

TOYOTA TODAY

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FUELING THE FUTURE

Toyota's pioneering Fuel Cell Vehicle
will change the automotive landscape



9 Safety for All

Toyota's "Go Safely" campaign embraces children, teens and adults. And dealerships have a big role to play in it, too.

Photo by Jon Didier

WORLD CHANGER

Gasoline powered the automobile's first 100 years. Hydrogen, starting with the revolutionary Mirai, is poised to fuel the next 100.

by Dan Miller

Just how much is riding on the Mirai, Toyota's groundbreaking hydrogen fuel cell electric vehicle that made its global debut on Nov. 17?

"I believe this technology is going to change our world," said Satoshi Ogiso, a managing officer of Toyota Motor Corporation (TMC) at a press conference in Newport Beach, Calif. "And sooner rather than later."

Oh, is that all? No pressure!

If the Mirai lives up to this tall task, it will owe the Prius a huge debt of gratitude. The latter, Toyota's iconic hybrid vehicle, means "go before." Mirai, meanwhile, means "the future." The two go hand-in-hand, in more ways than one.

FOLLOWING IN THE PRIUS' WAKE

On the technical front, Mirai borrows heavily on the Prius, in particular the more than 20 years of development of its Hybrid Synergy Drive (HSD). For example, the two vehicles share essentially the same electric motor, power control and main battery. Ongoing work on HSD also inspired the development of an advanced boost converter that increases the system's overall voltage while reducing its size, weight and cost. That breakthrough proved crucial to creating a commercially viable fuel cell vehicle.

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In the long run, however, the space Prius has cleared in the marketplace—and in consumers' minds—for alternatives to the conventional gasoline-powered internal combustion engine might well prove to be even more significant. Toyota's research into the psyche of customers who are likely to be the first-adopters of a fuel cell vehicle bears this out.

"These customers want their next car to make them feel like they are part of a movement," said Group Vice President and Toyota Division General Manager Bill Fay, quoting directly from focus group participant feedback. "We're lucky in that the Toyota brand brings with it a sense of confidence and trust in new technology. As one potential customer said, 'If anyone can launch a fuel cell vehicle, Toyota can.'"

'SIMPLY A BETTER BATTERY'

In many ways, though, the Mirai functions like a conventional passenger vehicle. Get past its intentionally futuristic exterior styling and you'll see that it's a four-door, midsize sedan that seats four adults comfortably. It can be refueled at a hydrogen station in about 3-5 minutes and travel up to 300 miles between fill-ups. It can go from 0-60 mph in 9 seconds.

So what's the big deal? That would be its powertrain. Just like battery electric vehicles such as the Tesla Model S and Nissan Leaf, the Mirai relies on an electric motor to turn its wheels and propel it down the highway. But those competing models must be plugged in and recharged. Toyota's advanced sedan generates its electricity onboard, using a fuel cell to convert compressed hydrogen gas and oxygen into a steady flow of electrons while emitting only pure water vapor.

In fact, when equipped with an optional power take-off device, the Mirai's fuel cell stack could generate enough electricity to power an average

house in an emergency—for a week. How's that for a selling point?

Takeshi Uchiyamada, TMC chairman of the board and recognized as "the father of the Prius," made the case for hydrogen to the media—and it's a strong one. Here are a few key points:

- Hydrogen is the lightest and most abundant element in the universe
- It's easy to find and there are many ways to produce it, including via renewable methods such as wind, solar, geo-thermal and bio-waste
- When compressed, it has a much higher energy density than batteries
- It's easier to store and transport

But the clincher? Cost.

"Compared to drive batteries, the rate of cost reduction in fuel cells has been rapid over the last 10 years," said Uchiyamada. "We believe this trend will continue and that fuel cell costs will continue to decline faster than battery electrics over the next decade. We see the system in the Mirai as simply a better battery.

"Gasoline has been the primary fuel for the first 100 years (of the history of the automobile)," he continued. "I believe hydrogen will be the same for the next 100 years."

