

**OPPORTUNITY EXCHANGE** 20 Years  
**\$150 million**  
and **GROWING**



Toyota's 20th annual Opportunity Exchange (OE) Trade show and Conference, held November 9-10, 2009, attracted nearly 2,000 participants, one of the largest crowds on record. More importantly, planners expect their Tier I suppliers to add significantly to the more than \$150 million in contracts this unique event has generated for MBEs since its inception.

Although the first OE in 1989 drew only 100 participants, it successfully launched a new way for Toyota to use the trade show format to connect its Tier I suppliers and MBEs. Toyota's Tier I suppliers participate as exhibitors to build business relationships with MBEs, who attended for free as Toyota's guests.

Explains Adrienne Trimble, Manager of Supplier Diversity at Toyota Motor Engineering & Manufacturing North America, Inc. (TEMA), "This model has become an excellent way to support our Tier II Program, which encourages Toyota's Tier I suppliers to increase the amount of business they do with MBEs." She adds, "OE is one of the ways we help our Tier I suppliers meet the MBE purchasing goals we ask of them." The previous 19 OE events have contributed more than \$150 million

toward achievement of those goals. Education is also an important component of OE. Each year, Toyota holds informative business seminars that cover topics intended to help all participants improve their operations. The first of two seminars at last year's event featured presentations on Toyota's presence in North America with a focus on The Toyota Way and the Toyota Production System from Jim Wiseman, Latondra Newton and Bryant Sanders, Toyota Executives in the fields of External Affairs, Strategic Planning and Operations Management, respectively. The second seminar featured a panel of MBEs and Tier 1 suppliers discussing best practices to be used at trade shows, specifically OE.

Titled "Educate, Engage, Empower," the 20th annual OE also included remarks from a pair of high-profile speakers, Earvin "Magic" Johnson and Reverend Jesse Jackson, who underscored both the business and social value of supplier diversity. Secretary Alexis Herman, Chair of Toyota's external Diversity Advisory Board, and TEMA executives Tetsuo Agata, President and COO, and Chris Nielsen, Vice President, Purchasing, also addressed the audience.

**"we do the work to make the promise of America the practice of America for all of America."**

-Secretary Alexis Herman



**Reverend Jesse Jackson, Founder & President Rainbow PUSH Coalition**

Invited by Toyota to deliver the invocation at breakfast, Reverend Jackson took a few minutes to compliment Toyota on its advances in supplier diversity. He also talked about the positive impact supplier diversity has on the lives and futures of minority youth. Inclusion, he explained, increases employment in underserved communities, enabling more parents to send their children to college. He concluded by pointing out how these new college graduates

return value to supplier diversity leaders like Toyota and to their own home communities: As loyal customers with good jobs, new graduates provide additional revenue that companies can then reinvest in minority communities. Reverend Jackson emphasized that when supplier diversity works, everybody wins, and he reminded audience members of their collective potential to change lives.

**Secretary Alexis Herman, Chair of Diversity Advisory Board**

Secretary Alexis Herman, Chair of Toyota's external Diversity Advisory Board (DAB), thanked Toyota for staying the course and for all the company has done to make a difference. She also thanked Toyota for allowing the DAB to ask the hard questions in order to help make Toyota's supplier diversity initiative even more effective as team members continue their work to advance diversity and inclusion. She concluded her remarks by telling the audience that only by working together can "we do the work to make the promise of America the practice of America for all of America."

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# TIME and TALENT



## Bunty LLC at a Glance

**Business:** Precision-machined components, fabricated equipment and custom machinery  
**Key Fact:** Tier II Supplier to manufacturers of tires, shocks, brakes and drive trains

Rajeev Jindal is a long-term thinker. He has to be: "Our sales cycle is three to four years," he explains. Jindal is President & CEO of Bunty LLC ([www.buntyllc.com](http://www.buntyllc.com)), a Tier II MBE supplier to TEMA. Bunty manufactures precision-machined components, fabricated equipment and custom machinery for Tier I suppliers of tires, shocks, brakes and drive trains.

Jindal founded the company in 2000 after having worked as an engineer for global corporations in the paper, textile and fiberglass industries. "My experience allowed me to travel on five continents and observe best practices in engineering as they related to manufacturing and procurement," he says. "Our work with a global tire supplier provided our entry into the automotive market."

