing collaboration and increasing competitiveness, One TOYOTA unified the automaker’s sales, marketing and administrative leadership in its new Plano, Texas headquarters. R&D team members also joined the move, coming together in Southeastern Michigan, as well as manufacturing in Georgetown, Kentucky. Proving to be much more than a physical relocation, this new mindset and way of working together is consistently enhancing the experience of TOYOTA customers, communities and team members.

NOKIA
Going from dominating the mobile phone market to exiting the business due to low profits, Nokia has experienced a few bold change cycles as an organization to say the least. Missing the smartphone revolution, Nokia’s new management team took a risk and decided to sell the company’s phone division to Microsoft. The company’s new selling point? Networking equipment. Buying out its leading equipment manufacturer Siemens, the Finnish company and its leadership reorganized its corporate structure and business portfolio. As a result, the company is now successfully building networking and mapping technologies to compete within the digital age.

CONCLUSION
Whether on a small or large-scale, empowering and engaging employees to inspire positive tweaks and improvements is essential in today’s rapidly progressing work environments. As noted in Forbes, “without strategy, change is merely substitution - not evolution.” As you think more innovatively and critically, explore how you and others can become agents of change in identifying and advancing practical and realistic growth opportunities for your business.

GOOGLE
By the early 2000s, Google had emerged as an undeniable force in daily human interaction. Experiencing widespread success - through products like its search engine, Google Maps, and Gmail - many would surmise that Google was running without a hitch. Wrong! Within their accelerated growth, the powerful conglomerate became nearly impossible to manage with intertwining goals, teams, funds and managers. So, instead of waiting for the ball to drop, Google’s leadership, including CEO Larry Page, took action. Breaking up the company into its constituent parts, Page made each its own company with all of them owned by a new umbrella corporation called Alphabet. By including everyone at Google into his thinking with the launch of Alphabet, Page gained the buy-in, support and engagement he needed to take the corporation to the next level.

TOYOTA
Whether on a small or large-scale, empowering and engaging employees to inspire positive tweaks and improvements is essential in today’s rapidly progressing work environments. As noted in Forbes, “without strategy, change is merely substitution - not evolution.” As you think more innovatively and critically, explore how you and others can become agents of change in identifying and advancing practical and realistic growth opportunities for your business.

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TOYOTA Supplier Diversity
MARCH 2018
TOYOTA SUPPLIER DIVERSITY SPOTLIGHT

The latest TOYOTA Supplier Diversity news and happenings

ROBERT YOUNG, GROUP VICE PRESIDENT OF PURCHASING, SUPPLIER ENGINEERING DEVELOPMENT & COST PLANNING, BRINGS HOME “EXECUTIVE OF THE YEAR’ HONORS

Recognized at Michigan Minority Supplier Development Council’s annual A.C.E. Awards, Young was awarded for his work in driving positive transformational impact for Michigan’s minority businesses.

TOYOTA SUPPLIER DIVERSITY FEATURED IN MBN USA

Highlighted alongside two of our Billion Dollar Roundtable colleagues (Ford & AT&T), TOYOTA was recognized for winning the 2017 National Minority Supplier Development Council’s Corporation of the Year award. Check out the full article here.
THE 2017 OE ATTENDEE EXPERIENCE

This past November, TOYOTA hosted its 28th Opportunity Exchange (OE) in Detroit, Michigan for the very first time. Eager to get feedback on the new event format, location and overall experience, we asked attendees to share their honest thoughts through an event survey. The responses were remarkable. Thanks to insightful points of view and ideas shared by those in attendance, we remain inspired to ensure Opportunity Exchange, as well as all of our Supplier Diversity activities, remain valuable for diverse entrepreneurs and suppliers.

The collaboration of the industries’ top companies was inspiring. Their insights provided us with a greater appreciation of their roles.

The tips of how to become a disruptor (and keep your job) are most beneficial because they are doable. Dr. Johnson’s amazing energy reminded me of my ability to stop and think how I can disrupt.

I really appreciated the confidence-building in the message. I feel that by being a female in the engineering and automotive manufacturing industry, I’m already a disruptor. I felt valued learning that it’s okay to have those feelings but still have the confidence to win.

Huge thanks to TOYOTA and Jen Groover. Today’s message was timely and very much needed for myself, as well as my company.

