

## Analysis Of Toyota Motor Corporation Scholars At Harvard

Seminar paper from the year 2010 in the subject Business economics - Business Management, Corporate Governance, grade: 1.0, University of Sunderland, course: Contemporary Developments in Business and Management, language: English, abstract: 2Introduction to Report on the Toyota Company 2.1Introductory Information Report on the Engel and Voelkers Company Prepared for: CEO of the Toyota Company Prepared by: Arkadi Borowski, registered student at the University of Sunderland, United Kingdom Subject: Contemporary Developments in Business and Management of the Toyota Company Distributed: April 9th, 2010 2.2Introduction The CEO of the Toyota Company Mr. Akio Toyoda has asked me, Arkadi Borowski, to prepare a business report that addresses the internal and external influences as well as the global political changes to which the Toyota Company is subject to. To be able to present a high-quality business report, I did detailed research on the company and its business environment. The information was gathered from: the company's Annual Report 2008/2009, the official website of Toyota and internal know-how of the company. The sources and the additional professional literature are quoted in the references at the end of the document. 2.3Executive Summary The present report deals with the analyses of the internal and external business environment, for this purpose the "PESTLE" analysis and the "Porters five forces model" were used. It also gives a short overview of the company and the type of business it is involved in. The second part of the report is an in depth analysis of how global political changes affect Toyotas policies and decision-making. There is also an evaluation of the effectiveness of the company's response and the demonstration of areas for improvement."

"A 14% credit card rate! What a deal!" "Where it says 'adjustable' here on my mortgage - that means 'fixed', right?" "Work until I retire, then collect Social Security. That's my wealth plan." If you've ever wondered how your money works, where it goes or how it grows, stop wondering. "Control Your Cash: Making Money Make Sense" deconstructs personal finance so that everyone but the hopelessly inept can understand it. Inside the book, you'll learn: [ how to get your bank accounts, credit cards and other financial instruments to work for you, and not the other way around [ the right way to buy a car (i.e. with the salesman cursing your name as you drive away) [ where and how to invest, and what all those symbols, charts and graphs mean [ how to turn expenses into income, and stop living paycheck-to-paycheck [ whom the tax system is stacked against (hint: it's most of us) and how to use that to your advantage [ the very key to wealth itself. In fact, the authors thought it was so important they put it on the cover so you can read it even if you're too cheap to buy the book: Buy assets, sell liabilities. Finally, a book that explains personal finance not only in layman's terms, but in detail. If you can read, and have any capacity for self-discipline, invest a few bucks in "Control Your Cash" now and reap big financial rewards for the rest of your life.

This volume presents realistic estimates for the level of fuel economy that is achievable in the next decade for cars and light trucks made in the United States and Canada. A source of objective and comprehensive information on the topic, this book takes into account real-world factors such as the financial conditions in the automotive industry, costs and benefits to consumers, and marketability of high-efficiency vehicles. The committee is composed of experts from the fields of science, technology, finance, and regulation and offers practical evaluations of technological improvements that could contribute to increased fuel efficiency. The volume also examines potential barriers to improvement, such as high production costs, regulations on safety and emissions, and consumer preferences. This practical book is of considerable interest to car and light truck manufacturers, policymakers, federal and state agencies, and the public.

Si usted quiere entender como se origino el sistema de producci?n Toyota y por que tiene exito, debe leer este libro. Aqui encontrara una introducci?n avanzada del justo a tiempo. El mundo le debe mucho a Taiichi Ohno. Nos ha demostrado como fbricar con mayor eficacia, como reducir costos, como producir una mayor calidad, y a examinar atentamente como nosotros, en nuestra calidad de seres humanos, trabajamos en una fbrica. El relato que Ohno cuenta en este libro es brillante. Deberia ser leido por todos los gerentes. No es solo un relato acerca de la fabricaci?n; sino tambien sobre como dirigir exitosamente una empresa.