Named Supplier of the Year in 2007 by the Carolinas Minority Supplier Development Council (CMSDC), the Greenville, South Carolina-based company has grown rapidly, notching double digit jumps most years and triple digit advances in some years.


"We attended our first Opportunity Exchange in 2005 after hearing about the event from several other MBEs," Jindal recalls, "we also received an invitation through CMSDC. Our motivation was to do some networking and identify Tier I suppliers who needed what we sold."



Left to right: Brad Crain, Warehouse Manager; Rajeev Jindal, President & CEO; Carol Hopkins, Office Manager; Jeff Pham, Director of Operation

For Bunty representatives, those first few OE events were more walk-through and reconnaissance than full-blown promotion of their company. They visited several booths, collected information and sought strategic fits with TEMA's Tier I exhibitors. "Each year we found ourselves stopping at fewer and fewer booths, but spending more time at each booth we visited," Jindal said.

Then, in 2007 Bunty made a strategic connection. A manufacturer of shocks the Bunty team met at the 2005 OE indicated their company had an open RFP for multiple components and aftermarket parts. The potential customer invited Bunty to make a capabilities presentation to their Purchasing Department just one week after OE. "We had seen them at the show for two years prior to this invitation to present," Jindal said. "I'm convinced we won that business in part because they appreciated our willingness to take our time to build a relationship."

Bunty's demonstrated expertise as a direct supplier to a global tire manufacturer didn't hurt either. Proving that It takes time and talent to win. 

# TIRE WHEEL and opportunity



The champions of motion.

## Hero Assemblers LP at a Glance

**Business:** Tire and Wheel Assembly  
**Key Fact:** One of the 21 original on-site suppliers at TMMTX

Hero Assemblers began as an idea in the minds of its founding partners, Frank Herrera, a San Antonio trial attorney, and Ray Romero, a businessman with major corporate experience. (Herrera and Romero are the "He" and "ro" in the company's name.) The two San Antonio businessmen approached Toyota in 2003 soon after the announcement to build TMMTX, the San Antonio plant that produces Toyota's Tundra full-size pickup truck. "Having done our homework we expressed an interest in leveraging our local contacts to establish a company that could become a supplier partner to one of TEMA's Tier I suppliers," explained Ray Romero, who at the time was General Counsel for a San Antonio-based telecommunications firm.

"We presented our international business experience, including work with foreign governments and international corporations to close deals in excess of \$1 billion," he continued, "But what I think interested Toyota most was the combination of our experience and our willingness to learn the Toyota Way." After doing their homework, the Hero Partners were able to connect with representatives from Toyota Tsusho America, Inc. (TAI), a long-term Tier I supplier to TEMA.


TAI and the two partners explored options for working together to deliver value to the new Toyota plant planned for San Antonio. "I liked that TEMA never said 'do this' but instead encouraged us to identify promising opportunities on our own," Romero says. He also says that TAI



Ray Romero, President (left); Rich Garcia, Plant Manager (right)

proved to be an outstanding partner with whom they explored the possibility of bringing the company's expertise in Tire & Wheel assembly to the San Antonio plant. (TAI already had Tire & Wheel operations at TEMA plants in Canada and California, and the partners all agreed it made sense to leverage this experience by establishing a Tire & Wheel operation at TMMTX.)

Following multiple site visits to TAI's operations in Canada and California and immersion in the Toyota Production System (TPS), Frank Herrera and Ray Romero established Hero Assemblers as a joint venture with Toyota Tsusho. Selected to be one of TMMTX's 21 on-site suppliers when the plant opened, Hero Assemblers had morphed from an idea to a relationship to a Tier I supplier. "I believe we advanced as we did because we were always focused on adding value for TEMA," explains Romero, "We have learned that if you put forth your best effort, Toyota will reciprocate."

Beyond his company's work at TMMTX, Romero is the Vice Chair of the local Workforce Development Board and an active board member of the Southwest Minority Supplier Development Council (SMSDC), which he says has helped him identify several MBEs as potential Tier II suppliers to Hero. Recognizing his dedication to diversity and his company's high performance, SMSDC named Hero its 2009 Minority Supplier of the Year. 

# TOYOTA

## Recognized by NMSDC Councils



Toyota was awarded 2009 OEM Corporation of the Year by MMBDC and TSMSSDC. They were also one of the top five finalist for the 2009 NMSDC Corporation of the Year Award.

