

pg. 7

Curiosity Matters:  
Asking Targeted  
Questions for  
Growth



2018 SUPPLIER DIVERSITY

# NEWSLETTER

ISSUE  
No.2

TOYOTA

# TABLE OF CONTENTS

3

From the Editor

11

Q1 Highlights

4

Executive Message:  
Deb Schroeder

13

TOYOTA ABM and  
WBENC Summit & Salute

5

Partner Spotlight:  
NGLCC, NVBDC, and  
USBLN Presidents

14

Upcoming Events

7

Curiosity Matters:  
Asking Targeted  
Questions for Growth

15

Meet the Team

Published by: TOYOTA

**TOYOTASUPPLIERDIVERSITY.COM**

© Copyright 2018 by TOYOTA Motor North America. All pieces reproduced in this issue are under prior copyright of the creators and publisher by the contractual arrangements. Nothing shown may be reproduced in any form without obtaining the permission of TOYOTA and any other person or company who may have copyright ownership.



## CHUCK HENDRIX

Senior Manager,  
Purchasing Supplier Diversity  
TOYOTA Motor North America

BY QUESTIONING HOW AND  
WHY THINGS ARE DONE,  
WE'RE ABLE TO LOOK  
THROUGH A DIFFERENT LENS  
AND CULTIVATE DIVERSE  
PERSPECTIVES, AS WELL AS  
CREATIVE SOLUTIONS.

## GREETINGS,

Whether in the classroom or the boardroom, a rookie or a veteran in the field, we all learn by asking questions. Explorations as simple as 'what if' can help us gain deeper insights, as well as discover the many paths curiosity can take us.

For our Supplier Diversity team, this remains a way we challenge the status quo today. We're constantly posing questions to understand direction and expectations, as well as current supplier needs. For example, through an internal philosophy guided by root cause analysis, we're encouraged to ask 'why' (up to five times to be exact!) during a project or process to help better facilitate problem solving, as well as continuous improvement.

The result? Greater collaboration, productivity and inventiveness amongst our team. By questioning how and why things are done, we're able to look through a different lens and cultivate diverse perspectives, as well as creative solutions. Valuing inquisitiveness and continuous learning also helps us eliminate ambiguity and courageously challenge assumptions. I find these positive outcomes particularly relevant and beneficial as we look to nurture a more open, inclusive and welcoming work environment for our team members.

Our second issue for 2018 examines just how transformational questions can be amongst today's leaders. Enlisting unique insights from strategic partners, as well as a TOYOTA executive, we'll explore how being keen on learning can help entrepreneurs and professionals, like yourselves, discover the full potential - and possibilities - for your business.

Whether asking more questions in your role, of yourself or of one another, I hope that after reading, you'll be encouraged to embrace the power of curiosity and find the answers you need for continued growth and success.

Best regards,  
Chuck

# EXECUTIVE MESSAGE

From purchasing to supporting on-site suppliers at our Texas manufacturing plant, I've always understood the value of having a diverse supply base. First, there's the benefit of diversity of thought, which brings together a unique spectrum of ideas, backgrounds and experiences to create sustainable change. Then there's innovation, which in my experience, serves as one of the most impactful ways Supplier Diversity drives greater growth and development for companies today.

Recently, I took on a new role as Vice President in Purchasing for Direct Parts, where my group is responsible for procuring parts and components used in our North American vehicles. What excites me most about this different opportunity are the challenges we're facing - and overcoming - together to become a mobility company of choice for our consumers. As we collectively 'start our impossible,' there are several areas - Supplier Diversity included - that we can more strongly engage to achieve company-wide goals. I look forward to further tapping into these opportunities, as well as utilizing the insight and knowledge base of our team members and supplier partners alike, to improve our overall processes and produce greater results.

I would like to challenge everyone this year to focus on three key areas to strengthen our team: (1) Development, (2) Collaboration and (3) Innovation. This includes finding new, creative and sustainable ways to help diverse entrepreneurs position themselves for true growth and success.

On our journey to help our suppliers grow and develop, we recognize that there may be challenges. One way we support our suppliers when challenges arise is by encouraging a '5 Why' mentality. A method to achieve continuous improvement, asking why an issue has occurred helps get to the true root cause so an effective countermeasure can be implemented. If one stops asking 'why' too soon, the countermeasure will not truly solve the issue at hand, which can (and likely will) lead to a reoccurrence of the problem.

