

## How Toyota uses Beaconforce To add a human touch to productivity

### OVERVIEW

Toyota is one of the world's largest and best-known automobile manufacturing businesses employing over 360,000 people. The company's vision is to **“lead the way to the future of mobility by developing the safest and most responsible ways of transporting people”**.

Toyota's two main values are respect for people and continuous improvement.

While many people know about Toyota's original manufacturing philosophy called the Toyota

Production System (TPS) that aims to eliminate waste and achieve the best possible efficiency – widely known as a “lean” or “just-in-time” systems, only few know the principle of TPS is the concept of jidoka - a Japanese term that can be translated as “automation with a human touch”. The aim of jidoka is to spot problems or faults in the production process and take prompt action to prevent problems happening again while maintaining quality and productivity.

### ! WHAT WAS THE STATUS QUO?

Toyota had long known the value of the human touch and how respect for their people empowered continuous improvement. The company surveyed employee engagement but with such a large workforce they could only collect the data once every two years. Toyota realized that if they could find a way to frequently check on their people's engagement and motivation the company would be able to

identify areas of improvement, define action plans and measure their impact in a more agile way. A survey completed in 2019 by Ben UK, a charity dedicated to supporting the people of the automotive industry, revealed that stress was the industry's biggest issue. The survey highlighted the impact of managers and how through empowerment and by giving them the right tools they could help prevent burnout in their teams.

## ! THE KEY NEEDS AND PAIN POINTS IDENTIFIED BY TOYOTA

Toyota accepted that their employee engagement survey was obsolete in the modern workplace and realised that they needed a tool that would help them support their employees every day. The company commissioned Gartner to recommend tools that would:

- Be easily integrated into their people’s daily workflows
- Collect data in real-time
- Involve line managers in a more effective way

- Facilitate meaningful and productive conversations
- Provide HR with clear metrics
- Support the Toyota values of respect for people and continuous improvement

After a thorough analysis of available technologies Toyota selected Beaconforce as the system most aligned with the principles of TPS.

## BEACONFORCE PLATFORM IMPLEMENTATION

### KEY POINTS AND TAKEAWAYS

#### a) Beaconforce data included in HR’s quarterly reports and MBOs

Toyota was committed to putting their people’s needs first and encouraged the adoption of Beaconforce by redesigning their HR reports. Changing what they measure directed leaders’ attention to the real drivers of sustainable success.

#### b) Management involvement in actions and follow-ups

Leveraging the Beaconforce Stress Diagram to identify teams and employees under high stress, Toyota’s HR team was able to help employees at risk of burnout.

To help employees in the stress zone, HR created a clear escalation process that involves managers first, and top management after if the situation doesn’t improve.

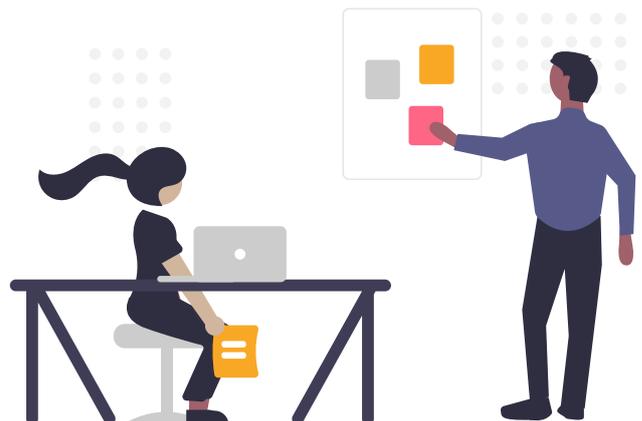
#### Some of these action plans have included:

1. Providing dedicated training to the employees after identifying a gap in their knowledge or skills.
2. Guiding managers on reassessments of work allocation within teams.
3. Personalized coaching sessions when the issue is not directly related to the day-to-day activity

#### c) Toyota’s HR team started a new reporting process using Beaconforce’s engagement metrics

Through Beaconforce, organizational and team engagement is monitored in a more structured way, adding objective data to performance reviews or other qualitative approaches.

On a quarterly basis, among all the Beaconforce key indicators, HR identifies the main areas of improvement and the metrics that require more attention and then present an action plan to top management. Every quarter these improvement areas and metrics are revisited by the executives to assess the impact of the actions taken.

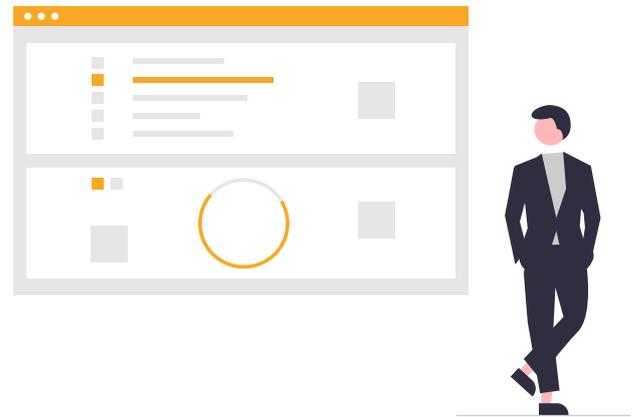


## ✓ THE RESULTS ACHIEVED BY TOYOTA USING BEACONFORCE

The results of implementing Beaconforce exceeded Toyota's expectations. Within the first few months, results included:

- An adoption rate of **98%** (greater acceptance than any previous technology)
- Employee stress reduced by **32%**
- Greater sensitivity in conversations between managers and workers
- Real-time reporting of employee engagement and motivation
- Agile business improvement

In many ways, Beaconforce is the embodiment of "automation with a human touch" but instead of looking for problems or faults in the production process, Beaconforce uses technology such as artificial intelligence (AI) to identify sentiments within the workforce to instigate conversations with managers that can prevent stress or other problems occurring.



**"After doing an analysis with Gartner of the different options out there, we couldn't find any other technology that allowed us to manage, monitor, and cultivate intrinsic motivation like Beaconforce allowed us to do in real-time."**

**Giuseppe de Nichilo,**  
*HR, Corporate Planning & Facilities General Manager at Toyota*



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