**"It is a tremendous honor to recognize Toyota as our council's OEM Corporation of the Year. Toyota and the other winners are the sparkle in our local economy because of the significant contributions they're making in these challenging economic times.**

**Collectively through business opportunities and partnerships, they help sustain wealth and create jobs in our community."**

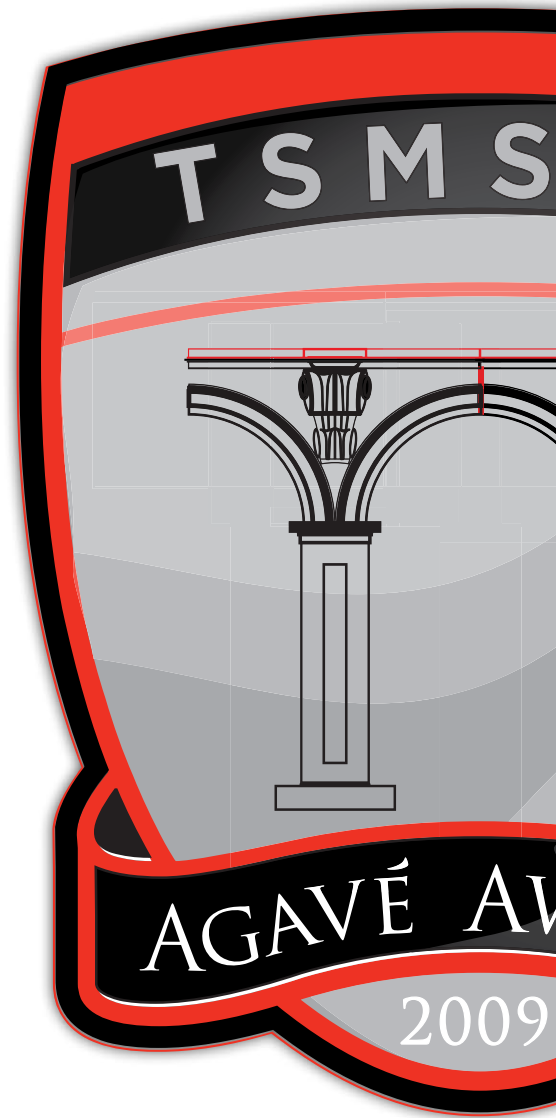
-Louis Green,  
President & CEO, MMBDC



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**"Toyota 'walks the talk' again in 2009. In one of the most challenging years for the Automotive Industry and the world economy, Toyota distinguished itself among its peers. The commitment to retain MBE supplier diversity goal levels set in better economic times confirms once again their importance to Toyota's strategic plan for marketplace success. Not only were the goals retained, they were exceeded! Great job Toyota!"**

-Ty Gettis,  
President, TSMSSDC





**"Toyota is a company that gets it".**

-Earvin "Magic" Johnson, Jr.

**Earvin "Magic" Johnson  
Chairman & CEO,  
Magic Johnson Enterprises**

Speaking first about Toyota, Earvin "Magic" Johnson, Jr. applauded the automaker as "a company that gets it," as evidenced by their membership in the Billion Dollar Roundtable. He also thanked Toyota for bringing Tier I suppliers and MBEs together in one place in order to build business

relationships, telling Tier I suppliers that MBEs just need an opportunity. Then, directing his remarks to MBEs, he emphasized the importance of over-delivering and adding value on every business opportunity. Using the example of his own experience with Starbucks, the owner of Magic Johnson Enterprises

demonstrated how superior business performance can overcome assumptions about what an MBE can and can't do. "My per caps are \$4.67 a person," he said "and Starbucks are \$4.61. And they said it wouldn't work in urban America."



TOYOTA | DIVERSITY

# ANNOUNCEMENTS

## Congratulations, MBEs!



Toyota suppliers Computech, Webrunner dba W3R consulting, and Vision IT won 2009 Minority Business of the Year Awards in classes II, III and IV respectively from MMBDC.



Toyota supplier Hero Assemblers was named 2009 Minority Business of the Year by SMSDC.



**NIMBUS**



Toyota suppliers Nimbus, Superior Maintenance Co., and Enova-Premier won 2009 Minority Business of the Year Awards in classes I, II and III respectively, from TSMSC.