This book constitutes extended, revised and selected papers from the 11th International Symposium of Artificial Intelligence supported by the Japanese Society for Artificial Intelligence, JSAI-isAI 2019. It was held in November 2019 in Yokohama, Japan. The 26 papers were carefully selected from 46 submissions and deal with topics of AI research and are organized into 4 sections, according to the 4 workshops: JURISIN 2019, AI-Biz 2019, LENLS 16, and Kansei-AI 2019.

Originally published in 1999 after a decade of research and extensive interviews with some of Toyota's top executives, this book examines organizational purpose: what it is, how it is crafted, how does it relate to strategy and objectives and how does it relate to decisions and actions that ultimately produce organizational results. The author explains why Toyoto Motor Corporation was selected to study corporate purpose and examines the various factors that influence purpose. An overview is given of Toyota in the 1990s and its operating environment, particularly outlining the importance of the Japanes motor industry to Japanese society. Operational objectives of Toyota are analyzed and research findings, data and analysis related to Toyota's purpose are presented and the implications described. In the appendix, the detail of the research methodology of this study is included.

Toyota Kaizen Methods: Six Steps to Improvement focuses on the skills and techniques practiced inside Toyota Motor Corporation during the past decades. This workbook focuses on the actual training course concepts and methods used by Toyota to develop employee skill level, a core element of Toyota's success. It is not a book about holding Western-st

Master's Thesis from the year 2017 in the subject Business economics - Supply, Production, Logistics, grade: 1,3, University of Manchester (Alliance Manchester Business School), language: English, abstract: The thesis at hand describes the findings of a systematic literature review that was undertaken to investigate if and how the Toyota Production System is being used in the European food and beverage industry. The research was conducted since the concerned industry is suffering from low productivity, increasing customer requirements and frequently occurring quality issues, although food safety is of utmost importance. The Toyota Production System was found capable to address all these issues both in its incumbent automotive sector and subsequently also in other industries. After identifying the dominant authors in the body of literature and classifying the extant literature into epochs, the research objectives for the study are addressed. These included an investigation of the drivers for lean implementation, the obstructing and facilitating factors, the performance outcomes of lean implementation and the lean practices that are predominantly described. With regards to the latter, also adaptations that were made to the lean methodology are presented. The most important findings include that lean methodology is already being used in the European food and beverage industry, even though only to a rather limited extent. Moreover, industry characteristics are found to present obstacles to lean implementation. Especially volatile demand patterns that are contrasted by production to forecast make it difficult to avoid overproduction. Also, natural variation and perishability of materials can make the adoption of lean principles challenging. However, although the body of literature does not provide a solution for all obstacles, some presented adaptations to the lean methodology can address at least some of them. In the end, the concluding assessment is made that the Toyota Production System can be seen as applicable to the European food and beverage industry. However, industry characteristics make it at times necessary to adapt the lean methodology creatively.

Inhaltsangabe:Abstract: This Master thesis explores the organisational change, as performed by Toyota after World War II which, within decades, made this company the most successful automobile producer in the world and a model of corporate governance. Since the Toyota Production System (TPS) was born and continuously developed, it gave such a boost of productivity to the Japanese automobile industry

that soon it was copied all over the world. The details of this system, which is to a huge amount based on practical experience and which requires a huge amount of preparatory work, are sufficiently known within the industry. Nevertheless, other Japanese companies and, in particular, international companies fail to catch up with Toyota. The question is, why? Quite a number of car manufacturers already produce according to lean principles, as the TPS instruments are sometimes called, quite successfully, as it seems, and nevertheless they lag behind the performance of Toyota. A highly saturated North American and European automobile market requires thorough change, since companies, due to an increasing global competition, need to undergo some kind of change to survive in the market. Experts assume further consolidation among Original Equipment Manufacturers (OEM) until 2010. Although everything seems to be known about TPS, there is obviously a remainder, because otherwise there would be more Toyotas than just one. There must be something in TPS that has not been identified or has been left out so far by the majority of OEMs all over the world. (Judging from the current competition in the automotive industry, it is more likely that this something has been unintentionally ignored). This is the case although the whole system, without any restrictions, is made accessible to competitors and anyone interested in TPS. Obviously, the knowledge of this mostly missing aspect or link in TPS is restricted, because in the current situation in the automotive industry no company can afford giving away any chances. This master thesis aims at identifying and preparing the above mentioned, apparently hidden or unintentionally ignored, aspects of the Toyota Production System (TPS) which make Toyota more successful than other car makers. Problem definition: Although everything seems to be known about TPS, there is obviously a remainder, because otherwise there would be more Toyotas than just one. There must be something in TPS that has not been identified or has [...]