One of our MBE/WBE suppliers offers a great example of this. Brought on as a Tier I to produce a part for one of our vehicles, this supplier utilized a '5 Why' mentality immediately when presented with a challenge. They sought after the root cause of the issue - asking questions that helped them reach a resolution - and applied this way of thinking across other projects with Toyota. Their thoroughness to solve and understand the underlying issue enhanced communication and collaboration between Toyota and their company, as well as ensured that they could better meet expectations in the future.

With half of the year underway, it's my hope that moving forward, you're inspired to embrace continuous improvement and innovation as you move closer to achieving your business and professional goals.



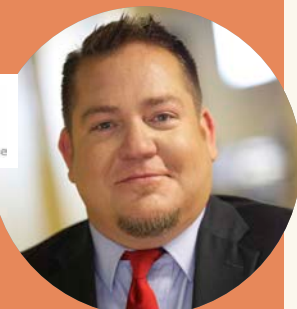
**DEB  
SCHROEDER**

Vice President,  
Purchasing Direct Parts  
TOYOTA Motor North America

WHAT EXCITES ME MOST ABOUT  
THIS DIFFERENT OPPORTUNITY  
ARE THE CHALLENGES WE'RE  
FACING - AND OVERCOMING  
- TOGETHER TO BECOME A  
MOBILITY COMPANY OF CHOICE  
FOR OUR CONSUMERS.

# 6 QUESTIONS WITH NGLCC, NVBDC, AND USBLN PRESIDENTS

JUSTIN NELSON (NGLCC), KEITH KING (NVBDC), JILL HOUGHTON (USBLN)



## PARTNER SPOTLIGHT

### ORGANIZATIONAL PROFILES

#### COUNCIL MISSION

- NGLCC - Expand economic opportunities for the LGBT business community
- NVBDC - Creating opportunities for certified service disabled and veteran-owned businesses of all sizes
- USBLN - Empower businesses to achieve disability equality and inclusion

#### HEADQUARTERS

- NGLCC - Washington, D.C.
- NVBDC - Detroit, Michigan
- USBLN - Washington, D.C.

#### RELATIONSHIP WITH TOYOTA

NGLCC, NVBDC & USBLN - Strategic Partner

In the past few years, the emergence and inclusion of LGBT, Disability and Veteran-owned businesses has ignited a new 'frontier' in Supplier Diversity. Once primarily documenting diverse spend with women-owned and minority-owned companies in terms of race, corporations today are now formally tracking diversity on all spectrums in their supply base.

In this special 'roundtable' feature, we highlight today's leading LGBT, Disability and Veteran-Owned Certifying Body presidents, exploring their thoughts on the challenges and opportunities available to diverse entrepreneurs and corporate members, as well as how Supplier Diversity continues to involve. Led by Justin Nelson, Keith King and Jill Houghton, the National LGBT Chamber of Commerce (NGLCC), the National Veteran Business Development Council (NVBDC) and the US Business Leadership Network (USBLN), respectively, are continually expanding economic opportunities for their growing business communities.

#### WHAT INSPIRED YOU TO GET YOUR START WITH YOUR ORGANIZATION?

**JUSTIN (NGLCC):** In 2002, I, alongside my co-founder Chance Mitchell, realized that too few government leaders and corporate executives had considered the economic equality — or impact — of the LGBT community. Although there was more representation on TV and in some halls of power, there was still a need to showcase that LGBT people were a vital part of America as business owners, employers, taxpayers, and providers of healthcare. So, with a few forward-thinking corporate partners and a small network of LGBT business owners willing to tell their story, NGLCC was born.

**KEITH (NVBDC):** After years of successfully completing Federal and State contracts, I was unfortunately unable to secure bid opportunities with corporations for my business, Keith King & Associates. So, I did some research. Although it was federal law for a corporation — if in contract with the federal government — to submit a subcontracting plan that included Minority, Women and Veteran-owned businesses, I quickly learned that many corporations required certification through an accepted program that met their corporate standards. New territory for me, I partnered with the Michigan Minority Supplier Development Council (MMSDC) and the Great Lakes Women Business Enterprise National Council to learn their certification methods before ultimately launching NVBDC in April 2014.

