

# How Toyota Became

## Toyota

*Toyota Motor Corporation* (Japanese: トヨタ自動車株式会社, Hepburn: *Toyota Jidōsha kabushikigaisha*; IPA: [toʔjota], English: /tʔʔʔjoʔtʔ/, commonly known as simply

Toyota Motor Corporation (Japanese: トヨタ自動車株式会社, Hepburn: *Toyota Jidōsha kabushikigaisha*; IPA: [toʔjota], English: , commonly known as simply Toyota) is a Japanese multinational automotive manufacturer headquartered in Toyota City, Aichi, Japan. It was founded by Kiichiro Toyoda and incorporated on August 28, 1937. Toyota is the largest automobile manufacturer in the world, producing about 10 million vehicles per year.

The company was founded as a spinoff of Toyota Industries, a machine maker started by Sakichi Toyoda, Kiichiro's father. Both companies are now part of the Toyota Group, one of the largest conglomerates in the world. While still a department of Toyota Industries, the company developed its first product, the Type A engine, in 1934 and its first passenger car in 1936, the Toyota AA.

After World War II, Toyota benefited from Japan's alliance with the United States to learn from American automakers and other companies, which gave rise to The Toyota Way (a management philosophy) and the Toyota Production System (a lean manufacturing practice) that transformed the small company into a leader in the industry and was the subject of many academic studies.

In the 1960s, Toyota took advantage of the rapidly growing Japanese economy to sell cars to a growing middle-class, leading to the development of the Toyota Corolla, which became the world's all-time best-selling automobile. The booming economy also funded an international expansion that allowed Toyota to grow into one of the largest automakers in the world, the largest company in Japan and the ninth-largest company in the world by revenue, as of December 2020. Toyota was the world's first automobile manufacturer to produce more than 10 million vehicles per year, a record set in 2012, when it also reported the production of its 200 millionth vehicle. By September 2023, total production reached 300 million vehicles.

Toyota was praised for being a leader in the development and sales of more fuel-efficient hybrid electric vehicles, starting with the introduction of the original Toyota Prius in 1997. The company now sells more than 40 hybrid vehicle models around the world. More recently, the company has also been criticized for being slow to adopt all-electric vehicles, instead focusing on the development of hydrogen fuel cell vehicles, like the Toyota Mirai, a technology that is much costlier and has fallen far behind electric batteries in terms of adoption.

As of 2024, the Toyota Motor Corporation produces vehicles under four brands: Daihatsu, Hino, Lexus and the namesake Toyota. The company also holds a 20% stake in Subaru Corporation, a 5.1% stake in Mazda, a 4.9% stake in Suzuki, a 4.6% stake in Isuzu, a 3.8% stake in Yamaha Motor Corporation, and a 2.8% stake in Panasonic, as well as stakes in vehicle manufacturing joint-ventures in China (FAW Toyota and GAC Toyota), the Czech Republic (TPCA), India (Toyota Kirloskar) and the United States (MTMUS).

Toyota is listed on the London Stock Exchange, Nagoya Stock Exchange, New York Stock Exchange and on the Tokyo Stock Exchange, where its stock is a component of the Nikkei 225 and TOPIX Core30 indices.

## Toyota Production System

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The Toyota Production System (TPS) is an integrated socio-technical system, developed by Toyota, that comprises its management philosophy and practices. The TPS is a management system that organizes manufacturing and logistics for the automobile manufacturer, including interaction with suppliers and customers. The system is a major precursor of the more generic "lean manufacturing". Taiichi Ohno and Eiji Toyoda, Japanese industrial engineers, developed the system between 1948 and 1975.

Originally called "Just-in-time production", it builds on the approach created by the founder of Toyota, Sakichi Toyoda, his son Kiichiro Toyoda, and the engineer Taiichi Ohno. The principles underlying the TPS are embodied in The Toyota Way.

## Toyota Highlander

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Announced in April 2000 at the New York International Auto Show and arriving in late 2000 in Japan and January 2001 in North America, the Highlander became one of the first car-based mid-size SUV or mid-size crossovers. The Highlander is the crossover counterpart to the more rugged, truck-based mid-size 4Runner and became Toyota's best-selling SUV before being surpassed by the smaller RAV4 in 2006.

The first-generation model was sold in Japan as the Kluger, which was exclusive to a dealership network called Toyota Netz as a larger alternative to the RAV4. The Kluger nameplate is also used in Australia because "Highlander" is a trademarked trim line name owned by Hyundai. The name is derived from the German word klug, which means smart or clever (Klüger – with diacritics – means "someone who is smarter than another" in German).