TOYOTA Opportunity Exchange and Power of Exchange return in 2018!

Event details will be announced soon. Stay in the loop with updates on TOYOTA’s Supplier Diversity events by visiting online:

toyotaopportunityexchange.com | toyotapoe.com

twitter.com/ToyotaSD | facebook.com/ToyotaSupplierDiversity

Believing there is always a better way, we continue to welcome your feedback and ideas for improvement. Send your thoughts and suggestions to Supplierdiversity@toyota.com.
APRIL

4.9
WBE-Canada Automotive Networking Event
Toronto, ON

4.10 & 4.11
CAMSC Procurement Fair
Toronto, ON

4.11
Mid-States MSDC Procurement Conference
Carmel, IN

4.12
Southern Region MSDC Swing into Spring Golf
New Orleans, LA

4.17
WBC-Southwest Power to Potential Business Forum
Hurst, TX

4.17 & 4.18
ORV-WBC Catch the Wave
Columbus, OH

4.23 & 4.24
Southern California MSDC Minority Business Opportunity Day
Pasadena, CA

4.26
TriState MSDC Impact Awards Gala
Nashville, TN

5.7 - 5.8
DFW MSDC Access 2018 Business Expo
Irving, TX

5.8 - 5.10
Michigan MSDC MMPC
Detroit, MI

JUNE

6.1
NACC Trade Fair | Houston, TX

6.4 & 6.5
Ohio MSDC ConnectingOhio Trade Fair
Columbus, OH

6.6
CAMSC Cross Border B2B Forum
Windsor, ON

6.6 & 6.7
WBEA Business Expo & Matchmaking
Houston, TX

6.7
MHCC 8th Annual Trade Fair
Dearborn, MI

6.7 & 6.8
Southwest MSDC Premier Face Time Expo
San Antonio, TX

6.7 & 6.8
DFW MSDC Buy Those That Buy Us Breakfast
Dallas, TX

6.23
TriState MSDC Impact Awards Gala
Nashville, TN

5.24
NMSDC Leadership Awards
New York, NY

5.31
WBEC South Women in Business Leadership Luncheon
Nashville, TN

6.29
NVBDC Golf Outing
Harrison Township, MI

MAY

5.7 - 5.8
DFW MSDC Access 2018 Business Expo
Irving, TX

5.8 - 5.10
Michigan MSDC MMPC
Detroit, MI
MEET THE TEAM

CHUCK HENDRIX
SENIOR MANAGER
Oversees the Manufacturing and Sales Divisions; Building of TOYOTA’s Supplier Diversity Processes; Development of Diverse Companies

STEPHANIE BURTON
MANAGER
Internal Strategy Development; Development of Diverse Companies; Power of Exchange; Opportunity Exchange

SAHAR HAGUE
MANAGER
Internal Strategy Development; Development of Diverse Companies; Power of Exchange; Opportunity Exchange

TIMOTHY YAMADA
MANAGER
Internal Diversity Strategy Development - Financial Services; Sponsorship of Diverse Companies; Organizations: NGLCC, WBC-Southwest, WBEC West

ERIN CAUDILL
ANALYST
Tier II Program Management; Power of Exchange; Opportunity Exchange; Organizations: NMSDC, BDR, NACC, Southern Region MSDC, and WBEC South

DANIEL ELLIS
ANALYST
Tier I Reporting & Activities; Power of Exchange; Opportunity Exchange; Organizations: NVBDC, APACC, Great Lakes WBC, MHCC, Michigan MSDC, NBL

ADRINA WALKER
ANALYST
Marketing/Branding; Power of Exchange; Opportunity Exchange; Organizations: WBENC, Mid-States MSDC, Ohio MSDC, ORV–WBC, TriState MSDC, WBE Canada, CAMSC

TAYLOR YOUNG
ANALYST
Tier II Program Management; Power of Exchange; Opportunity Exchange; Organizations: NMSDC, BDR, NACC, Southern Region MSDC, and WBEC South

ALYSSA KIRKOPOLOUS
ADMINISTRATOR
Executive Management Coordination; Power of Exchange, Opportunity Exchange; Execution of the Team’s Sponsored Events
Fostering a more inclusive and diverse supply base enables Toyota to build Always Better Cars.

TOYOTASUPPLIERDIVERSITY.COM