**JILL (USBLN):** Our organization was founded in 1994 by former U.S. House Representative and ADA Sponsor, Honorable Tony Coelho, who recognized long ago that creating a fully inclusive economy requires active collaboration with corporate America. Driven by a passion to unite the world of business around disability inclusion in the workplace, supply chain and marketplace, USBLN got its start and today, represents over 5,000 diverse businesses.

(CONTINUED ON PAGE 6)



## **WHAT DO YOU CONSIDER TO BE THE BIGGEST CHALLENGE(S) FOR YOUR ORGANIZATION AS IT RELATES TO BUILDING CONNECTIONS BETWEEN DIVERSE BUSINESSES AND CORPORATE MEMBERS?**

**J:** From the beginning, it's always been important for us to shatter preconceived notions that LGBT businesses are only small, stereotypical mom-and-pop shops in big metropolitan cities. Thankfully, that perception is improving as NGLCC-certified companies continually prove one of our favorite mottos true: "If you can buy it, a certified LGBT Business Enterprise can supply it."

**K:** The biggest hurdle for us is helping our Veterans understand that there is a new higher standard of certification required to work with corporations today (which differs greatly than work with the government). There's an ongoing effort to shift and expand our Veterans' perspectives, as well as their planning process, to help them succeed.

**J:** Our #1 challenge is educating our corporate partners and suppliers on disabilities and how that can be leveraged as a business advantage through USBLN's National Disability Owned Business Enterprise certification. The #2 challenge is helping corporations map disability supplier inclusion into their Supplier Diversity programs and supply chains. The good news? We are gaining momentum in both respects — more suppliers are coming to us regarding certification and more corporations are turning to USBLN to find and utilize USBLN-certified disability suppliers.

## **WHAT ARE A COUPLE OF KEY THINGS NEW/CURRENT MEMBERS IN YOUR ORGANIZATION SHOULD HAVE IN THEIR TOOLBOX TO SET THEM APART AND BE SUCCESSFUL?**

**J:** If there's one bit of advice we hear our Corporate Partners offer suppliers year after year is: know yourself. Take time to truly understand your value principle to a corporation or government agency. What sets you apart in the market, and how can you prove it? Taking advantage of NGLCC mentorship programs — or scholarships available to supplier training institutes — is essential for learning how to best position yourself when it's your turn to be in the pitch session.

**K:** Since our biggest push right now is Veteran certification, we strongly recommend that our Veterans use the NVBDC certification logo on their websites, marketing material, and as their email signature to help promote our certification agency. We also see great value in ensuring our Veterans maintain up-to-date professional capability statements for when collaborative opportunities arise.

**J:** For our corporate partners to be successful in disability supplier inclusion, they must publicly demonstrate that they welcome disability and service-disabled suppliers — whether via a written commitment toward this goal from senior management or recognition of these supplier classifications on their website/registration systems. For our certified suppliers, they must concentrate on becoming 'business ready' if they are not already — focusing on what they consider core business products/services.

## **WHAT'S ONE QUESTION THAT EVERY DIVERSE ENTREPRENEUR SHOULD ASK TO EXPAND THEIR NETWORK AND EXPLORE PARTNERSHIPS WITH OTHER ORGANIZATIONS?**

**J:** Instead of entering with the mindset of "What can you do for me?", the most successful diverse entrepreneurs know to come in asking, "What problems can we solve together?"

**K:** For us, it's simple in order to build sustainable partnerships: are you a NVBDC-certified Service Disabled or Veteran-owned business?

**J:** One of my favorites is: "Do I have real value to offer in this relationship that I can articulate and deliver?"

## **IN YOUR EXPERIENCE, HOW HAS SUPPLIER DIVERSITY EVOLVED OVER THE PAST FEW YEARS AND HOW DO YOU SEE IT EVOLVING IN THE FUTURE?**

**J:** It's all about collaboration and innovation. For years, we have all said, "A rising tide lifts all boats." However, we often said that from the safety of our own boat, across a very large harbor from one another. That's why the NGLCC convened other diverse business organizations in 2011 to create the National Business Inclusion Consortium (NBIC) — together, we remind Supplier Diversity leaders and policymakers that we only succeed when those boats are tied together.

**K:** From my vantage point, Supplier Diversity has definitely become more inclusive - evident by the additions of Veterans and the LGBT and Disability communities on a much wider industry basis. The proof of the value of diversity continues to be accepted in C-suites, and we hope this will lead to higher percentages of spend for each group.