CLEARING THE REFUELING HURDLE

Toyota officials did acknowledge one major hurdle: the build-out of a hydrogen refueling infrastructure. But they're working in concert with state governments to ensure hydrogen pumps begin appearing at existing gas stations, albeit slowly at first and region by region. California will get the ball rolling in strategic locations to support the fledgling owner base. New England, in a similar fashion, will come on board soon thereafter.

Production and sales will follow in lockstep. Though the car will make its debut in Japan by

year's end, the first U.S.-bound Mirai won't hit the streets of California until fall of 2015. By the end of 2017, it's anticipated that 3,000 units will have been sold. But by 2020, Uchiyamada expects the volume to swell to "the tens of thousands."

Fay said Toyota Motor Sales will pursue a dual-path sales strategy here, courting both retail and fleet customers. They'll have a choice between a \$499 per month/36-month lease or outright purchase for \$57,500. Federal and state incentives for zero emission vehicles could lower the actual cost to less than \$45,000.

'360 OWNERSHIP EXPERIENCE'

Whether they buy or lease, Mirai customers will benefit from a three-year "360 Ownership Experience" package which includes:

- 24-hour-a-day/7-days-a week concierge services

- 24-hour enhanced roadside assistance in the event of a dead battery, flat tire and trip interruption—including such services as towing and use of a rental vehicle if repairs are required
- Toyota Care Plus maintenance
- 8-year/100,000-mile warranty on all fuel cell components
- 3-year complimentary subscriptions to Entune and Safety Connect

At launch, Mirai will be offered for sale at a limited number of California dealerships with expansion to additional dealers as volumes increase.

Toyota is confident the hydrogen revolution will happen. Eventually.

"It took nearly a decade before Toyota hybrid sales hit one million globally," said Uchiyamada. "Only seven years later, we have sold seven times that. (Fuel cell vehicle adoption) won't happen overnight." ☺



WALKING the Walk

Toyota to help kick-start hydrogen refueling station networks in New England and California

by Dan Miller

Chris Hostetter addresses perhaps the most vexing question posed by the innovative fuel cell-powered Mirai: Where will the first wave of owners go to fill up their vehicles?

"This issue has been seen for a long time as a cliché—the Catch-22, the chicken or the egg and the cart before the horse," said Toyota Motor Sales' group vice president of Strategic Planning. "But we developed this technology at huge expense and fully in house, not just because we could do it, but because we should do it. The same must be said about our commitment to do everything possible to kick-start the development of the refueling infrastructure."

As previously announced, Toyota is investing in 19 hydrogen refueling stations to be built in California by energy provider FirstElement. This represents the first of what promises to be as many as 100 stations in the state by 2016, thanks in large part to more than \$200 million of funding set aside by California Assembly Bill 8 and administered through the California Energy Commission.

To further support Mirai's rollout, Hostetter said Toyota will partner with Air Liquide to develop 12 stations in New York, New Jersey, Massachusetts, Connecticut and Rhode Island. These stations will be placed strategically to support fuel cell vehicle owners in the greater New York and Boston metro areas, as well as create the backbone for a hydrogen highway for the Northeast corridor.

Similar efforts are underway throughout the world in Denmark, Germany, Japan, Korea and the United Kingdom.

Hostetter emphasized that where each station is located will be far more important than how many

are built. For example, an analysis conducted by the University of California at Irvine's Advanced Power and Energy Program determined that only 68 well-placed sites in the San Francisco Bay area, Silicon Valley and Los Angeles, Orange and San Diego counties could support 10,000 fuel cell vehicles. The model assumes that owners would want to reach a refueling station within six minutes.

"If every vehicle in California ran on hydrogen, we could meet refueling logistics with only 15 percent of the nearly 10,000 gasoline stations currently operating in the state," said Hostetter. "Toyota is the only automaker that is walking this walk. We invite others to follow our lead and lend a financial hand to a program that will benefit all fuel cell customers, no matter the brand name on the hood."

"We're extremely excited about this unprecedented endeavor," he concluded. ☺



That Guy on YouTube!

