



Jakarta → Surabaya

Network forming the future foundation.

Motorcycles thread through every available gap on both sides of cars. Just how many lanes the road has is a mystery. At a glance, there appears to be no order, but the team sees almost no accidents. And no cars on the road with dents from collisions. The streets of Jakarta are inscrutable. Atsushi Honda of the Chassis Engineering Division, who had previously been to Jakarta three times, was surprised at the dramatic rise in care hire services such as Grab over the last several years. He said it felt like there were

fewer multipurpose models, like the current Innova and its predecessor the Kijang, whose production started in the 1970s, on the roads. Indonesia, dubbed a hidden large power with the world's fourth-largest population, is in the midst of dizzying change. Even so, in meetings with customers the team heard that durability, and a strong after-sales service network, are what lead to building trust. Takuma Futohashi, who was transferring to the MaaS Business Division, spoke about this fact and the need to leverage it in the future.

"I also have some concern of just becoming a company that only supplies cars to sharing services

like Grab. But we heard from customers how they put trust in the quality of our after-sales service. We should be able to leverage this Toyota strength in new network services as well."



The cars loved in Indonesia.

It even takes a lot of time just to get on the highway from the streets of Jakarta. Driving along while getting squeezed by trucks, there were so many changes in the road it felt almost like a real test track. The edges of asphalt slabs lifted up, and potholes dotted the slightly undulating road. Tatsuya Kageyama of the Advanced Vehicle Engineering Development Division, who was riding in a Prius PHV, a car he considered a good car in Japan, muttered, *“It’s still mild because of the car, but even so it bothers me.”* The ongoing changes in road conditions mean something when you’re driving long distances. However, many customers in Indonesia choose cars based on cost and lack of breakdowns rather than on driving performance. A visit to a Daihatsu dealer drove this idea home. Shinya Takakura, who was participating in the leg from the Powertrain Control Development Division of Daihatsu, said the experience caused him to rethink

his own beliefs.

“Interiors I had even thought of as cheap were considered good for the price by Indonesian customers. I think they took a positive view of cars made with some level of businesslike compromise as being good enough.”

Rain poured down from a ferocious squall that evening, making driving on the city streets – already a challenge for the Drive Project team – that much more challenging. That said, captain Kazuaki Abiru commented, *“Well it’s finally starting to feel like the 5 Continents Drive Project”* with a grin. The driving rain was just another normal part of life in Indonesia.



Convictions for the future learned from the past.

On the sacred mountain of Mount Bromo, an active volcano located in East Java, more than 500 Land Cruiser FJ40s are still used today as the tour transportation ferrying tourists around. After visiting a workshop run by a highly skilled mechanic who drives a 50-year-old car and learned how to repair cars all on his own, Takao Oki of the Drivetrain-EHV Design Division No. 2 talked about how he wanted to become a designer able to judge what





functions are really necessary.

“When designing cars, you end up discussing whether fuel economy or power should be prioritized, but I was told in very clear terms to set the gear ratios low even just for first and second gears. When we were driving up Mount Bromo, it really hit me how setting the gear ratios low was a good thing, not only in terms of power but also in terms of the speed limit. What functions are necessary of course depend on the conditions, but maybe what customers want is simpler cars. Or when I redesign functions that are taken for granted, I think my experience today will be something that informs my decision-making.”

When the Drive Project team for the first half of the leg comes down from Mount Bromo, their two weeks on the road will end. Oki’s careful driving left the impression that he was reluctant to have the experience come to a close. After the team safely arrived in Surabaya, I asked Yosuke Motoki of the Human Resources Division for his thoughts before the team meeting. He reflected on how, in just a short

amount of time, the team had gradually come together and the individual members were hungry to gain new knowledge.

“I work in the HR Division, so I have almost no opportunities to work with cars directly. But I don’t think me gaining knowledge about cars is a waste of time at all. Far from it. When I’m hiring in the future, I can hold my chin up to the students and tell them that this is the genchi genbutsu way we make cars.” [laughs] “I think each one of us gained insights that will be helpful in things we do later on.”

The remaining Drive Project team is starting the second half of the leg. They are heading to the Philippines.



Distance: 1,054km
Duration: November 12-15, 2019
Days: 4 days
Vehicles: Innova Venturer, Camry HV, Fortuner, Avanza, Prius PHEV, Rush, Corolla Altis HV, C-HR HV, Xenia (Daihatsu)