**J:** I believe Supplier Diversity is no longer merely relegated to a single person in a corporation, who before, often lacked the appropriate resources to accomplish desired goals. Supplier Diversity has now evolved to include full integration within the public and private sectors. Today, a significantly larger number of organizations have fully staffed and resourced offices with the support of senior management, procurement and D&I leaders, who actively serve as champions and advocates of Supplier Diversity. In the future, I believe we will see larger, stronger diverse suppliers with Supplier Diversity being enveloped as part of the procurement process.

## **LASTLY, WHAT'S ON THE HORIZON FOR YOUR ORGANIZATION OVER THE NEXT FEW YEARS?**

**J:** The NGLCC has spent the last sixteen years helping more LGBT Americans gain access to the American Dream than ever before. And yet, we've barely scratched the surface of what we can do. So, for the years ahead, we look forward to focusing entirely on gaining more ground for our community to thrive economically — nationally and around the globe.

**K:** Ultimately, it's continuing to educate our Veteran business owners on the value of NVBDC certification. Then, of course, engaging our Veterans to participate more actively in the \$80 billion market available to them.

**J:** First, we are excited to expand globally with our Supplier Diversity program and to put more energy behind this opportunity. Second, we are advancing the Disability Equality Index (DEI) with additional assessment on supplier diversity, further encouraging top corporations to diversify their supply chains with disability-owned businesses. As the DEI is a national benchmarking disability inclusion tool, implemented in partnership with the American Association of People with Disabilities, companies can understand where they are with their disability inclusion efforts and plan their journey forward.

# CURIOSITY MATTERS: ASKING TARGETED QUESTIONS FOR GROWTH



**In 1943, while on family vacation, inventor and scientist Edwin Land took a picture of his daughter.**

Although initially excited, the little girl's anticipation quickly shifted to confusion, as she asked her father why she couldn't see her photo immediately. Land wondered, too, prompting a question that would change the way people would capture memories for generations: "why not design a camera that can develop pictures instantly?" And that's what he did, creating what's known today as the timeless and innovative Polaroid device.

Even today, many stories of ingenuity, like that of Polaroid's, begin with explorative questions like Land asked so many years ago. Interestingly enough, these same questions are also very much still prevalent in business. It's well-known and accepted that inquiring about the nuts and bolts about how something works, particularly in the workplace, is integral to learning, growing and evolving. Then why are so many of today's professionals hesitant to ask them?

# RISK AND REWARD:

## WHERE CURIOSITY CAN TAKE YOU

---

A recent University of Michigan study found the 'why' behind the age-old question: why do people in business generally refrain from raising questions? The answer is quite simple: for fear of appearing incompetent or uninformed. In today's competitive job landscape, professionals often feel an overwhelming anxiety and pressure to always appear both knowledgeable and confident in all aspects of their job responsibilities. And sadly, this only worsens over time.

As people gain more experience and expertise in their fields, the expectations and demands also increase. Richard Saul Wurman, the original creator of the TED Conference, notes that such reluctance dates back to learning in the classroom. "In school, we're rewarded for having the answer, not for asking a good question," Richard points out. For many, this still rings true in the world of business today.

But what about those who never stop examining the 'what about's' and 'how can we's?' It's likely not surprising that they're more apt to become today's top innovators and business experts. For example, a study of 3,000 successful creative executives, conducted by researchers at Brigham Young University and the INSEAD business school, found that curiosity and willingness to be inquisitive was a common theme among participants. Valued as a vital skill set to strengthen leadership and professional growth, asking questions has proven to be the gateway for some of today's most successful leaders to continually learn, as well as challenge the status quo.

## SO, IS THERE A RIGHT WAY TO POSE QUESTIONS?

For the answers you need? Absolutely. Knowing when and how to question is just as important as being willing and open to do so. Coming up with the right inquiry is often an art and science in and of itself, playing a significant part in how today's leaders drive originality and boldness in the marketplace.

To help you and your business ask more targeted questions, consider these four types — each aimed at achieving a different goal:

1

**CLARIFYING QUESTIONS** help to better understand what has been said and lead us toward relevant follow-ups. "Can you tell me more?" and "Why do you say so?" both fall into this category.