That would be Jeff Teague, whose videos have customers ROFLing and running to the dealership

by Dan Nied



Jeff Teague's YouTube videos are a hit with customers. Teague thinks of his YouTube channel as a tool that helps him connect with customers and keeps them coming back.

"I'm trying to appeal partly to a market that doesn't really buy cars right now, but they might be looking at a car in the next few years," he says. "Really, I want their moms and dads and grandmas to follow me."

Some might think the Teague's parodies of "The Bachelor" seem frivolous, or that customers belting out popular songs over the radio while test driving a Camry have little to do with sales. But Teague sees those videos as a way to build positive relationships even before meeting.

"People are hunting not just for the car they want, but also for someone they can trust," Teague says. "Everyone has a story about a bad car salesman. I want people to talk about a great experience. I want them to watch these YouTube videos and see someone they want to work with. Plus, the videos are something they might want to

share with their families and friends."

Customers have responded. Teague tells of a college student who "liked" his Facebook page, subscribed to his YouTube channel and shared a Test Drive Karaoke video. By the time they actually met at the dealership, they already had a relationship.

"She felt comfortable with me and it was an easy purchase," he says.

A former customer shared photos of the Tacoma he purchased in 2007 on social media, and let Teague know he'd be back for a new one soon.

Another customer and Facebook friend, has bought five cars from Teague.

The videos are aimed at boosting sales, of course. But that doesn't mean Teague can't have fun along the way. He's affable with a sharp sense of humor and an everyman demeanor. And most importantly, he loves making people happy.

"I do what I love to do," he says. "I want to see how many people I can reach through these videos." ☺

The Need to Succeed

What keeps 80-year-old salesperson Jerry Melton going?
'I've got this deal. I've got to win.'

by Dan Miller

Retirement? Jerry Melton, who just completed his 50th year in automotive retail sales, doesn't know the meaning of the word.

"It never crossed my mind," said Melton, a fixture at Performance Toyota in Memphis, Tenn., the past 16 years. "I probably won't retire, not as long as I feel good and I'm doing what I want to do. I want to keep selling as long as I can."

For the record, the octogenarian has backed off on the accelerator. A bit. In his prime, Melton was a self-described workaholic. He'd arrive at the dealership at 7:30 a.m. and be the last to leave, selling an average of 50 units per month for 18 straight years. His only vacations were the Toyota Master Sales Society trips, an annual occurrence.

That remarkable run ended when Nita, his wife of 43 years, passed away six years ago. Then, Melton had some health hurdles of his own to clear.

About three years ago, though, he met and married Carol ("the angels sent her to me") and resumed a regular though less rigorous daily routine: he starts selling around 9:30 a.m., takes a two-hour break for nine holes of golf, then returns to the dealership until 7 p.m.

"I come home straight after that," says Melton. "Carol doesn't mind. I put in about 30-40 hours per week and sell 25-30 cars per month."

'Second Place is No Good'

What keeps Melton going? He approaches car sales as if it's a game. And, as with all games, he always plays to win.

That need to succeed started with his love of sports. He tried them all and excelled at basketball and golf. In 1991, he was inducted into the Memphis Amateur Sports Hall of Fame.

"I've got this deal. I've got to win. Second place is no good," says Melton. "I never lost a match in high school golf. I was 28-0. I could play as well as the guys on the tour, but pro golf back then didn't pay much."

After a couple of years at the University of Memphis, Melton put in 10 years with the Memphis police force. Then, when a partnership in an advertising firm fizzled, he decided to try his hand at selling cars. Fortuitously, a brother-in-law's brother was the general manager at a Ford dealership.

The Credit Union King

So in 1964, Melton set off on what would become a 50-year journey. Then as now, he owes his success to the power of relationships.

"The police department sent me a lot of business," he says. "I had a lot of contacts in Memphis sports, so that helped, too. And then I got my foot in the door at several credit unions—City of Memphis, Kimberly Clark, Sears and more. Back then, I was known as the credit union king. They'd have someone who was looking to finance a car and they'd refer them to me."

