

انخفاض مبيعات تويوتا في سوق أمريكا الشمالية

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الملخص :

شركة تويوتا موتور هي شركة ضخمة متعددة الجنسيات، تخصصها هو صناعة السيارات والخدمات المالية ومقرها في اليابان. بدأت تويوتا بيع السيارات في سوق أمريكا الشمالية في عام 1957م؛ لكنها لم تجد رواجًا كبيرًا، ثم عادت تويوتا بقوة في عام 1965م، وعندها قامت شركة تويوتا بتنويع طرازاتها واستمرار نجاحها لتصبح ثالث أكبر شركة لصناعة السيارات في العالم، وحققت تويوتا هذا النجاح، لكنها سعت لزيادة مبيعاتها في سوق أمريكا الشمالية لتصبح رقم واحد في عام 2008م. كان هذا نجاحًا عالميًا، ولكن سُرعان ما واجهت تويوتا مشكلات ميكانيكية. وقد ادعى بعض العملاء أن هناك تسارعًا غير مقصود يحدث؛ لكن شركة تويوتا أجرت أبحاثها لإثبات بطلان هذه المطالبة، وبعد هذه المشكلة زادت تويوتا جوانب الجودة في منتجاتها؛ علاوة على ذلك، تمتد خطط تويوتا المجهزة للنمو في المستقبل حتى عام 2015م.

Decrease of Toyota Sales in the North American Market

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Introduction

Toyota Motor Corporation is a huge multinational company. Its specialization is the automotive industry and financial services and headquartered in Japan. And, now it is the # 1 maker of the cars in the world This Company stationed in each of the Nagoya and Toyota province of Aichi, and Tokyo. Toyota currently owns companies Lexus, Sino, Hino, and has the largest share of Daihatsu and a small part of the Subaru, Isuzu, and



Yamaha. The company has 522 branches. The company produces trucks, buses, cars, and different industrial vehicles.

The vehicles were sold under the name "Toyoda" in 1947. This name is the company founder's family, "Kiichiro Toyoda" but Risabouro Toyoda, who married the family, did not have that name. He preferred to use the name "Toyota" because it is easier to write in Japanese language. Kiichiro often dreamed of the day which will make cars in his family factory. And, he was intent on producing a car manufactured entirely in Japan. One of the main objectives of manufacturing this car is a price acceptable to the people and performs well and to be economic.

Toyota began selling vehicles in the North American market in 1957 but did not find a great vogue. Toyota came back strongly in 1965. Toyota diversified its models and continued its success to become the third-largest automaker in the world. Toyota did satisfy by this success but it has sought to increase its sales in the North American market to become the number one in 2008.

This was global success, but Toyota soon faced mechanical problems. Some customers claimed that there is unintended acceleration occurs but Toyota conducted its own research to prove the invalidity of this claim. After this problem Toyota increased aspects of quality in their products; moreover, Toyota equipped future plans for the growth extends to 2015.

History of Toyota in the North American Market

Toyota Motor Corporation is a Japan-based company mainly engaged in the automobile business and financial business. This company contains three key sectors, Sector design and manufacture of automotive, sector of Industry spare parts and accessories, and sector of financial services. Over the years,

Toyota has not denied what it learned from Detroit. Toyota took the idea of designing cars from the Ford Motor Company in 1950 to Japan to be the inspiration for Toyota in the auto industry. In addition, this was a tribute to the Ford (Eckel, 2011).

Toyota also has benefited from joint venture with General Motors how to handle and manage workers, that it is not only used in their factories in the United States but in their factories around the world. Toyota had faced several difficult stages in its infancy. Toyota tried to overcome the setbacks suffered after World War II, before it could reopen its plants. The first car had marketed to the United States was a complete failure. Therefore, Toyota was forced to close its dealerships for a period of two years. Toyota has worked at the time to build a good reputation in the North American market (2011).

Toyota sales in the United States began in October 31 1957 with the first headquarters built in Hollywood, California. Sales began in 1958 with 287 Toyopet Crown sedans and one Land Cruiser. Toyota did not continue to sell the Toyopet because of the failure in the U.S. market; as a result Toyota shut down its headquarters in 1961. Land Cruiser with its good reputation carried the Toyota flag in the United States until 1965 when Toyota Corona arrived. Toyota Corona was the first popular car in America. And, it was designed specifically for American drivers. Corona helped increase U.S. sales to threefold in 1966 (Toyota, 2011).

Americans discovered the quality and reliability of Toyota products. This is why the rise in sales of Toyota to become Toyota in 1967 third-largest selling cars in America.