2

**ADJOINING QUESTIONS** are used to explore related aspects of the problem that are ignored in the conversation. Focusing on immediate tasks often inhibits asking more of these exploratory queries, but taking time to ask them can help gain a broader understanding of a particular project or process. This includes instances such as, "How would this concept apply in a different context?" or "What are the related uses of this technology?"

3

**FUNNELING QUESTIONS** are used to dive deeper. These inquiries are posed to understand how an answer was derived, to challenge assumptions, and to understand the root causes of problems. Examples include: "How did you do the analysis?" and "Why did you not include this step?"

4

**ELEVATING QUESTIONS** raise broader issues and highlight the bigger picture, taking us to a higher playing field where we can better see connections between individual problems. So, you can inquire, "Taking a step back, what are the larger issues?" or "Are we addressing the right topic?"



# THE POSSIBILITIES OF "WHAT IF"

Here are four companies who, after examining "what if," rethought convention and explored what's possible:



## MIXED MATCH SOCKS AT ITS BEST

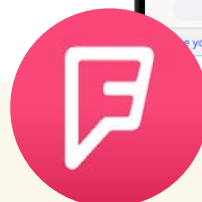
LittleMissMatched started with an odd but relatable concept: what if someone sold socks that didn't match? Always driven by their mission to build a girls' clothing brand founded on fun, creativity, and individual style, the growing retailer started off selling colorful girls' socks in packs of three. Yes, three! Today, thanks to taking a chance in the marketplace and maintaining their commitment to self-expression, LittleMissMatched's expanded line now includes bold girls' clothing, bedding, and a host of other spunky accessories.

## FOSTERING A MORE KNOWLEDGEABLE ONLINE COMMUNITY

In June 2009, former Facebook employees Adam D'Angelo and Charlier Cheever decided to branch out and launch a new venture called Quora. Rather than creating a simple Q&A site, the two explored: "what if we could nurture an online community to help users get any question immediately answered by the world's smartest people?" And that they did. A collaborative platform where users can edit inquiries and suggest adjustments to other answers, Quora today is considered a 'go-to' hub for users to share knowledge as well as better understand the world.

## 'WHAT TO DO?' AT YOUR FINGERPRINTS

If you ask the founder of Foursquare about the big idea that launched the company, he'll say it was never to "build the world's best check-in button." Instead, it was to build a software to help people discover the most interesting and best experiences in the real world - often in their backyard. To achieve this, the tech company pondered: "what if we could somehow crowdsource everything a city has to offer?" By doing so, Foursquare, through ingenuity, curiosity and courage, has become a leading search-and-discovery service mobile app that offers personalized food, nightlife and entertainment to millions of people around the world.





### AFFORDABLE EYEWEAR & TRY-ONS AT HOME

The launch of Warby Parker began with a problem and one that many can relate to: glasses are expensive. At the time, a group of grad students, tired of squinting and complaining, decided to ask themselves a challenging and disruptive question - "what if we could circumvent traditional channels in the eyewear industry and design affordable glasses?" And oh, "what if we could also afford our customers the luxury of trying frames at home for free?" Thinking outside the box and entering an overwhelmingly controlled industry, Warby Parker has since emerged as a strong, trusted and trendy brand of prescription eyewear in the U.S.



## DISRUPTIVE QUESTIONS TO ADVANCE YOUR BUSINESS

As outlined on [forbes.com](https://forbes.com), consider these types of transformational queries to spur creative ideas and champion continuous improvement for your business:

- If you could only work on one project for a year to transform the company, what would it be and why?
- What is the shortest path to your customer? How could you get there in 6 months?
- What suffers more breakdowns: your products, your processes, or your people? How could you fix this?
- It's 2025 and you're at the best organization to work for in the world: what two things did you do to earn this award?

## CONCLUSION

When truly looking to think differently and start your impossible, it's important to opt for curiosity rather than complacency. There's tremendous value in embracing questions like "what if" and "why not" as well as remembering to always remain open to ask, observe and experiment in your journey. Through an eagerness to continually learn, do and be better, you'll discover the right path to achieve tangible growth, development and success.