In the 1970s, Melton was featured in *Time* magazine as one of Ford's top 10 U.S. salespeople. He made the leap to Toyota in 1980 and he hasn't looked back since.

'There are No Shortcuts'

All told, Melton calculates he's sold close to 20,000 vehicles. The primary reason why: a base of several thousand customers with whom he follows up with on a regular basis.

"I do some by phone, but most by mail," he says, emphasizing that he's referring to the paper



Fame and Fortune

Jerry Melton holds a copy of a TIME magazine article from the 1970s, honoring his accomplishments as one of Ford's top 10 U.S. salespeople. He started selling Toyotas in 1980, when Homer Skelton, owner of what's known today as Covington Pike Toyota, "sweetened the pot."

Photo by Paul S. Howell

not electronic variety. "Most salespeople are afraid of rejection, so they don't call. But I've never feared anything. You have to let people know you're still here and you're thinking about them. There are no shortcuts."

Melton also believes in the power of conversation, rather than negotiation, on the road to a sale.

"Go right for the deal and you'll blow it right then and there," he says. "Instead, I just talk with my clients for 5-10 minutes. I try to be myself and treat them the way I'd want to be treated. "That's how it was when I started. It's exactly the same today. Nothing's changed."

And neither has Melton, 50 years and counting. ☺



Toyota is committed to making safer cars and promoting safer driving. Now, you can help too.

by Dan Miller

Over the years, Toyota has built its reputation on the firm foundation of QDR: quality, durability and reliability. But the company could make a strong case that there ought to be a fourth letter in that acronym: S for safety.

“Building safe cars is just as important as building reliable cars that are fun to drive and look great,” says Bob Carter, senior vice president and general manager of Automotive Operations at Toyota Motor Sales (TMS). “That’s not negotiable. It’s just part of what we do.”

And “we” includes Toyota’s dealers.

Toyota Motor Corporation might invest an average of more than \$1 million per hour on research and development that, in part, helps lead to safer vehicles. And TMS has long supported programs that encourage safer driving, most notably among teenagers. But those who interact with customers on a daily basis have a critical role to play in his effort, too.

A Unified Campaign

Toyota’s newest safety initiative—Go Safely—aims to complete that circle. It binds all of the company’s major driving safety programs for young children, teens and seniors into a unified campaign. And, it provides dealers with materials to help spread the word with customers.

By now, your store should have received a dealer toolkit that’s stocked with resources to promote three core programs:

- **Buckle Up for Life**—Through this effort, parents and kids learn about the importance of seat belts and the safest ways to use car seats. Along the way, Toyota has donated more than 40,000 car seats in 11 cities to families who need them. But that’s just the start. The company has pledged an additional \$6 million to reach a total of 17 cities by 2016.

Information Distribution

The “Go Safely” dealership kit contains brochures safety tip cards to hand out to customers, especially those who place automotive safety at the top of their priority list.

Photo by Jon Didier



- **TeenDrive365**—Statistics show automobile crashes are the leading cause of death among teenagers. So for more than a decade, Toyota has operated its Teen Driver Experience program in cities throughout the country. This hands-on training goes beyond mandatory driver’s education classes to introduce teens and their parents to “real-world” driving conditions—including the dangers of distracted driving—in a safe and controlled environment. Check out the New York Region dealers’ Road Show on page 13.
- **AARP Driver Safety**—This is the nation’s first and largest safety course designed specifically for drivers over the age of 50. Last year, nearly 600,000 participants took part in this classroom training. An impressive 97 percent reported that they changed at least one key driving behavior because of it. In most states, auto insurance companies offer a discount to customers who complete this course.

Here’s How You Can Help

Now it’s your turn to get involved. Start by familiarizing yourself with these three Toyota safety programs. Information is available online and, conveniently, in the toolkit. Then, think creatively about how best to spread the word to your customers

and community. In the toolkit, you’ll find brochures and safety tip cards to hand out to your customers. Also included are table tents you can place on showroom desks, service waiting rooms and other high-traffic areas. Additional promotional items, such as a coffee sleeve, rearview mirror cling and poster, can be ordered through Dealer Daily.

