

# The Learning is in the Struggle

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*Join our FREE WEBINAR with Chief Operating Officer of Halfway Toyota Group, Terry O'Donoghue*



Terry O'Donoghue joined the the Halfway group in 2011 after he retired from a 30 year career at Toyota South Africa. His express interest was to apply Toyota Production System (TPS) at the retail level in the Motor industry.

From the mid 1990's Toyota South Africa went through a period of rapid change as the increasing investment by Toyota Motor Corporation brought us fully into the Toyota Global Network and the implementation of TPS became a core focus in the manufacturing operation and to a lesser extent in the marketing and sales side of the business.

Terry was fortunate to live through that period at Toyota on both the manufacturing and marketing operations at an executive level, and learnt from some of the masters of TPS that TMC deployed to South Africa. Very little was ever successfully translated into the franchised retail operations despite the obvious benefits and joining Halfway was Terry's experiment to see if he could do from inside a retail group, what he had not been able to influence from outside.

Halfway Toyota has been very fortunate to have the involvement of Planet Lean and Roberto Priolo in documenting the journey Halfway have been on. There are over a dozen articles on Planet Lean that will give you the detail of different operations in different parts of the country and companies that all have their own stories and successes.

By any measure it has been successful, but that does not mean that every initiative has been successful, or even that every site has had some success. There is probably more to learn from these "other stories" than the spotlighted successes.

In late 2018 Casper Kruger joined Halfway as the CEO of the Motor Division. Terry reflects: 'As part of his induction he walked with me in the dealerships. Whilst Casper had been a colleague of mine at Toyota South Africa and shared some of that heritage and culture, TPS had never been a focus for him and this and the retail environment was a new adventure.

His comment after the couple of weeks it took us to walk the sites provoked much reflection. After seeing the performance difference between the sites that had made the most progress with their transformation and those that were lagging behind, he asked "It's so obviously better, why isn't everyone doing it?"

Terry has been using that question for several months now, to try to understand "What gets in the way?" "What stops or hinders the implementation?"

Terry will share what are personal reflections, in the hope that they might have some relevance to your journey and maybe give you "food for thought" as you tackle the transformation dragon.