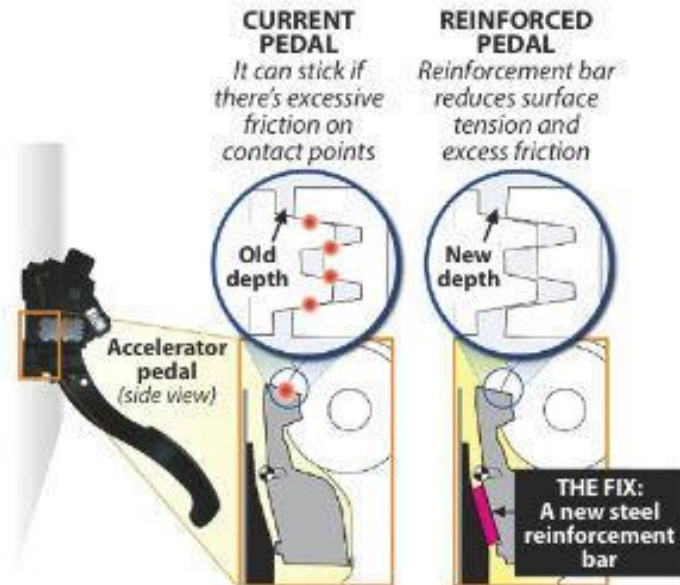


## Toyota's fix for sticky accelerators

Toyota dealers will install a steel reinforcement bar that will keep two key parts of the pedal mechanism farther apart than in the current assembly. The company says this repair will permanently reduce friction and excessive wear, which in rare instances have caused sudden acceleration problems.



SOURCE: Toyota

RICH CLABAUGH/STAFF

# Toyota: Bumpy Road Ahead

Thomas Boucher  
Tempest Jolley  
Deion Williams

# Toyota

- Founder Kiichiro Toyoda born in 1894
- 1935: first production of Toyota G1 truck and A1 Passenger car
- 1937: Toyota Motor Co, Ltd. Established in Japan
- 1957: Toyota Arrives in U.S.
- 1989: Lexus is launched w/ LS 400 and ES 250



**TOYOTA**

# Bumpy Road Ahead

- Recalls
- More Recalls

# Issues Facing Toyota

- Recalled 8.5 million vehicles
- Toyota spent \$4 billion in repairing vehicles
- Toyota's Reputation
- Law Suits & Consumer Reports

# Perspectives of Toyota

- Toyota's Perspective
- Customer's Perspective

# Strategies

- Recalls
  - “Listening to customer voices is most important in regaining credibility with our customers” – Toyoda
- Turning the Corner?

# Actions

- Recall
- Free Repairs
- Stopped production
- S.M.A.R.T.
- Other Companies





## Toyota and Lexus Vehicles Being Recalled for Sticking Accelerator Pedal and/or Floor Mat Entrapment

	Model Year									
	2003	2004	2005	2006	2007	2008	2009	2010	2011	
Toyota 4Runner	✓	✓	✓	✓	✓	✓	✓			
Toyota Avalon			✓✓	✓✓	✓✓	✓✓	✓✓	✓✓		
Toyota Camry					✓✓	✓✓	✓✓	✓✓		
Toyota Camry Hybrid					✓	✓	✓	✓		
Toyota Corolla							✓✓	✓✓		
Toyota Highlander		✓	✓	✓		✓	✓	✓✓		
Toyota Highlander Hybrid		✓	✓	✓						
Toyota Matrix							✓✓	✓✓		
Toyota Prius		✓	✓	✓	✓	✓	✓			
Toyota RAV4				✓	✓	✓	✓✓	✓✓		
Toyota Tacoma			✓	✓	✓	✓	✓	✓		
Toyota Tundra					✓✓	✓✓	✓✓	✓✓		
Toyota Venza							✓	✓		
Lexus ES 350					✓	✓	✓	✓		
Lexus GS 300/350				✓	✓					
Lexus IS 250				✓	✓	✓	✓	✓		
Lexus IS 350				✓	✓	✓	✓	✓		
Lexus LX 570						✓	✓	✓	✓	
Lexus RX 330/350/400h		✓	✓	✓	✓					

**Source: Edmunds.com**

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- ✓ Recalled in 2009 for Sticking Pedal
- ✓ Recalled in 2009 for Floor Mat
- ✓ Recalled for Floor Mat on Feb 24, 2011

## Toyotas on the recall list

On Feb. 1, Toyota announced it would start to fix potentially sticky accelerators on 2.3 million vehicles. That's on top of an ongoing recall of 5.3 million vehicles for a related problem of floor mats getting stuck under accelerators. Some 1.7 million vehicles have both problems. Here's a list:

YEAR/MODEL	PEDAL RECALL	FLOOR MAT RECALL
2005-10 Avalon	✓	✓
2007-10 Camry	✓	✓
2009-10 Corolla	✓	✓
2008-09 Highlander		✓
2010 Highlander	✓	✓
2009-10 Matrix	✓	✓
2004-09 Prius		✓
2009-10 RAV4	✓	
2008-10 Sequoia	✓	
2005-10 Tacoma		✓
2007-10 Tundra	✓	✓
2009-10 VENZA		✓

✓ — Does not affect models with vehicle numbers that start with J

## Toyota's recalls timeline



■ **Sep 2007:** Toyota recalls 55,000 Camry and Lexus models in U.S. over fears that floor mats could interfere with accelerator pedal

■ **Oct 2009:** 3.8m vehicles in U.S. recalled due to floor mat problem

■ **Nov:** Recall extended to 4.2m cars

■ **Jan 21, 2010:** 2.3m vehicles recalled in U.S. to fix potentially faulty accelerator pedals (2.1m of these already involved in floor mat recall)

■ **Jan 27:** 1.1 million more cars recalled in U.S. over floor mat problem

■ **Jan 28:** Toyota widens recall to include Europe and China

■ **Feb 9:** Toyota announces recall of 437,000 hybrid cars worldwide, including its latest Prius model, to fix brake problems