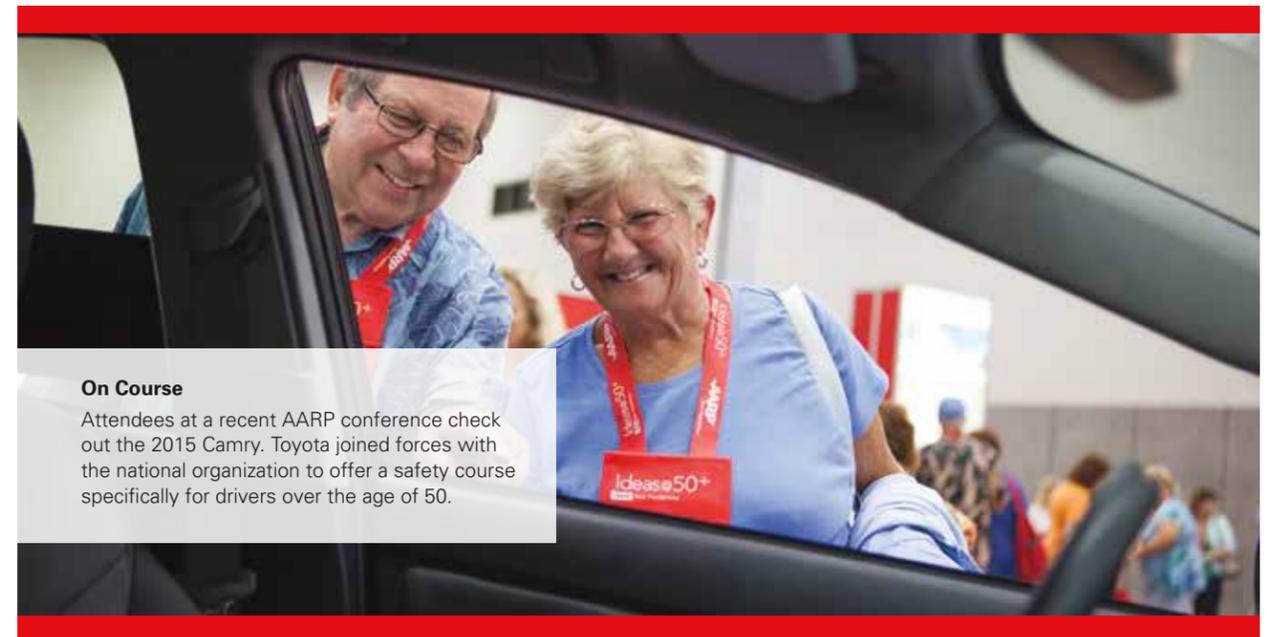
But that’s not all: The kit also contains a USB thumb drive loaded with an array of content and graphics designed specifically for use on social media platforms such as Facebook and Twitter. And there’s a safety tips video you can play on your in-dealership television screens as well as upload to your website and YouTube channel.

No Empty Pledge

While these tools might seem similar to those used to promote Toyota or its vehicles, Go Safely is not a sales initiative. This campaign is about raising awareness of the many resources that are available to your customers.

