

09-2



The future 10 and 20 years from now.

After leaving Ivalo, the team headed to Norway's capital of Oslo for some market research. Norway is a progressive country when it comes to electrification, and more than 10% of the new cars sold last year were electric vehicles. Drive on the city's streets and the prevalence of EVs becomes readily apparent. Everyone on the team was surprised to find out that Norwegian companies have programs that lend cars to employees, and, even with government incentives, to see so many high-end Teslas on the streets. Amano-san of the Advanced Drivetrain

Engineering Division is someone who spends time at work thinking about the future of cars 10 and 20 years down the road. *"The user I just happened to talk to today was very satisfied. But this can change depending on government policy and infrastructure as well as the energy situation. It feels like I should look for other responses out there at the same time."* This European leg of the Drive Project provides many opportunities to observe the latest trends. This day laid that foundation.

Actively putting yourself out there.

The team arrived in Copenhagen, the

site of the European Retailer Meeting (ERM). In a presentation at the ERM, President Akio Toyoda is introducing the team to the dealers and retailers meeting there from all over Europe. They came to Copenhagen to rehearse for this event, and to finally see the cars that they would be using on their drive. They took time making sure that every aspect of maintenance had been taken care of. Omasa-san of TME has worked over the year or so leading up to the European leg of the Drive Project to ensure that the team members learn as much as possible before going back to their jobs.

"I can't speak English like a native speaker, but I try to communicate what I'm thinking, and the other team

members take the time to listen to me even if my grammar is not so good. I remember laughing at some foreigners before who were making mistakes in Japanese, but now I'm embarrassed about laughing. From the bottom of my heart, I think it is so important to accept other cultures and actively put yourself out there and communicate. It's the same with driving. I want the team to experience really getting out there and driving. Having all the team members participate in the ERM is a good opportunity to make this project known to a lot of people."

When it was finally time to go on stage, the team received warm words of encouragement from President Toyoda and were eager to start the drive the next day. Their hearts and minds were ready.

All different kinds of "making ever-better cars"

The winter portion of the 5 Continents Drive Project set out from Copenhagen. First, the team crossed the Øresund Bridge over the Øresund straight to reach Malmö in southern

Sweden. Then they got off the highway and drove on roads winding through pastures and fields. The fog grew thicker around them, and moss was growing on the trees. Yada-san of the Vehicle Engineering Development Division, who was serving as captain, said, *"It's so pretty"* to himself as he gazed at the scenery. He was an expert driver in cold weather, having driven on many different roads in Alaska, China, and Canada already. He hadn't driven in Europe yet, however, and said he was very much looking forward to the drive. While he was feeling some pressure as captain, he was also



focusing on keeping things lively in order to plant the seeds of FUN TO DRIVE in the team. He moved close to the team members riding in his car and did not hold back on giving them safe-driving tips. Even if his English is not great, he isn't shy about trying to make conversation with the European members. The point of his actions is to create the foundation for the team members to enjoy themselves. He aims to create a warm atmosphere because, *"Nothing good comes from having a negative mindset."*

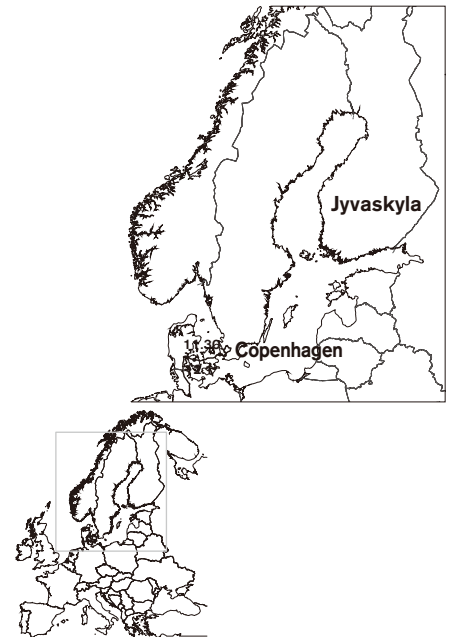
On the second day of the drive, the team headed from Odense, Denmark, to Hamburg, Germany. Since there was construction in several spots on the Autobahn, speed limits were imposed and the highway was relatively crowded. The road was also narrower in many spots due to lane closures from the construction. Kemal Moğulkoç from Toyota Motor Manufacturing Turkey works in quality assurance, and this was his first time driving outside of Turkey. The European members were

taking turns participating in weeklong stints on this leg of the Drive Project. It wasn't only the TMC members who were experiencing things they couldn't anywhere else.

"In only these two days, we've crossed three countries. Just experiencing how the rules are different in different countries and roads is valuable for me. The scenery and the rules of the road keep changing. This is also a great opportunity to help create 'ever-better cars' for customers that President Toyoda talks about. I feel the benefit of getting to talk with TMC members I haven't talked to before about the cars we love."

Just like the roads they were driving on, the team members on the European leg of the Drive Project are a diverse mix. They are from a mix of countries—Japan, Turkey, Serbia, Denmark, Austria, Belgium. What they share in common is the desire *"to make ever-better cars."*

Reporter○Toshiya Muraoka



Distance: 728km
 Duration: November.27-
 December.1,2017
 Days: 5days
 Vehicles: C-HR HV,Yaris HV,Prius PHV,
 Land Cruiser 200,PROACE,
 RAV4 HV,MIRAI