Sources:  
[www.fastcodesign.com/1663429/big-innovations-question-the-status-quo-how-do-you-ask-the-right-questions](https://www.fastcodesign.com/1663429/big-innovations-question-the-status-quo-how-do-you-ask-the-right-questions)  
[www.forbes.com/sites/grouphink/2013/10/04/10-disruptive-questions-for-instant-innovation/#207928476dab](https://www.forbes.com/sites/grouphink/2013/10/04/10-disruptive-questions-for-instant-innovation/#207928476dab)  
[thenextweb.com/business/2015/11/17/bucking-the-trend-6-businesses-who-did-things-differently/](https://thenextweb.com/business/2015/11/17/bucking-the-trend-6-businesses-who-did-things-differently/)  
[littlemissmatched.com/about-us](https://littlemissmatched.com/about-us)  
[www.warbyparker.com/history](https://www.warbyparker.com/history)  
[www.businessinsider.com/the-founder-of-foursquare-has-the-perfect-explanation-for-why-the-company-is-still-relevant-2015-3](https://www.businessinsider.com/the-founder-of-foursquare-has-the-perfect-explanation-for-why-the-company-is-still-relevant-2015-3)  
<https://en.wikipedia.org/wiki/Quora>  
[www.strategy-business.com/blog/Innovation-Begins-with-Three-Questions?gko=50d8a](https://www.strategy-business.com/blog/Innovation-Begins-with-Three-Questions?gko=50d8a)

# 2018 Q1 HIGHLIGHTS

The latest TOYOTA Supplier Diversity news and happenings:

## **STEPHANIE BURTON, SUPPLIER DIVERSITY MANAGER, WINS "CORPORATE ADVOCATE OF THE YEAR" HONORS**

Recognized at Catch the Wave - hosted by the Ohio River Valley Women's Business Council - Burton was awarded for her work in supporting WBE development and certification throughout the region.



## **RECOGNIZED AS CORPORATION OF THE YEAR BY THE GREAT LAKES WOMEN'S BUSINESS COUNCIL**

TOYOTA honored at the Council's annual award program for its longstanding support of the Council and its work to create sustainable and meaningful opportunities for women-owned businesses.



## **NAMED ONE OF NORTH AMERICA'S TOP 25 COMPANIES FOR DIVERSITY BY DIVERSITYINC FOR FIRST TIME EVER**

Jumping from #34 in the 2017 rankings to #25 in 2018, TOYOTA recognized as a Top 50 diversity leader for the 11th straight year. TOYOTA was also named a Top Company for Supplier Diversity (#13), as well as for veterans and the LGBT community.



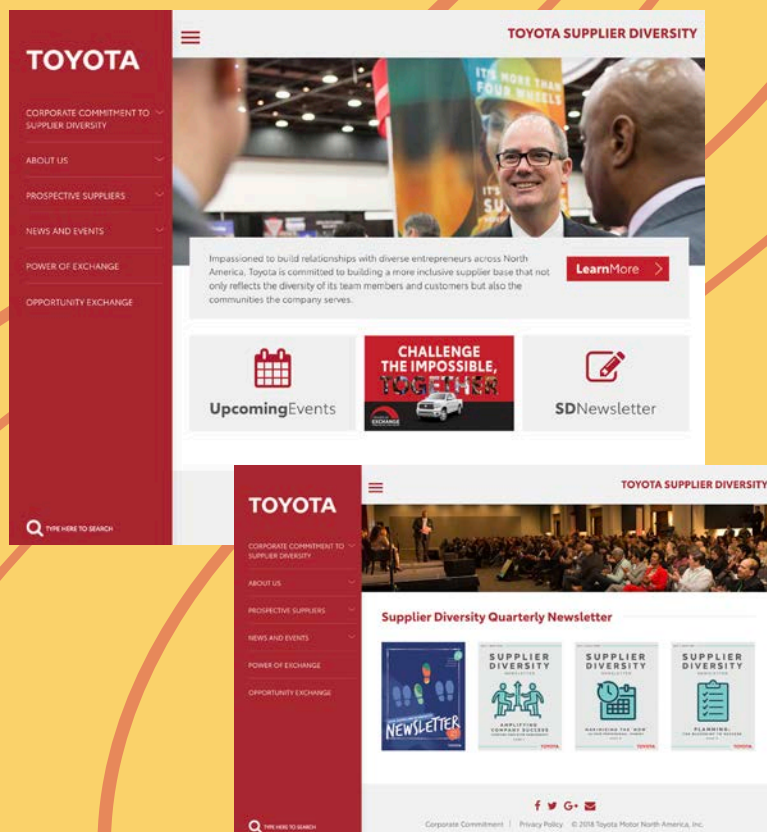
# NOW LIVE

**ONETOYOTASUPPLIERDIVERSITY.COM**

So, we've been busy! Inspired to consolidate our online presence into one user-friendly platform, we recently launched our new and revamped Supplier Diversity website: [onetoyotasupplierdiversity.com](http://onetoyotasupplierdiversity.com).