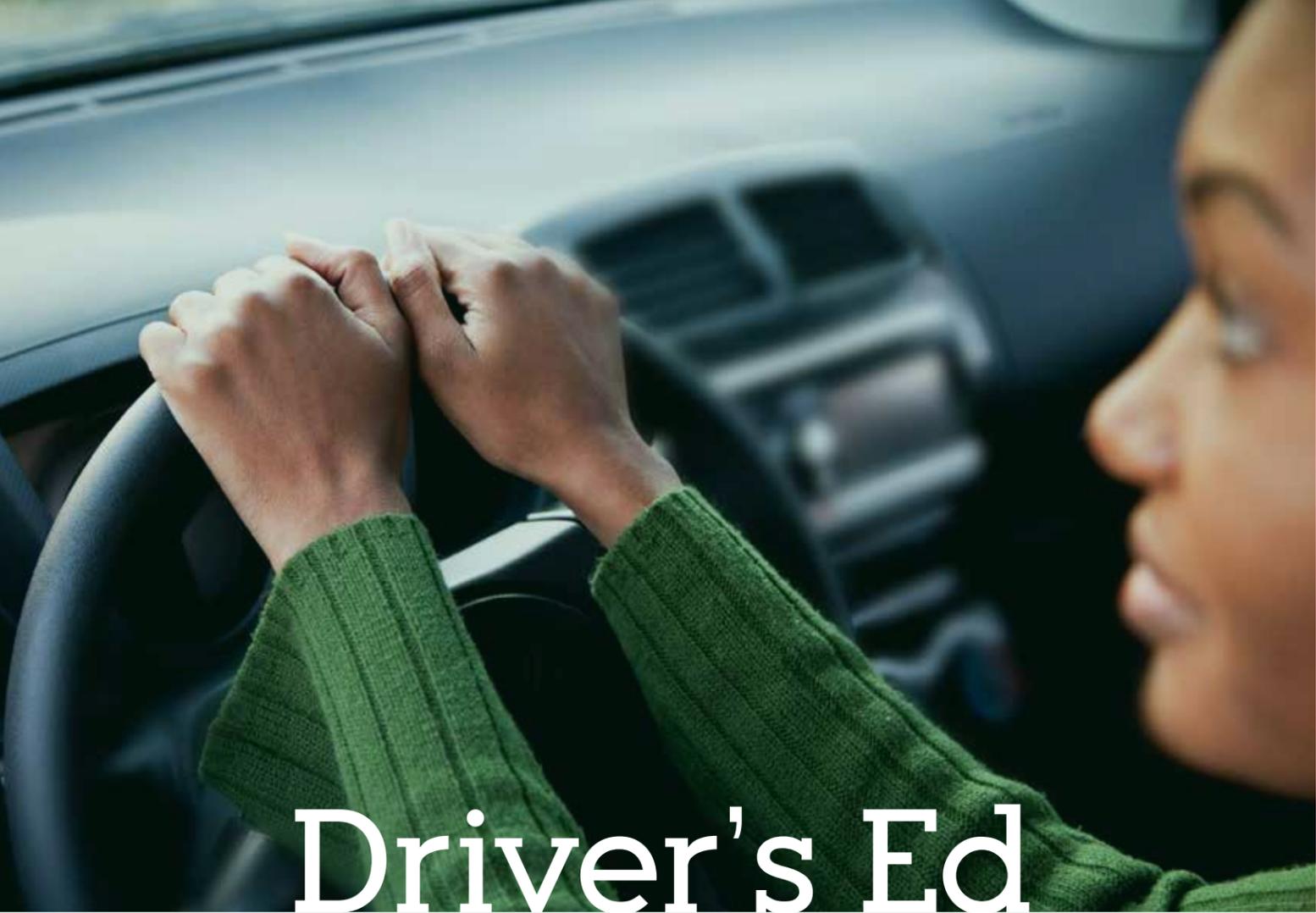
“Our commitment to safety isn’t an empty pledge or a catchy marketing slogan,” says Carter. “It’s something we think about all day, every day. It’s our job to provide the safest driving experience possible. And it’s a job we take very seriously.”

We know you take it seriously, too. 🇺🇸



On Course

Attendees at a recent AARP conference check out the 2015 Camry. Toyota joined forces with the national organization to offer a safety course specifically for drivers over the age of 50.



Driver's Ed

New York Region dealers eagerly welcome the TeenDrive365 Road Show to help new drivers and parents learn about staying safe on the road

by Dan Nied

On a Saturday in September, Rick Roh saw the power of Toyota's commitment to helping keep its customers safe.

Roh, the general manager at City World Toyota in Bronx, N.Y., welcomed 38 people into his dealership to participate in the first sessions of the New York Region's TeenDrive365 Road Show, featuring the Teen Driver Safety Clinic.