Toyota provided a new model in 1968 called Corolla. The Corolla received a resounding success from the Americans drivers to become the world's all-time best-selling passenger car. In 1972 Toyota sold its one-millionth vehicle. At the end of 1975 Toyota beat Volkswagen to become the largest supplier of cars in America; In addition, in 1978 Toyota won the "Import Triple Crown" to lead import car in America. In 1982 Toyota Motor celebrated the anniversary 25 in America. And that year also, on Oct. 7, Toyota made a white Corolla FX16 which was the first car manufactured on U.S. land in collaboration with General Motors (2011).

Toyota has expanded their presence in America. Where the company celebrated its thirtieth anniversary in America in 1987 and established the Toyota USA Foundation to make Toyota a leading corporate citizen. In 1989, Toyota added a new production line for Lexus which received a great welcome, plus exceptional customer service. In 1991, Lexus earned the title of No. 1 luxury import in the United States. Toyota continued its strong growth during the decade 1990. The highest rate was in December 1997 when Toyota Camry got for the title of No. 1 car sales in America. In May 2001, after the integration of sales market of Mexico and the new sub-markets, Toyota became by the end of the year third-largest selling car in America (2011).

Toyota is working to increase its investments which are increasingly in the North American market. Where Toyota has sought to expand its production capacity at its plants in America, Canada, and Mexico. It has also expanded the two factories that have not yet opened (Chappell, 2006).

Toyota has increased the volume of research and development center for advanced place in the North American market. This center noted that the position has increased in the share of Toyota in the market, but the reality in the North American market is quite different from Japan because there are General Motors and Ford Motor Co in this market. But Toyota's insistence on increasing its production capacity makes it moving by fixed Steps. So, Toyota opened new factories in the United States, Canada and Mexico, as well as expansion of existing factories (2006).

Toyota continued to grow in the United States in 2003. Where Toyota launched three new models by modestly priced. And, these models were marketed under marketing program directed to young people. This idea was successful; as a result, in 2004, Toyota topped the sales with two million vehicles per year for the first time. Toyota added the hybrid option to its popular Camry in 2006 (Toyota, 2011).

Toyota started building its plant in the United States in Kentucky as well as opening its plant in San Antonio in Texas. Toyota also launched the new design of the Land Cruiser. The Land Cruiser is the only car in Toyota, which sold 50 years continue in America. In 2007, Toyota completed 50 years in America. It also offered the pickup truck ever, the rugged 2008 Toyota Tundra. As a result of an economic recession, Toyota's sales were down in 2008, but the Toyota brand outsold Chevrolet to become the No. 1-selling automotive brand in America, and Camry retained its crown as the No 1-selling car in the nation for the 11th time in 12 years. Toyota also passed General Motors in global sales to become the world's largest automaker for the first time in history (2011).



Declining of Toyota sales in the North American market.

After the brilliant success which achieved Toyota in 2008, their team in North America expected decline in its sales in year 2009 for the first time in nine years in the North American market. Declining American sales along with the weakening dollar and rising prices for materials prompted Toyota to forecast a 27.2 percent decline in net profit (Fackler, 2008).

Toyota predicted a decline in its sales during the year 2009 to about \$ 2.9 billion. In spite of these expectations, but Toyota showed that it is still better than the troubled auto industry in Detroit. The company blamed losses at its financing unit and stagnating sales, which raised just 15,653 vehicles, to 2.96 million vehicles. In particular, Toyota said "higher gasoline prices hurt sales of pickup trucks and sport utility vehicles, including its recently remodeled Tundra pickup" (2008).

Though it relies less heavily for profits on these kinds of vehicles than Detroit. Toyota said "it expected total United States vehicle sales in 2008 to fall into the low 15 million range from last year's 16.1 million and Toyota still relies on the United States for a third of its sales" (2008)

Toyota has faced several criticism because quality problems of its products in the North American market. But in 2009, increased criticism and complaints on Toyota cars. The reaction to this increasing pressure was that Toyota introduced a new job of executive vice-president of engineering and manufacturing in North America. This new job only cares about the quality and safety of cars in the North American market (Chappell, 2010).

The response came slow to growing consumer complaints because of consumer complaints unintended acceleration in

Toyota's best-selling cars in 2009. Where Toyota pulled 8.5 million vehicles in all of its markets around the world and stopped many of the assembly lines as a measure to reassure consumers. And thus, Toyota lost thousands of retail sales (2010).

Is there really a problem with Toyota cars? Toyota is not perfect and it has some unforeseen problems. But on the other hand, there is no car doesn't have any problems. All cars have unexpected problems which may lead to withdraw them from the market. In addition, there was a lot of disguised reports which indicate at Toyota was slowing in response to Complaints of sudden acceleration. This slowdown left Toyota in the crisis before 2010. The case was much broader than that. This has led to extensive investigations on the floor mats and a pedal is sudden acceleration (Liker, 2010).