Featuring informative and engaging content on our program and the latest SD happenings - including Opportunity Exchange and Power of Exchange - our new website serves as the 'go-to' hub for all things TOYOTA Supplier Diversity.

We're always interested in your feedback, so let us know what you'd like to see on our website at [supplierdiversity@toyota.com](mailto:supplierdiversity@toyota.com)!



## NATIONAL COUNCIL PARTNERS

We're proud to collaborate with leading advocacy councils who remain dedicated to expanding economic opportunities for minority- and women-owned companies in the marketplace. Recently formalizing our efforts to track spend with LGBT-, Veteran- and Disability-owned companies, we're excited to accept certifications through NGLCC, NVBDC, and USBLN, in addition to our longstanding partners, NMSDC and WBENC.



WOMEN'S BUSINESS ENTERPRISE  
NATIONAL COUNCIL

JOIN FORCES. SUCCEED TOGETHER.

# EVENT SPOTLIGHT

## 2018 ABM HONOREES

Continuously building 'always better cars' begins with the diverse perspectives and distinct capabilities of all of our supplier partners. At our Annual Business Meeting, we recognize this very important group, highlighting those who continue to advance economic inclusion, as well as engage new ideas and processes at all levels of their business.

Join us in recognizing the following honorees of this year's Excellent Supplier Diversity Award. We thank all of our suppliers and their team members for their passion and commitment to driving mobility forward.



### ◀ ADIENT

Noby Tanaka - VP, Purchasing; Deb Schroeder - VP, Purchasing; Daniel Yamamoto - Sales Director; Robert Young - GVP of Purchasing, Supplier Engineering Development and Cost Planning



### TENNECO ▶

Noby Tanaka - VP, Purchasing; Deb Schroeder - VP, Purchasing; Fernando Ronderos - Supplier Diversity Manager; Robert Young - GVP of Purchasing, Supplier Engineering Development and Cost Planning



### GENTEX

Noby Tanaka - VP, Purchasing; Deb Schroeder - VP, Purchasing; Tom Latsko - Executive Director of Sales and Joe Matthews - Vice President of Purchasing; Robert Young - GVP of Purchasing, Supplier Engineering Development and Cost Planning

## 2018 SUMMIT & SALUTE

**MARCH 20-22, 2018  
DALLAS, TEXAS**

Over three action-packed days, women from all over the country participated in industry-focused workshop sessions, procurement connection opportunities, and targeted matchmaking at the 2018 WBENC Summit & Salute. Also featuring the Salute! Dinner, a festive evening that honors and celebrates various groups throughout the WBENC network, the annual conference brought together hundreds of WBENC-Certified Women Business Enterprises, Corporations, and Regional Partner Organizations.

### HIGHLIGHTS FROM THE 2018 WBENC SUMMIT & SALUTE INCLUDE:

- ◀ Deb Schroeder (Vice President, Purchasing Direct Parts) accepted Top Corporation of the Year Honors (Gold Level) on behalf of the TOYOTA team. Selected annually by the Women's Business Enterprise National Council (WBENC), Top Corporation honorees are awarded for successfully engaging women-owned businesses within corporate and government supply chains, and as a result, empowering local communities through economic growth and job creation. Schroeder also participated on the 'The Drivers in Tiering' panel, which explored the complexities of the automotive supply chain and helped attendees identify the best opportunities for their companies.

As part of the event's Procurement Opportunity Connection, Supplier Diversity team members met with WBEs during a Meet & Greet, as well as one-on-one matchmaker sessions. TOYOTA team members left inspired by the passion, drive and commitment of the WBEs in attendance to drive greater business development for their companies as well as other women entrepreneurs.



## TOYOTA

**Join us at the 2018 WBENC National Conference & Business Fair!**

Detroit, Michigan | June 19 - 21, 2018

For more information, visit [conf.wbenc.org](http://conf.wbenc.org)!