"It's wonderful because it really does enlighten the teens," Roh says. "But it also helps the parents realize that they've been making some vital flaws in the way they were educating their children in how they were driving as well."

The City World Toyota stop was just one of the 12 TeenDrive365 events conducted in September and October at select New York and New Jersey Toyota dealerships. The Road Show drew 865 participants.

TeenDrive365 features Toyota's free driver safety clinic that teaches teens and their parents about vehicle dynamics and safety features, defensive driving, dangers of distracted driving and the importance of vehicle maintenance.

The clinic is geared toward pre-drivers and presents a classroom experience dealing with common dangers for new drivers.

Beyond the Basics

At City World, a participant named Louise attended a session with her 22-year-old daughter, Diana. Louise came to the dealership to buy a new Corolla. That meant her 2011 Corolla would go to Diana, who didn't have much driving experience. When a sales associate suggested they check out the Teen Driver Safety Clinic, Louise and Diana jumped at the chance.

"Diana is an inexperienced driver, so this was very informative," Louise says. "They gave us a lot of good pointers for her and me both, especially when they took us around the car and showed us under the hood."

The biggest draw of the event is the driving simulator, which puts participants through a virtual obstacle course illustrating the dangers of distracted driving.

"The driving simulator was incredible," Roh says. "Even for experienced drivers, they got to realize that distractions make a big difference."

Louise made sure Diana experienced the simulator, even if the results were predictable.

"She crashed," Louise says. "It looked like everyone did."

In all, TeenDrive365 was a big hit with Louise. From the execution of the program to the information and learning techniques, not to mention the price (free, of course), Louise and Diana were impressed.

For Roh, the event was a great chance to show the Bronx that City World is about more than the bottom line.

"It's important because it lets people in our community know we're not just a profit center," he says. "We also care about the community as well as our children. This is not just a superficial message to get into their pockets"

And Toyota has proven time after time that it's more than just a car company.

"We've always known that Toyota is massively committed to dealers and the community," Roh says.

"Anyone who owns multiple franchises treats their Toyota franchise as their crown jewel, and that has to do with the infrastructure of Toyota as a company." 🌐



Under the Hood

Participants at a New York Region TeenDrive365 get a lesson on the car components they might not use in everyday driving.

Simulated Sensations

Though driving simulator participants "crashed" more often than not, the distracted driving exercise is one of the most popular—and valuable—offerings of TeenDrive365.



DEALER DOINGS:

Hiring Our Heroes by Dan Nied

This Hiring Our Heroes Monster truck isn't just a vehicle that can decimate old cars in front of screaming fans. It's a rolling tribute to America's veterans and a symbol of a bright future for our true heroes. Hiring Our Heroes is a Toyota-sponsored nationwide initiative that helps veterans, transitioning service members and military spouses find meaningful employment opportunities.

Medal of Honor recipient Sergeant Dakota Meyer had a vision for the truck. Steve Zion and his Toyota of Wallingford techs made that vision a reality, complete with a TRD supercharger that boosts the output of the 5.7-liter engine past 500 horsepower. 🌐



DEALER DOINGS:

Kendall Toyota of Anchorage's Support of Alaska Military—'Just Part of Who We Are' by Dan Miller

As the crow flies, nearly 3,000 miles separate Kendall Toyota in Anchorage, Alaska, and Bagram Airfield in Afghanistan. But to hear Col. Hunt Kerrigan tell it, the two are actually as close as can be.

"There are many similarities between the U.S. military and Toyota," said Col. Kerrigan, who served as the commander of the Alaska Army National Guard and, more recently, in Afghanistan. "Both share a deep sense of pride and esprit de corps manifested by professionalism, honor and clear vision."

The military leader's analysis followed a tour of Kendall Toyota for his officers at the suggestion of Service Manager Stan Watts and hosted by General Manager Mike Morris. Many of the dealership's service personnel have military backgrounds. One technician, who served under Col. Kerrigan, was deployed to Afghanistan while on the job.