Since the 2008 global economic crisis, East Asian economies have faced a number of macroeconomic issues including China's new growth model, the middle-income trap in developing East Asian countries, and the growing natural fibre market and its socio-economic implications. This book addresses these key topical issues which East Asian economies are facing today. Written by international experts in the area of Asian economics and business, it presents the most recent macroeconomic outlook in the region and then goes on to analyse a number of business corporations and industry-related cases, focussing on the theme of firms' strategies. Examining the links between environmental and financial performance, corporate social responsibility and the transfer of environmental management, financial accounting standards, the relationship between corporate sustainability activities and corporate profit, and the different cultural approaches towards business ethics, this book provides both practical strategies and new theoretical insights. As such it will appeal to students, scholars and practitioners interested in Asian business and economics.

The Toyota Way Fieldbook is a companion to the international bestseller The Toyota Way. The Toyota Way Fieldbook builds on the philosophical aspects of Toyota's operating systems by detailing the concepts and providing practical examples for application that leaders need to bring Toyota's success-proven practices to life in any organization. The Toyota Way Fieldbook will help other companies learn from Toyota and develop systems that fit their unique cultures. The book begins with a review of the principles of the Toyota Way through the 4Ps model-Philosophy, Processes, People and Partners, and Problem Solving. Readers looking to learn from Toyota's lean systems will be provided with the inside knowledge they need to Define the companies purpose and develop a long-term philosophy Create value streams with connected flow, standardized work, and level production Build a culture to stop and fix problems Develop leaders who promote and support the system Find and develop exceptional people and partners Learn the meaning of true root cause problem solving Lead the change process and transform the total enterprise The depth of detail provided draws on the authors combined experience of coaching and supporting companies in lean transformation. Toyota experts at the Georgetown, Kentucky plant, formally trained David Meier in TPS. Combined with Jeff Liker's extensive study of Toyota and his insightful knowledge the authors have developed unique models and ideas to explain the true philosophies and principles of the Toyota Production System.

The following analysis illustrates the underlying trends and relationships of U.S. issued patents of the subject company. The analysis employs two frequently used patent classification methods: US Patent Classification (UPC) and International Patent Classification (IPC). Aside from assisting patent examiners in determining the field of search for newly submitted patent applications, the two classification methods play a pivotal role in the characterization and analysis of technologies contained in collections of patent data. The analysis also includes the company's most prolific inventors, top cited patents as well as foreign filings by technology area.

Motivated by Toyota's product development capabilities, Daniel Sørensen examines the question of how much to invest in pursuing parallel design alternatives. A real option to switch is modeled accounting for interproject correlations. Based upon economic theory, five principles for value-maximizing the product development process are presented.

This book looks at Japanese companies in manufacturing and services sectors and how they are trying to emerge from the prolonged uncertainty of the pandemic. The chapters are written by those dealing with Japanese business under the shadow of the pandemic and being influenced by the continuous and rapid adoption of digital technologies in business and our daily lives. This book brings together the experiences of big and small corporations while looking at how digital transformation and the pandemic combined have led to a transformation in the product, production processes and services. It highlights the role played by robots, 3-D printing and renewable energy in manufacturing while the impact can be seen in the changes coming to future offices, how we work and interact and how we relax through tourism and travel on the service side. The services sector is as much impacted by digital transformation and the pandemic as any other field in business. Aimed at academics, researchers and practitioners, Japanese Business Operations in an Uncertain World will provide valuable insights into how Japanese organizations are adapting to the dual impact of the pandemic and advancements in digital technologies.

