

An ABB robot loads a completed ZR engine onto an automatic guided cart for delivery to the engine testing line.

Whether she's working with Toyota employees, Buffalo community members or her family, Marshall has a way with people, and her leadership style, which combines communication and support, puts her role at Toyota into perfect alignment.

WVE: Describe for us your decision to join the Toyota team and your journey to becoming president.

MM: When Toyota came to Kentucky, all my friends and neighbors were saying that it was a different kind of company that believed in respect and developing people. That was very close to my values: not just giving money but going into the community and giving hours of service. At the time, I thought to myself, "That's a place where I want to work."

When I started in 1991, I was at the plant in Georgetown, KY, which is the flagship plant in North America. For the first 12 years of my career, I was in a technical role in IS before I started to move toward business solutions. I worked with the entire supply chain, from customer orders to detailed manifest instructions used when assembling the vehicle. The company wanted to be more self-reliant in North America, and they wanted people to rotate. The vice president of HR wanted me to rotate there, and when I finally did in 2003, it was an a-ha moment for me. I moved to HR, and nine months later, I was asked to be the general manager of Administration in Huntsville, AL. Prior to rotating to HR, I would have never considered Alabama, but I was much more open to change and saw that no matter what you do at Toyota, you can contribute and learn something.



Production Team Member Joe Allen installs the timing chain on a ZR 4-cylinder engine.

10 million
powertrains

1,300 team members

\$1.3 billion
in infrastructure investment

\$127.7 million
in annual payroll

"At the time, I thought to myself, 'That's a place where I want to work.'"



A Fanuc robot delivers an oil pan casting to the ZR engine assembly line.

WVE: You were recently honored by The Manufacturing Institute, which recognizes women for excellence in manufacturing. What does receiving recognition as a female leader mean, and how do professional recognitions motivate you?

MM: It was such an honor to be recognized and receive the STEP Award. I think you typically see one person recognized with an award when the achievement is really a team effort. We have a great team here, and I can't say that enough. I hope that if other females see the women that were honored this year, they can say, "I want a job in manufacturing" or "It's possible for me to be a president or running my own company."

To be a role model for other women in business, you must have a desire to positively influence others by your actions and behaviors. As a life-long learner, I am always willing to learn new skills, and I'm open to new opportunities. Being flexible and having perseverance has helped me with my career, which I see as a journey. I want to give back and help other women in business achieve success. I understand the struggles women face as they are trying to develop themselves professionally, and if I can somehow be of help to others, that is exactly what I want to do.

WVE: You have explained that one of the reasons you work for Toyota is its values. Tell us about the Toyota Way.

MM: The Toyota Way is supported by two main pillars: continuous improvement and respect for people. We are never satisfied with where we are and always work to improve our business by putting forth our best ideas and efforts. In 2008-2009, the company faced massive and critical business conditions. The Lehman Shock, of course, affected us, and we had additional challenges: we faced recalls, the tsunami hit in Japan right after that and there was flooding in Thailand. That had a tremendous impact on our supply chain.

For our West Virginia plant, we went three months where there was no production, and every single team member was kept on the payroll. The team reported to work for training to improve skills, and we did a lot of community service, working with parks and organizations like the Golden Girls Group Home. It was challenging, but it was one of my proudest moments as a leader. It was also significant to be able to say that I worked for a company that practices what they preach. The biggest thing for all of us was the shared sacrifice; for all the executives and management, we took a base cut to keep our team members employed. Over time, we slowly brought production back in a methodical way, and that time validated the values of the company and what they do for all of the team members.

We knew that by retaining and retraining our team members, we would emerge as a smarter and stronger company, ready to serve our customers. Since that time, we have been awarded three expansions.



An ABB robot loads a transmission case casting in the case machining line.



Production Team Member Jessica Weaver performs the final visual check for transmission valve bodies before they are sent for assembly.

8 total expansions

17 years
in West Virginia

9 Toyota models

\$6.4 million
in total philanthropy

WVE: Tell us about the expansions that have taken place at the Buffalo facility.

MM: Toyota's philosophy is to build where we sell, and the growing demand is in North America. We've been fortunate that the market here is strong, but we have to remain competitive. It's not just cost; it's quality. If we did not have a quality work force, we wouldn't get the business here. The expansions are a testament to the hard work and dedication of our team members who focus on quality and safety, and you can count on the fact that every day, they are going to build the best engines and transmissions.