There is a detailed study conducted by Sean Kane. This study was prepared to file a lawsuit on Toyota. The study showed that more than 2,000 cases of unintended acceleration occurred from 2000 until 2009. They claim that acceleration is the direct cause of these incidents. This made Toyota testing the credibility of the allegations. Toyota's drive-by-wire system was designed to counter the possibility of EMI or other failure modes. They put in two different sensors in the pedals and two different computer chips in the engine control unit and two different sensors to detect how much the throttle is opened. This test proved that these cars don't have any relationship for this allegations alleged by these customers (2010).



Remediating Toyota's Decreased Sales in The North American Market

With the return of the Mississippi plant near Toyota factories in North America from a maximum output capacity. Toyota is ready to return to the request. The executive vice president of Toyota Engineering & Manufacturing in North America Steve St. Angelo said “idled shifts have been restored, though line speed is not all the way back” (Wilson, 2010). The lower sales to Toyota in 2009, shut down, and withdraw their products caused to reduce the prices of Toyota more than any time before. With the sinking economy in deep recession in December 2008 was suspended the automotive industry in the new factory of Toyota in Mississippi. The executive director said “But today, a more stable production environment lies ahead. And, the production lines in factories producing cars from 10 to 15 percent more in North America in 2010 than in 2009” (2010).

The president of Toyota sales in North American market said that “We still believe that we're going to see continued growth in the overall industry” (2010). With the return of factory Mississippi and San Antonio plant which is scheduled to be created. Toyota will put the best ever. Where Toyota is seeking to build new models in North America but it need to see the sales figures to justify increased investment. Even with a positive outlook in general, Toyota executives will not allow to more product before sales what they have (2010).

Toyota after a crisis took new measures to increase the level of quality. Executives in Toyota's company detected new series of quality control measures. Under the crisis which rocking by Toyota, but this new series is a challenge to the company and its

tactics. The chairman of the electronics company in Toyota said "We have not seen any phenomenon ... that would lead to [acceleration] failures" (Rechtin, 2010).

Toyota will increase the proportion to 50 percent of engineers who litem to bring out the wrong quality and extend the deadlines for product development by up to month that will give the opportunity to engineers to be able to prevent the occurrence of any problems. Toyota will relate to suppliers for developing main parts. Also, Toyota will bring more engineers for more research and development. Where Toyota also will test their consumers to know how they drive their cars. "The fast growth of the past decade has been too much in some areas for the company to keep up with" (2010). Executive Vice President Takeshi Uchiyamada told reporters at Toyota headquarters. That future growth would be constrained by Toyota's engineering resources (2010).

Within the framework vision Toyota's future. Toyota administration in Tokyo gave its branch in North America, a lot of power and autonomy within a new business plan. This plan aims to double operating profit of the company by the year 2015. In addition, North America will become a new area for Toyota in the world and development center for the Camry and other cars. (Greimel, 2011).

Toyota will use its network in North America to export cars and will move some businesses and jobs from Japan to North America. And the company's Canada chairman will become one of three senior management positions all over the world as a new function of the board under the 11-member. Where Toyota aims to delegate more powers to the regional headquarters. The new plan also allows for the administrative structure is more flexible in



decision making and improved communications. "We have no excuse to say no one is listening to us because the president has an open door" (2011). Tanguay said of the stronger voice promised to North American executives. "I don't believe I have any filters between myself and the president" (2011).

Conclusion

Toyota Motor Corporation is a Japan-based company mainly engaged in the automobile business and financial business. Toyota took the idea of designing cars from the Ford Motor Company in 1950 to Japan. And, Toyota had faced several difficult stages in its infancy. Toyota sales in the United States began in October 31, 1957 but Toyota did not continue to sell their cars because of the failure in the U.S. market. In 1965 Toyota Corona arrived to become in 1967 third-largest selling cars in America. Toyota continued its strong growth during the decade 1990. The highest rate was in December 1997 when Toyota Camry got for the title of No. 1 car sales in America. Toyota is working to increase its investments which are increasingly in the North American market. Toyota ranked in 2006 as the second largest company in the automotive industry in North America. In 2007, Toyota completed 50 years in America. Toyota's sales were down in 2008, but the Toyota brand outsold Chevrolet to become the No. 1-selling automotive brand in America, And, Toyota also passed General Motors in global sales to become the world's largest automaker for the first time in history. After the brilliant success which achieved Toyota in 2008. Declining of Toyota sales in the North American market in year 2009 for the first time in nine years in the North American market and increased criticism and complaints on Toyota cars because unintended acceleration. These

complaints had made Toyota testing these cars to prove that these cars don't have any relationship for this allegations alleged by these customers. Toyota after a crisis took new measures to increase the level of quality. With the return of the Mississippi plant and San Antonio, Toyota sales began improving. Within the framework vision Toyota's future. Toyota administration in Tokyo gave its branch in North America, a lot of power and autonomy within a new business plan. This plan aims to double operating profit of the company by the year 2015.

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