The must-read summary of Theodore Kinni and Al Ries' book: "Future Focus: How 21 Companies Are Capturing 21st Century Success". This complete summary of the ideas from Theodore Kinni and Al Ries' book "Future Focus" raises an essential question: What are the ingredients of 21st century corporate success? Using quantitative and qualitative criteria, the authors have identified a list of 21 companies that have achieved success. In their book, Kinni and Ries reveal the qualities that all of these companies have in common and how you can learn and profit from their example. This summary is an excellent guide for business owner and executives who want to learn from the best. Added-value of this summary: • Save time • Understand key concepts • Expand your business knowledge To learn more, read "Future Focus" and discover how you can learn from the practices of the most successful companies to guarantee your own success in the 21st century.

What would happen if everyone in your company followed a disciplined approach to cost reduction? Go ahead -- imagine it. What would it look like? How can it be done? The answer -- smart cost management. Effective cost management must start at the design stage. As much as 90-95% of a product's costs are added in the design process. That is why effective cost management programs focus on design and manufacturing. The primary cost management method to control cost during design is a combination of target costing and value engineering. Target Costing Objectives: Identify the cost at which your product must be manufactured at if it is to earn its profit margin at its expected target selling price. Break the target cost down to its component level and have your suppliers find ways to deliver the components they sell you at the set target prices while still making adequate returns. Value Engineering: The connection to function: An organized effort and team based approach to analyze the functions of goods and services that the design stage, and find ways to achieve those functions in a manner that allows the firm to meet its target costs. The result: Added value for your company (development costs on-line with added value for your company; development costs on-line with selling prices) and added value for your customer (higher quality products that meet, possibly even exceed, customer expectations.)

Business Ethics provides a thorough review and analysis of business ethics issues using several learning tools: Strategic Stakeholder Management as the Theme: All chapters use a strategic stakeholder approach as a unifying theme. The text is thus the first text that adopts this approach. Most business ethics scholars and practitioners agree that successful ethical companies are the ones that can strategically balance the needs of their various stakeholders. By adopting this approach, students will be able to see how the various aspects of business ethics are connected. Theory-based and Application-based: All chapters have important applicable theories integrated with discussion of how such theories apply in practice. Unlike other texts that are either too theoretical or too practical, this text provides the appropriate blend of theory and practice to provide deeper insights into the concepts covered in the chapter. Global Perspective: Unless most other texts, this text provides a global perspective on business ethics. Most chapters include material pertaining to ethics in global contexts. Included are cases about companies in a wide range of countries including Japan, U.K., China and India among many others. Cases: The text contains over 30 real world global cases. Each chapter ends with a short two page case as well as a longer case that varies in length. Each has discussions questions at the end. Finally each of the four parts ends with a Comprehensive Case; proven teaching cases from The Ivey School and other sources.

No company is an island in the world of business. Each company is locked into a complex network of relationships with its customers, suppliers and other counterparts. What happens in these relationships is critical to the success of any business. Managing a company's relationships and its position in the network is a central, but often misunderstood aspect of business. This new edition of Managing Business Relationships aims to help managers and students understand the reality of business networks and how to manage in them. It has been entirely rewritten to include the latest thinking and research from the IMP (Industrial Marketing and Purchasing) Group and includes new chapters on Intermediation in Business Networks, the Economics of Business Relationships and the Practice of Business Networking. Features: • Provides a structured way to understand business networks and their meaning for the practicing manager. • Offers a complete analysis of management in different relationships including those with customers, suppliers, distributors and development counterparts. • Presents a practical analysis of the problems and choices that managers face in developing and changing their relationships and a guide to the critical skills of business networking. The book is vital reading for students of business marketing, purchasing, business networks and relationship management. It is also a valuable resource for all managers operating in business networks, including those in marketing, purchasing, strategy, technical development and distribution.