TOYOTA Supplier Diversity  
JUNE 2018



# EVENTS CALENDAR

## JULY

### 7.9 - 7.11

NMSDC National Program Managers' Seminar  
San Juan, PR

### 7.9 - 7.12

USBLN Annual Conference  
Las Vegas, NV

### 7.12

Southern California MSDC Supplier of the Year  
Awards Luncheon  
Los Angeles, CA

### 7.17

Southern Region MSDC Diverse Automotive Vendor  
& Procurement Summit  
Birmingham, AL

### 7.18

WBEC South Women in Business Leadership  
Luncheon  
Birmingham, AL

### 7.19

NVBDC Annual Federal Reserve Matchmaker  
Chicago, IL

### 8.23

Mid-States MSDC Golf Networking Social  
Indianapolis, IN

### 8.28 & 8.29

Southern Region MSDC Gateway Business Expo  
& Impact Awards  
New Orleans, LA

## SEPT

### 9.6

WBC-Southwest Business Works Expo  
Arlington, TX

### 9.10 & 9.11

NVBDC National Veteran Business Matchmaker  
Detroit, MI

### 9.10 - 9.12

WBEC West Annual Procurement Conference  
Palm Springs, CA

### 9.16 - 9.18

USHCC National Convention  
Philadelphia, PA

### 9.24

Great Lakes WBC Great Lakes 1st Annual  
Diversity Honors  
Dearborn, MI

### 9.26 & 9.27

WBE Canada Annual Conference & Matchmaker  
Toronto, ON

### 9.27

WBEC South WBEC Excelerate Summit  
& Awards Gala  
New Orleans, LA

### 9.27

CAMSC Business Achievement Awards  
Toronto, ON

### 9.29

DFW MSDC Quarterly Buyers Luncheon  
Dallas, TX

## AUGUST

### 8.8

Great Lakes WBC Executive Leadership Institute  
for Women  
Battle Creek, MI

### 8.9

TOYOTA Power of Exchange  
Dallas, TX

### 8.13

MHCC Golf Outing  
Washington, MI

### 8.14 - 8.17

NGLCC International Business & Leadership  
Conference  
Philadelphia, PA

### 8.21 & 8.22

BDR Summit  
Providence, RI

### 8.22

Great Lakes WBC Leadership Institute for  
Women & Corporate Communications  
Indianapolis, IN

# MEET THE TEAM



**CHUCK HENDRIX**  
**SENIOR MANAGER**

Oversees the Manufacturing and Sales Divisions; Building of TOYOTA's Supplier Diversity Processes; Development of Diverse Companies



**ERIN CAUDILL**  
**ANALYST**

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



**STEPHANIE BURTON**  
**MANAGER**

Internal Strategy Development; Development of Diverse Companies; Power of Exchange; Opportunity Exchange



**DANIEL ELLIS**  
**ANALYST**

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



**SAHAR HAQUE**  
**MANAGER**

Internal Strategy Development; Development of Diverse Companies; Power of Exchange; Opportunity Exchange



**ADRINA WALKER**  
**ANALYST**

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



**TIM YAMADA**  
**MANAGER**

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



**TAYLOR YOUNG**  
**ANALYST**

Internal/External Supplier Diversity Websites; Internal Content Development; Power of Exchange; Opportunity Exchange; Organizations: ABA, AICCCAL, Dallas-Fort Worth MSDC, Southern California MSDC, Southwest MSDC, WBEA



**ALYSSA KIRKOPOLOUS**  
**ADMINISTRATOR**

Executive Management Coordination; Power of Exchange; Opportunity Exchange; Execution of the Team's Sponsored Events

# CHALLENGE THE IMPOSSIBLE,

# TOGETHER



**August 9 | Dallas, TX**

Discover new opportunities for your company at the 2018 Power of Exchange - a professional development conference for certified diverse businesses.

**Attend this year's event and:**

- Gain insightful business development strategies from prominent diversity leaders and TOYOTA executives
- Expand your network and build connections on the tradeshow floor
- Engage TOYOTA Tier I Suppliers (Corporate Indirect) seeking your capabilities via "Match-Up Reports"

For registration details, visit:  
**[OneToyotaSupplierDiversity.com](http://OneToyotaSupplierDiversity.com)**

**f** /ToyotaSupplierDiversity **t** /ToyotaSD

**#StartYourImpossible**

**TOYOTA**