



Company Finance Transformation Case Study

Directed Action Supports "One Toyota" Merger of TEMA, Toyota Motor Sales, USA (TMS) and Toyota Motor North America, Inc. (MA) to form Toyota Motor North America

The Challenge

In 2014, Toyota North America launched a strategic objective, "One Toyota" to create more unified operations in North America, in part, by bringing together its quality engineering, sales, marketing, financial services, and corporate functions into one single new headquarters location in Plano, TX. TEMA merged with Toyota Motor Sales, USA (MS), and Toyota Motor North America, Inc. (TMA), which controlled Toyota's corporate functions, to form Toyota Motor North America. Over 2 Billion dollars was spent building the new corporate campus, moving 4,000 Toyota team members to Plano, Texas and hiring 1,000 new local team members to work together under the new "One Toyota" model. The newly appointed regional CFO of Toyota needed a blueprint for Financial Transformation to enable governance, communication, and talent management capabilities for the newly formed Accounting and Finance organization comprised of legacy employees from the sales and manufacturing organizations as well as new employees hired from the local area.

Contact Us

CALIFORNIA
222 W 6th Street
Suite 400
San Pedro, CA 90731
(310) 707-2504

TEXAS
5851 Legacy Circle,
6th Floor
Plano, TX 75024
(310) 707-2504

The Solution

- DAI consultants recognized that organizational dynamics were influenced by strong legacy cultures, sensitive to the fact that newly promoted employees
- served in supervisory and management positions, there was a large number of new hires, a recent implementation of new regional cultural values, a realigned
- organizational structure and emerging corporate expectations for accounting and finance. As part of the Financial Transformation our consultants established
- a vision and strategy for regional accounting and finance organization operations, implementing a new communication strategy, aligning directors and
- executives on cultural and operational expectations, developing and implementing talent management approach and coordinating and integrating related
- initiatives.

Enabled Capabilities

- Talent Management
- Team Member Engagement
- Vision and Strategic Development
- Communication Change Management
- Diversity, Equity and Inclusion
- Change Management for HR

Partners



The Results

- Establishing an accounting and finance vision and strategy including defining corporate objectives, aligning accounting and finance values with cultural priorities, creating annual business objectives (Hoshin) to support corporate priorities and accounting and finance transformation strategy
- Creating a regional talent management program with a talent management framework that incorporates comprehensive training, focusing on business strategy, employee training and development, the consistent reinforcement of culture values, rotation and succession planning, training and development.
- Following a new communications strategy including clearly defined roles for stakeholders, key messages, and channels, establishing business partnering groups that work on sourcing, business development, rotational programs, succession planning and more.

Certifications

NAISC CODES
541600 Management Consulting
541200 Accounting Services
541612 HR Consulting
541618 Other Consulting
561400 Support Services



CLASSIFICATIONS
TI 20-2699019
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