Winner of the Shingo Prize for Research and Professional Publication, 2009 The international bestseller The Toyota Way explained the company's success by introducing a revolutionary 4P model for organizational excellence-Philosophy, People, Process, and Problem Solving. Now, in Toyota Culture, preeminent Toyota authorities Jeffrey Liker and Michael Hoseus reveal how Toyota selects, develops, and motivates its people to become committed to building high-quality products-and how you can do the same for your company. Toyota Culture examines the "human systems" that Toyota has put in place to instill its founding principles of trust, mutual prosperity, and excellence in its plants, dealerships, and offices around the world. Beginning with a look at the evolution of the Toyota culture and why its people are the heart and soul of the Toyota Way, the authors explain the company's four-stage process for building and keeping quality people: Attract, Develop, Engage, and Inspire. Drawing upon numerous examples from Liker's decades of research as well as Hoseus' insider access as a Toyota manager, Toyota Culture gives you the tools you need to: Find competent, able, and willing employees Start training and socializing your people as you hire them Establish and communicate key business performance indicators at every level of your organization Train your people to solve problems and continuously improve processes in their daily work Develop leaders who live and teach your company's philosophy Reward top performance-and offer help to those who are struggling Fascinating vignettes of Toyota's innovative culture highlight the nuances of translating and recreating a people-centric culture in factories and offices across the globe. These exclusive, behind-the-scenes details are just what your company needs to successfully learn from The Toyota Culture.

Managing suppliers is a complex process that is often underestimated. This book presents research carried out by a practising manager in the automotive industry, coupled with over six hundred interviews with representatives from the automotive, aircraft and white goods industries, in order to describe the tools and techniques needed to better manage suppliers. The work offers a specification perspective, and includes analysis of models for outsourcing, visions for suppliers for capacity building, meaning of specification flow and the future of managing suppliers, including systems supply and digital procurement. Offering a unique approach in the field, this book presents the principles of accounting from a corporate perspective. This provides readers with a real-world understanding of the concepts.

The Global Status Report on Road Safety 2018, launched by WHO in December 2018, highlights that the number of annual road traffic deaths has reached 1.35 million. Road traffic injuries are now the leading killer of people aged 5-29 years. The burden is disproportionately borne by pedestrians, cyclists and motorcyclists, in particular those living in developing countries. The report suggests that the price paid for mobility is too high, especially because proven measures exist. Drastic action is needed to put these measures in place to meet any future global target that might be set and save lives.

Business Across Cultures is the keystone book in the Culture for Business series. It provides an overview of all subjects tackled in the other books of the series. Its particular aim is to provide executives with a cross-cultural perspective on how companies meet the diverse needs of customers, investors and employees; to introduce the main ideas in business in a multicultural context; and to show how they all fit together.

This successful book continues to provide accountants with an understanding of the fundamental concepts necessary to use accounting effectively. The sixth edition offers new discussions on IFRS, including new codification numbers, examples of IFRS financial statements, and additional exercises. A look at more recent frauds such as the Bernie Madoff scandal have been added. Enhanced discussions of ethics and international accounting are presented. The coverage of non-cash items and their impact on decision making has been expanded. In addition, comprehensive case studies and problems help accountants tie the material together.

The must-read summary of David Magee's book: "How Toyota Became #1: Leadership Lessons from the World's Greatest Car Company" This complete summary of the ideas from David Magee's book "How Toyota Became #1" shows that the criteria and qualities leading to Toyota's rise to the top had little to do with sales results or profit margins. This summary points out how Toyota has created such a successful corporate environment, and how others can emulate them. In fact, Toyota looks at new products from the perspective of what customers want, rather than what they are capable of making; managers have empowered even bottom-level employees to act for themselves. Factual information is treated as autocratic: it doesn't matter whether those facts come from senior management or lower down. Toyota is famous for having a production line that can be halted by anyone, because everyone is responsible for quality control. Executives don't have special parking spots, they are expected to work longer hours, and they walk the manufacturing floor regularly. In other words, Toyota's philosophy is based on mutual respect of all employees, and the willingness to prioritise the customer over procedural convenience. It's possible, no matter the market, for others to do the same. Added-value of this summary: • Save time • Understand the key concepts • Increase your business knowledge To learn more, read "How Toyota Became #1" and create your own successful environment.

