

## What can we deliver to customers?

The temperature was minus 18°C when the team departed. They left from Arvidsjaur, Sweden amid the freezing cold, crossed over the border into Finland, and headed for the city of Rovaniemi. It hadn't snowed since the weekend, so the road conditions were not bad. One goal of the Five Continents Drive is to explore what makes "ever-better cars." Team 3, which was tasked with driving through extreme winter weather conditions, was unanimous in its idea of ever-better cars.

*"This has reaffirmed for me the mindset of making cars with basic performance that supports pleasant driving, where you can maneuver the car at your will."* Saying this was Kawahara-san of the Advanced R&D and Engineering Company. *"That is, in addition to accelerating, steering, and braking, the mirrors, lights, wipers, and washers must operate safely under extreme weather conditions to be able to enjoy driving."*

Sakuma-san, who works in the Public Affairs Division and does things like announce new vehicle models, described having the same realization as Kawahara.

*"In my job, focusing on things like new features and the design can become a habit, but the Drive Project has shown me just how important the performance aspects we take for granted are."*

The team experienced driving on narrow roads and passing oncoming large trucks driving at high speed as well as driving on roads that were a mix of dry, wet, snowy, and icy conditions, road encounters with reindeer, and thick fog, which all require concentration behind the wheel. Over the long days, the team members thought about what they could deliver to customers. One answer they arrived at was the underlying performance that cars offer.

## Arvidsjaur → Jyväskylä





## To study with intention.

On the day the team was driving from Ivalo, the northernmost point of the European leg of the Drive Project, to Oulu, the temperature hovered around 0°C, in contrast to the frigid weather they had been experiencing. The rise in temperature, however, in no way meant that the roads were easier to drive. The roads were now fraught with ever-changing hazards, ranging from sherbet-like snow and sudden snow showers to pounding rain, standing water, and black ice. Kadowaki-san of the Prototype Production Division remarked, *“Over one month, there has not been*

*one day when conditions were good.”* He made a discovery while driving in what could be called the extremes of general road conditions. His discovery was to *“have clear intentions.”*

*“The people I met on the street, interactions with our EU team members, and conversations with dealers and their staff made me realize that European cultures respect people’s intentions. It’s the same on the road. There is only a moment shared between you and passing or oncoming cars, but it feels like you recognize each other’s driving in that moment.”*

Kadowaki spends less time driving in his normal job than some of the other

team members, and he was thinking about the many things he still did not know about cars.

*“I became almost painfully aware that, to make ‘ever-better cars,’ I needed to take the initiative and study other areas intentionally in addition to my field of expertise. The more knowledge and experience you have, the more you can gain from genchi-genbutsu.”*

Looking to the future of Toyota, Kadowaki added that he wanted to impart the attitude of making sure to study things you discover to his junior colleagues. This will allow the growth he experienced in the Drive Project to be passed on to the next generation in many different ways.





*there ready to lend a hand even in the moments when some kind of trouble could have erupted. I would like to extend my appreciation to all of the TMC and EU team members who supported each other. We are the ones who have to make the future Toyota. We have to be flexible, demonstrate initiative ourselves, and speak up and make suggestions."*

The team members picked up many clues as to how to endure through the times in the Drive Project. The value of these clues will be demonstrated after they return to their home countries and take action. After an event marking the end of the Drive Project, the members gave a cheer in unison at the suggestion of Yada.

*"We love Toyota!"*

This cheer symbolized not only the company of Toyota, but also the team members' abiding love of cars. Tomorrow, they will once again start tackling their never-ending challenge.

Reporter○Toshiya Muraoka

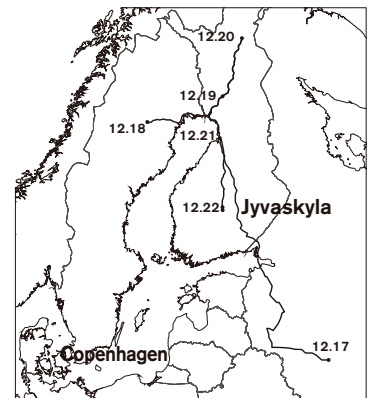
## Take action!

On the day the team set out from Oulu to the European leg's final destination of Jyväskylä, I commented to Bart Morren of TME, who served as assistant captain, that the TMC and EU team members displayed a great spirit of teamwork. He replied, *"More than the spirit of teamwork, I think it's the spirit of Toyota. This spirit has been passed on even to EU members who just started working at Toyota this year."*

The next day, the team reached the

finish line of the Tommi Mäkinen Racing Company. The winter leg crossed 7,390 km and nine countries. The full European leg of the 5 Continents Drive, which covered approximately 21,000 km of roads across 23 countries had come to a close. The Team 3 members of the European leg helped each other out and pushed each other to grow over the one month they spent together. Yada-san of the Vehicle Engineering Development Division, who served as captain, reflected on the Drive Project.

*"We overcame many difficulties. It feels like there was always someone*



Distance: 3,541km  
Duration: December.18-  
December.22,2017  
Days: 5days  
Vehicles: C-HR HV,Yaris HV,Prius PHV,  
Land Cruiser 200,PROACE,  
Corolla,RAV4 HV