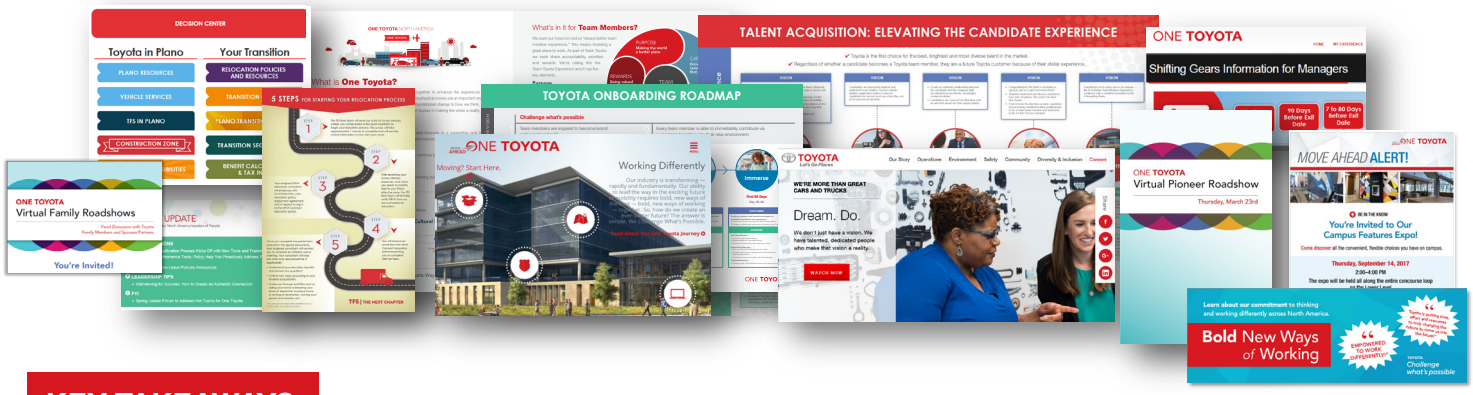
ONE **TOYOTA**

A Mindset, Not a Place:
Positioning a New Organization — Cultivating a New Culture

In 2014, Toyota Motor North America (TMNA) and Toyota Financial Services (TFS) launched a transformative journey to bring together its sales and marketing, manufacturing, R&D and financial services functions to create a unified "One Toyota" mindset. Its goal: to reignite a more responsive, collaborative and innovative culture that inspires team members to *Challenge What's Possible* and work differently. By every measure, its massive effort to relocate and unify its functions' headquarters while at the same time reorganizing its business was a success — with industry-leading team member acceptance rates, higher engagement scores, successful talent acquisition strategies and, most importantly, no disruption to the business.

TOYOTA GOALS	HUDSONLAKE STRATEGY
Create an engaging "people-first" playbook that encourages team members to adopt a One Toyota mindset in preparation for the company's reorganization and relocation.	Guide and facilitate the creation of a purpose-driven winning playbook tailored for Toyota, with a separate campaign for the reorganization.
Communicate with purpose — leverage Toyota's story to encourage and inspire team members to create positive change.	Develop engaging narratives around purpose, the "why" and "what's in it for team members."
Cultivate an evolved cultural framework reflective of the new cultural priorities, grounded in The Toyota Way.	Weave in tenets of The Toyota Way through every aspect of the strategy to reinforce cultural priorities within messaging.
Drive engagement through leadership teams who are committed to model and foster new ways of thinking and working.	Deliver a strategy-driven, research-based campaign plan with engaging leader-led, peer-to-peer and targeted messaging.
Execute a clearly defined move plan without disruption to the business.	Leverage a multi-faceted, on-the-ground political campaign approach inspired by Toyota's goals to support seamless launch, pre-move, move and post-move activity.
Attract, hire and grow a diverse, highly-engaged and enabled workforce that champions the company's vision of mobility for all.	Provide long-term engagement solutions to attract, hire and grow a diverse pipeline of talent to uphold the company's deeply held diversity commitments.



KEY TAKEAWAYS

Purpose Drives Passion.
- Tip: In every communication, be sure to link change to your company's mission and vision.

Cultivate a "People-First" Culture.
- Tip: Ensure the "WIIFM" — the "what's in it for me" — is clearly articulated in all communications so they know you care.

Involved and Empowered Leaders Drive Culture.
- Tip: Develop a segmented leader strategy that engages one of your most critical advocates: middle management.

Create Your Own Playbook.
- Tip: Make sure all of your content — messaging, tonality and look-and-feel — reflects the culture you're trying to create.