The book explains the systematic structure and practical use of the new SQC application that systematically and organizationally enhances the corporate management key for the 21st century. Departing from the conventional statistical application of SQC, this book explains the SQC application for scientific problem solving and its structural framework in which SQC is utilized for discovering the cause and effect

relation from the gap between a theory and the actual, eliciting a new fact and finding, and establishing a general solution that contributes to development of innovative technology. It also reports case studies in which management technology issues were solved at Toyota Motor Corporation.

Research Paper (undergraduate) from the year 2016 in the subject Business economics - Industrial Management, grade: 3,7 (93%), California State University, Fullerton, language: English, abstract: The paper analysis the automotive industry in general as well as the relative position of the Volkswagen AG. Furthermore, VW's competitors are assessed and recommendations for actions are formulated. In the beginning the creation of the automobile seemed less of a need and more of a luxury, as the cars could only be afforded by the well off. The very first steam car took to the road in France in 1768 – but Cugnot's novel idea did not trigger the beginning of the car industry. After Henry Ford's model made its debut, owning a car was a symbol of status, because it could only be afforded by the wealthy. Once the process of Henry Ford's mass production was introduced, cars could be afforded by a wider dynamic of people, and ownership became an affordable growing trend. The production of automobiles was a great help to the economy. It provided jobs across industries including positions in steel and machine tool makers for the different metal parts of the car. The increase in the need of supplies and other parts of the car including the battery, head lights, paint, and interior upholstery, were the driving forces for new businesses to thrive. Cars being a part of the everyday norm meant they would need routine car maintenance which became a major source of business. This also led to the increase of petroleum sales as the demanded use of cars increased. When WWII came the US was able to use the jeep for military use, additionally Chrysler reworked the jeep design to create tanks. Moreover, car production in Europe turned its focus from “the people's car” to cars designed for the military.

Written by a recognized leader in the manufacturing industry with nearly two decades of experience working for Toyota, this book supplies a firsthand account of the realities behind implementing the Toyota Production System (TPS). The Toyota Kaizen Continuum: A Practical Guide to Implementing Lean presents authoritative insight on how to use the TPS to drive operational value and improvement across all segments of an organization. Highlighting valuable lessons learned directly from the TPS masters at the Toyota factories in Japan, John Stewart provides a time-tested approach for implementing a process of continuous improvement. Delving into his wide-ranging experience that includes time as a team member on the assembly line and managing the vehicle assembly division for Toyota's largest European operation in the United Kingdom he explains how to get the process started, how to get senior management excited about the possibilities, and details a process for implementing the TPS in your organization. Written by an industry veteran named one of the Top 10 Automotive Executives by Automotive News in 2007 Unveils the methods used within the walls of the worlds premier manufacturing organization Illustrates valuable lessons learned with real-world examples of TPS implementations Describes five simple steps for executing change in any organization The book includes case studies that illustrate real-life successes and failures behind the walls of the worlds largest automobile manufacturing organization. Detailing a five-step process for executing improvement initiatives, it supplies you with the tools and understanding of the core principles of the TPS needed to implement and sustain a culture of continuous improvement in your organization.