## List of Toyota vehicles

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Toyota has produced and marketed vehicles since 1935. Most vehicles sold today are designed and manufactured by Toyota, while some vehicles are produced by other companies and supplied to Toyota through an OEM supply basis. Many models are limited to some regions, while some others are marketed worldwide. This list does not include vehicles from Lexus, Scion, Daihatsu or Hino brands.

## Toyota Land Cruiser

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The Toyota Land Cruiser (Japanese: ??????????????, Hepburn: Toyota Rando-Kur?z?), also sometimes spelt as LandCruiser, is a series of four-wheel drive vehicles produced by the Japanese automobile manufacturer Toyota. It is Toyota's longest running series of models. As of 2019, the sales of the Land Cruiser totalled more than 10 million units worldwide.

Production of the first generation of the Land Cruiser began in 1951. The Land Cruiser has been produced in convertible, hardtop, station wagon and cab chassis body styles. The Land Cruiser's reliability and longevity

have led to huge popularity, especially in Australia, where it is the best-selling body-on-frame, four-wheel drive vehicle. Toyota also extensively tests the Land Cruiser in the Australian outback – considered to be one of the toughest operating environments in both temperature and terrain. In Japan, the Land Cruiser was once exclusive to Toyota Japanese dealerships called Toyota Store.

Since 1990, the smaller variation of the Land Cruiser has been marketed as the Land Cruiser Prado. Described as a 'light-duty' version of the Land Cruiser by Toyota, it features a different design compared to the full-size model and, up until 2023, it remains the only comfort-oriented Land Cruiser available with a short-wheelbase 3-door version.

As of 2023, the full-size Land Cruiser was available in many markets. Exceptions include the United States (since 2021 where the smaller Land Cruiser Prado has been sold under the Land Cruiser name since 2024), Canada (since 1996), Malaysia (which receives the Lexus LX instead), Hong Kong, Macau, South Korea, Brazil, and most of Europe. In Europe, the only countries where the full-size Land Cruiser is officially sold are Gibraltar, Moldova, Russia, Belarus, and Ukraine. The Land Cruiser is hugely popular in the Middle East, Russia, Australia, India, Bangladesh, Pakistan, New Caledonia, and Africa. It is used by farmers, the construction industry, non-governmental and humanitarian organizations, the United Nations, national armies (often the pickup version), and irregular armed groups who turn them into "technicals" by mounting machine guns in the rear. In August 2019, cumulative global sales of the Land Cruiser family surpassed 10 million units.

## Toyota Hilux

*The Toyota Hilux (Japanese: トヨタ・ハイラックス, Hepburn: Toyota Hairakkusu), stylised as HiLux and historically as Hi-Lux, is a series of pickup trucks produced*

The Toyota Hilux (Japanese: トヨタ・ハイラックス, Hepburn: Toyota Hairakkusu), stylised as HiLux and historically as Hi-Lux, is a series of pickup trucks produced and marketed by the Japanese automobile manufacturer Toyota. The majority of these vehicles are sold as a pickup truck or cab chassis, although they could be configured in a variety of body styles.

The pickup truck was sold with the Hilux name in most markets, but in North America, the Hilux name was retired in 1976 in favor of Truck, Pickup Truck, or Compact Truck. In North America, the popular option package, the SR5 (Sport Runabout 5-Speed), was colloquially used as a model name for the truck, even though the option package was also used on other Toyota models, like the 1972 to 1979 Corolla. In 1984, the Trekker, the wagon version of the Hilux, was renamed the 4Runner in Venezuela, Australia and North America, and the Hilux Surf in Japan. In 1992, Toyota introduced a newer pickup model, the full-size T100 in North America, necessitating distinct names for each vehicle other than Truck and Pickup Truck. Since 1995, the 4Runner is a standalone SUV, while in the same year Toyota introduced the Tacoma to replace the Hilux pickup in North America.

Since the seventh-generation model released in 2004, the Hilux shares the same ladder frame chassis platform called the IMV with the Fortuner SUV and the Innova minivan.

Cumulative global sales in 2017 reached 17.7 million units. In 2019, Toyota revealed plans to introduce an electric-powered Hilux within six years.

## Toyota GR Supra

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Gazoo Racing (TGR) brand in collaboration with BMW. It is the successor of the A80 Supra, which ceased production in 2002.