The tour, though, is just one example of how Kendall Toyota embraces those who serve. For example, the dealership donates a Tundra each year to the Alaska National Guard Iron Dog Race's raffle to help generate funds for the local Armed Services YMCA. It sponsors a lane at the Anchorage Chamber of Commerce's annual bowl-a-thon in support of Military Appreciation Week. And it routinely provides gift certificates to groups that

stage fundraisers to undergird military families.

"Col. Kerrigan sent us an American flag that flew in Bagram that's now on display in our service department's customer waiting area," says Morris. "Many of our employees as well as many of our customers have ties to the military. Reaching out to them is nothing special. It's just a part of who we are and what we do." 🌐



In Solidarity

Kendall Toyota staff members stand with representatives of the Alaska Army National Guard during their recent tour of the Anchorage dealership. Service Manager Stan Watts is third from the left, Col. Kerrigan fifth and General Manager Mike Morris seventh.

DEALER DOINGS:

Toyota of Killeen Thanks Troops with Turkeys

by Dan Nied

Killeen, Texas, is a military town. There's no doubt about that.

As the home of Fort Hood, more than 54,000 of Killeen's 127,000 residents are employed by one of the country's largest military bases.

Paula Lohse wanted to show her appreciation for those local troops. And that's how Toyota of Killeen's Turkeys for the Troops event came to be in November 2013.

At 5:30 a.m., on the Saturday before Thanksgiving, cars lined up around the dealership despite sleet and below-freezing temperatures, all for an event that didn't begin until 10 a.m.

And to think Lohse, Toyota of Killeen's dealer principal, arrived nervously. Before she saw the line, she was worried no one would show up.

Lohse and her staff went to work. The original plan was to hand out 2,000 turkeys. By the end of the event the next day, the number was around 3,000. And each soldier who received a turkey also received the dealership's words of support: "From Toyota of Killeen to you, we want to express our appreciation for the sacrifices you made for us."

Giving away Thanksgiving turkeys? It's a simple gesture, really. But it made a difference for thousands.

"We have seen our troops being deployed and coming back and forth for years," Lohse says. "It's been very hard on the families that wait for them. So we wanted to do something public to give other people ideas of what they could do for military families."

The new tradition continues this Thanksgiving, when Toyota of Killeen plans to hand out 2,000 more turkeys to Fort Hood troops.

This time, though, they'll have to do it at a local church due to Image USA II renovations at the dealership.

Not only is Turkeys for the Troops a generous event, there's the added bonus of generating word of mouth for the dealership in a town where the average resident may only stay a few years before transferring to another base or facing deployment.



Thanks for the Turkey!

This reaction from soldiers at Fort Hood was exactly what Toyota of Killeen employees were hoping to produce with Turkeys for the Troops.



Fowl Play

A pair of soldiers had no problem mugging for the camera at last year's Turkeys for the Troops at Toyota of Killeen.

"We constantly need to tell our story about why Toyota of Killeen is different," Lohse says. "We have a challenge with the revolving door, and we hope Turkeys for the Troops leads people to tell others about us. I hope they feel like there's a company out there that's not just a name. It's made up of people who care about them."

Ultimately though, Lohse's real reason for hosting the event is to show the gratitude she and her employees feel about the military.

"Really, it was just our way of saying thank you to the soldiers and the sacrifices they make," she says. 🌐

Scion's Crystal Ball

The iM Concept projects a bright future for Scion and its customers

by Dan Nied



Doug Murtha's excitement was undeniable at the L.A. Auto Show in November.

That's because the vice president of Scion was about to give the world a look into the future by unveiling the Scion iM Concept. A production version of the versatile five-door compact hatchback will come to dealerships in 2015.

"This represents the bold direction Scion will soon be going," said Murtha.

The vehicle turned some heads with its color, known as Incrediblu, and dazzled with its sporty styling and versatility. The look is accentuated by wider aerodynamics and lower ride height to create a grounded appearance. And 19-inch alloy wheels offer sex appeal for young professionals. ☺