Seminar paper from the year 2004 in the subject Business economics - Business Management, Corporate Governance, grade: A = 1, International University in Germany Bruchsal (School of Business Administration), language: English, abstract: Working Capital Management's [hereafter abbreviated WCM] accepted purpose has been the management of a firm's current assets and current liabilities in a way that achieves the optimum balance between liquidity and profitability. On the one hand, obviously, a high level of net working capital implies funds invested in current assets that increase a firm's liquidity but reduces its returns, because current assets are less profitable than long-term assets. On the other hand, however, a low level of net working capital results in increased profitability, since funds are put to better use, but increases the firm's risk of technical insolvency. The bottom line is that any suboptimal level of net working capital in the end reduces the return to shareholders by lowering the firm's value (Gitman, 2000, p. 616). However, “[t]he ‘collect early, push out the product and pay late’ attitude, familiar to many treasurers, squeezes both customers and suppliers and [...] is increasingly recognized as short-term and potentially damaging to business” (Hall, 2002, p. 29). Therefore, it is of supreme importance to understand the complex and not openly visible ties of working capital and its components to a company's strategy and operations, rather than treating WCM as an isolated task. WCM for multinational corporations is in its core very similar to purely domestic WCM. However, in the international realm there exist a few essential differences that add complexity. Consider “the impact of currency fluctuations, potential exchange controls, and multiple tax jurisdictions [...], in addition to the wider range of short-term financing and investment options available” (Shapiro, 2005, p. 516). This paper will discuss the main components of WCM (international cash management, accounts receivables/payables, etc.) as well as the implications of managing working capital in the international sphere, while taking into consideration a more profound approach to WCM that goes beyond the superficial understanding of working capital as an isolated item solely under the control of the finance or treasury department. [...]

After six years of research, six case studies, and more than 220 interviews with Toyota employees, distributors, and dealers across the globe, the authors provide fascinating insights on the inner workings of the Toyota company and why it is so successful.

Seminar paper from the year 2015 in the subject Business economics - Business Management, Corporate Governance, grade: 1,2, , language: English, abstract: The senior adviser and eight president from Toyota, Hiroshi Okuda, said in year 1997: “We wish to make Toyota not only strong, but a universally admired company, winning the trust and respect of the world. We must be a company that is accepted wholeheartedly by people around the world, who would think it natural if Toyota became No.1 in size, since we provide attractive products that excel in environmental protection and in safety.“. Do this quotation become reality? In this coursework, the Toyota Motor Corporation will be present with its presentation of company, mission, vision and also the range of products. After this, the mnemonic of PESTEL will be explained in chapter three. In addition the limitation of the PESTEL-Analysis will be shown. In Chapter four, the particular factors of the PESTEL-Analysis will be introduced by relating to Toyota Motor Corporation, but only in Germany, because otherwise it would be too extensive. The next chapter will deal with an overall evaluation/ assessment followed by recommendations for further strategic orientation which will complete this coursework.

Examines Japan's innovative, highly successful production methods

Diploma Thesis from the year 2009 in the subject Business economics - Business Management, Corporate Governance, grade: 1,7, Berlin School of Economics and Law,

language: English, abstract: This paper has its seeds in the recent automobile crisis which has been aggravated by the worldwide financial crisis which began after the U.S. subprime mortgage crisis depressed the U.S. economy in 2007. The worldwide impact has been tremendous so far. Among others, the worldwide automobile industries began to suffer even more as the ongoing decrease in sales and revenues was amplified even more by the strict buying resistance of customers which is still noticeable today. While some corporations had to face serious difficulties as soon as the crisis hit the industry others still seem to be better off. This different development puts up the question why certain corporations – at least until today – managed to perform better than others during such trying times. There are two other questions which also go along and are worthy to ask and analyse. The first question is how automobile companies in general can outlast this crisis. The final question of this paper is what companies will have to face in the future. Exemplary for both developments two case studies have been chosen. One is dealing with a still successful corporation, i.e. the Toyota Motor Corporation (TMC) and the other deals with the General Motors Corporation (GM). Significant about those two case studies is the origin of the corporations. With the American GM and the Japanese Toyota Motor Corporation there are two companies under review which have their origins in completely different societies. This selection of case studies could have been done on purpose, but in this very case the companies mentioned above were both perfect cases as they also differ in strategic approach, which is the subject of this paper. Core element of this paper is the comparison and analysis of those two corporations which results will be presented near the end of the document. Along with the analysis in which the answers for the questions mentioned above are to be found there will also be an attempt to give a 'pathway' for the future development. The findings of this analysis have been most interesting and at times surprising. They will be presented on the following pages. They have however not been complete. The whole extent of the case studies alone cannot be dealt with in a paper of such breadth. The complexity of any of the two Corporations alone with all its branches and products would burst this paper.

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