TMMWV is proud to produce engines and transmissions for nine Toyota and Lexus models: Venza, Avalon, Camry, Sienna, Highlander, Rav 4, Matrix, Corolla and Lexus RX350.

We are one of three powertrain facilities in North America, but the others just build engines. We are the only plant in North America that builds automatic transmissions, and I think we got that additional product line because of the strength and talent of our team members. There's no doubt that they make us a shining star in terms of manufacturing here. We celebrated the momentous milestone of manufacturing 10 million powertrains last year, and we are the only plant outside of Japan to achieve that. That is more than 1 billion horsepower coming out of one plant since 1996. Teamwork is powerful stuff.



100

Angel Tree children

\$739,000

raised for the
Special Olympics

85

Putnam County
Math Field Day students

\$842,000

contributed to
United Way

17

students
in the AMT program

11,331 hours

supporting the community

15

years
of Special Olympics Golf
Classic sponsorship

\$243,000

 awarded
to local organizations

WVE: What are some of the other benefits of working for an international company with a significant presence and influence like Toyota?

MM: I feel fortunate working with this company because I've gotten opportunities from a business perspective that I never would have received personally. In my role now, I typically go to Japan a couple of times a year, but it's not just Japan. We're a global company, and I've traveled to China, Korea, Europe and all over the U.S. on business.

We believe in benchmarking, and we say to go and see with your own eyes. You have seen the plant now, so you can tell a story or understand what we do better because of it, and that's the same thing we actively do. It's important to see other plants, what they're doing and what we can bring back to make our plant better. Don't take someone else's viewpoint. Go see it on your own.

WVE: How has the business climate in West Virginia affected Toyota's growth as a company?

MM: Our additional product lines are a testament to the team members and a great work force, but it's also the proximity to the assembly plants and to Canada, where our products are shipped. Our location in West Virginia makes us closer to the other facilities. I also see Toyota affecting the local economy. When we started here, we had 300 jobs, and we received approximately 20,000 applicants; now, we have more than 1,350 team members. Additionally, Toyota's impact in West Virginia creates more than 900 other local jobs.

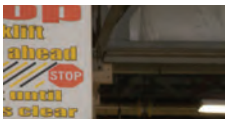
We do have challenges in West Virginia, as any state does, but we're very upfront. We want to make sure that we are not only providing jobs and services for the community today but for the future.

One of the ways that we do that is through corporate partnerships. We work with Appalachian Power (AEP) to put a plan in place to reduce costs. They gave us ideas on how to reduce our energy use with our lighting, resulting in an annual savings of \$250,000. I think it's a win-win situation. If AEP can help us to reduce our costs, we can be more competitive and drive our consumer base while they can continue to produce energy to serve the area and help keep companies like Toyota going.

WVE: You have been quoted as saying, "My job is to remove barriers for our team. In the end, it's simply about taking care of people." This was exemplified during the recent chemical spill when Toyota provided clean water, baby formula and useful items to its employees. Why was this an important gesture for Toyota management to make?

MM: My job is about solving problems. If team members have a barrier, it's my job to eliminate them. The spill occurred on a Thursday. On Sunday night, when team members walked through the door for the first shift after the spill, management was there to greet them. We asked if there was anything that needed done for their families. In addition to distributing bottled water, team members were encouraged to tap the plant's potable water supply to fill containers they could take home with them. Those things helped bridge the gap until the ban was lifted. In the end, it's simply about taking care of our people.

A Motoman robot delivers a completed 6-speed automatic transmission to the proper shipping module for shipment to one of Toyota's vehicle assembly plants.



Conveyance Team Member Mark Cunningham picks up a shipping module containing GR engines to be loaded onto a truck and shipped to a Toyota assembly plant.



WVE: Tell us about your experience living and working in the Mountain State.

MM: My husband, Thom, is retired, and we decided to make West Virginia our home. We love to travel; we visit our sons, Trent and Travis, in Georgia where they both live. We are loving life right now.

A key thing for me is that I'm honored to be a part of the team here. I've been here for about 16 months, and it's very motivating to work alongside people that are dedicated and loyal and come to work to build high-quality engines and transmissions. We are challenged in the spirit of continuous improvement for each year to be better than the last. With our talented, dedicated team members, I am confident we will continue to be successful. ■

Photography by Tracy Toler