The GR Supra rides on a platform developed by Toyota and BMW, with a short wheelbase, wide track, and low centre of gravity, that also underpins the G29 BMW Z4. Initially, BMW considered using a pre-existing platform of their own to underpin the new Supra, but chief engineer Tetsuya Tada declined. Both cars are manufactured at the Magna Steyr plant in Graz, Austria.

The fifth-generation Supra uses BMW model code conventions, designated as a J29 series with DB model codes. However, Toyota used the "A90" and "A91" code for promotional and marketing materials for the fifth-generation Supra to maintain continuity from previous Supra generations.

## Toyota 4Runner

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The Toyota 4Runner is an SUV manufactured by the Japanese automaker Toyota and marketed globally since 1984, across six generations. In Japan, it was marketed as the Toyota Hilux Surf (Japanese: トヨタ・ハイラックスサーフ, Hepburn: Toyota Hairakkususufu) and was withdrawn from the market in 2009. The original 4Runner was a compact SUV and little more than a Toyota Hilux pickup truck with a fiberglass shell over the bed, but the model has since undergone significant independent development into a cross between a compact and a mid-size SUV. All 4Runners have been built in Japan at Toyota's plant in Tahara, Aichi, or at the Hino Motors (a Toyota subsidiary) plant in Hamura.

The name "4Runner" was created by copywriter Robert Nathan with the Saatchi & Saatchi advertising company as a play on the term "forerunner". The agency held contests to invent new names for Toyota's forthcoming vehicles. According to Toyota, the "4" described the vehicle's 4-wheel drive system while "Runner" was a reference to its all-terrain capabilities and how it could "run" off-road.

For some markets, the Hilux Surf was replaced in 2005 by the lower cost but similar Fortuner, which is based on the Hilux platform.

As of 2021, the 4Runner is marketed in the Bahamas, Bolivia, Canada, Chile, Colombia, Costa Rica, El Salvador, Guatemala, Panama, Peru, the United States and Venezuela. Many markets that did not receive the 4Runner, such as Europe and the Middle East, instead received the similarly designed Land Cruiser Prado, another SUV that shared many of the same components.

The 4Runner came in at number five in a 2019 study by iSeeCars.com ranking the longest-lasting vehicles in the US. The 4Runner had 3.9 percent of vehicles over 200,000 miles (320,000 km), according to the study.

## Toyota Soarer

*The Toyota Soarer (Japanese: トヨタ・ソアラ, Hepburn: Toyota Soara) is a personal luxury GT coupé produced from 1981 to 2005 by Toyota and sold in Japan. It*

The Toyota Soarer (Japanese: トヨタ・ソアラ, Hepburn: Toyota Soara) is a personal luxury GT coupé produced from 1981 to 2005 by Toyota and sold in Japan. It was available at both Japanese Toyota dealerships called Toyota Store and Toyopet Store, and it debuted with the Z10 series, replacing the Toyopet Store exclusive Mark II coupé, the Toyota Auto Store exclusive Chaser coupé, and both the Toyota Store exclusive Crown coupé and Carina coupé.

In 1986, the Z20 series Soarer was launched, based on the then-new A70 series Supra platform, which was exclusive to Toyota Corolla Store locations. In 1991, the Z30 series Soarer premiered in Japan, while its

Lexus equivalent, the SC 300/400, debuted in the US market.

While externally identical to the SC, the Z30 series Soarer lineup offered different powertrain specifications and multiple unique vehicle configurations. In 2001, Toyota introduced a convertible-only successor in Japan as the Z40 series Soarer and elsewhere as the SC 430. In contrast to the previous series, the Z40 series Soarer and SC were based on a single model and were largely equivalent. In 2005, following the introduction of Lexus in Japan, the Soarer name and emblem were discontinued, and the Z40 model became the SC 430 in common with worldwide markets.

When introduced in Japan, the Soarer competed with the Nissan Skyline, Nissan Leopard, and Mazda Cosmo coupés and served as Toyota's halo car, often introducing new technologies before they were installed on other Toyota products. All versions of the Soarer featured a unique winged lion emblem (often mistakenly called a Griffin) as the logo throughout the vehicle.

Laurel Coppock

*best known for her lengthy appearance in the role as "Jan" in a series of Toyota commercials, beginning in 2012 and continuing into 2025. Coppock was raised*

Laurel Coppock is an American comedic actress. Coppock has appeared in several TV series and TV movies, and as a member of the Main Company of The Groundlings in Los Angeles. She is best known for her lengthy appearance in the role as "Jan" in a series of Toyota commercials, beginning in 2012 and continuing into 2025.

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