

Toyota Caetano – A Personnel Budget



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ABSTRACT: The Personnel Expense Budget is a fundamental management support instrument, allowing it to determine how capital is being applied to support this area. This work is a practical application of this methodology

KEYWORDS: Personal budget; personnel expenses; salary; toyota

INTRODUCTION

This work is divided into two major parts. Initially, the idea obtained by the elements of the group was identified and later the characterization of the selected company was elaborated, which in this case was Toyota Caetano, a company that already exists, enunciating the sector and the market that is present, the services it provides, its mission, its values and its financial sustainability. Then, the project and the objectives to be achieved were briefly presented, with the characterization of human resources and the growth forecast.

After that, the IAPMEI Investment Project Assessment Tool was completed. Next, the assumptions related to the number of workers, basic remuneration, food subsidy, compensation funds, other remuneration, social security, work accident insurance and other expenses were distinguished. Finally, a profile of an HR manager was also identified, in which a benchmarking was carried out on employment platforms in order to better understand how such a profile should be constituted.

IDEA IDENTIFICATION

The present work will contemplate the personnel budget of the Toyota Caetano organization, for the years 2023 (year 0), 2024 (year 1), 2025 (year 2), 2026 (year 3), 2027 (year 4) and 2028 (year 5).

COMPANY CHARACTERIZATION

Toyota Caetano, Portugal SA is a Portuguese company specialized in the marketing and distribution of Toyota brand vehicles. It is a partnership between the Japanese company Toyota and the Salvador Caetano Group, a Portuguese business group with more than 70 years of experience in the automotive sector.

Toyota Caetano has its headquarters in Vila Nova de Gaia and has a wide network of points of sale throughout the country. In addition, the company is also involved in the import, export and distribution of parts and accessories for Toyota vehicles.

Its Industrial Equipment Division exists to support the logistical needs of national customers, offering a wide range of counterbalanced forklifts and warehouse equipment, as well as business services and solutions, such as rental, used, assistance, fleet management, among others.

Toyota Caetano follows the main values of the Toyota brand, emphasizing quality, innovation and sustainability. The company seeks to offer smart mobility solutions, with a wide range of vehicles. It is recognized as a reference in the Portuguese automotive market and aims to provide its customers with an excellent experience in purchasing and owning Toyota vehicles. In addition, the company is also committed to corporate social responsibility, implementing actions and initiatives to promote sustainability and the well-being of the community.

MISSION

To be the first choice for all customers looking for solutions in cargo handling equipment and to be widely recognized for its innovative products, as well as for its respect for society. Build trusting relationships with customers by offering quality products and services that represent real added value for their businesses. Respect the expectations and ambitions of employees, shareholders and suppliers through continuous improvement.

Toyota Caetano – A Personnel Budget

VISION

To be a reference in all the areas in which it operates due to its ability to innovate, to respond to challenges and its diversification in the services it offers, in the certainty of customer orientation.

VALUES

Toyota Caetano is based on solid values that guide its actions and relationships with employees, customers and the community:

Quality: Commitment to high quality standards in its products and services, seeking total customer satisfaction.

Innovation: driving constant innovation, whether in automotive technology, business processes or customer experiences, to stay ahead of the automotive industry.

Sustainability: promote environmental and social sustainability, adopting practices and technologies that minimize environmental impact and contribute to a more sustainable future.

Integrity: act with honesty, ethics and transparency in all interactions, building relationships of trust with customers, suppliers and business partners.

SERVICES

Vehicle sales:the company markets the entire line of Toyota vehicles, from passenger cars to commercial vehicles, offering suitable options for various market segments.

After-sales service: Toyota Caetano has a network of authorized workshops that offer maintenance, repair and original spare parts services to guarantee the proper functioning of the vehicles.

Financing and insurance:the company offers car financing and insurance options to make it easier to purchase and protect Toyota vehicles.

24 hour assistance:A 24-hour assistance service is provided by the organization for customers, guaranteeing support in case of unforeseen events, such as breakdowns or accidents.

(These are just some of the main services offered by Toyota Caetano. The company is constantly evolving to meet customer needs and expectations, providing a complete Toyota vehicle ownership experience.)

Characterization of Human Resources

Through an analysis of the information in these same account reports, we can consider that this decrease could be a consequence and repercussion of the current disastrous events, with Toyota Caetano Portugal still recovering from the economic crisis caused by the 2020 global epidemic and the war in Ukraine .



Figure 1- Graphs of the number of employees

Since these values are our starting point for analysis, the number of employees per function and department followed the hypothetical forecast made by our group. Below is the table with the number of employees divided by function/department:

Table 1 - Employees divided by function/department

Function/Department	Number of employees
Management	22
Administrative	229
commercials	398
Operational	621
Others	191
TOTAL	1461

Toyota Caetano – A Personnel Budget

When interpreting graphs 1 and 2, it is observable that, between 2020 and 2021, the increase in the number of employees was quite reduced with an evolution of 0.5%. Between 2021 and 2022, contrary to what happened in the previous year, there was a decrease in the number of employees of -3.3%. When carrying out this analysis process with data from 2020 and 2022, we can observe that in 3 years there was a decrease of -2.8% in the total number of employees in the organization.

Through an analysis of the information in these same accounts reports, we can consider that this decrease could be a consequence and repercussion of the pandemic, with Toyota Caetano Portugal still recovering from the economic crisis caused by the global epidemic of 2020.

Therefore, when carrying out a general study of the 2022 accounts report, it was notable that the prospects for the following year are more positive than those reported in the previous year when this comparison was made, but there are great concerns about the impact of increases in inflation at the level worldwide.

According to Lewkoy (2023), the inflation forecast for 2023 decreased from 5.71% to 5.69% and the projection for 2024 also decreased, from 4.13% to 4.12%, after remaining where it was last week. For 2025, the estimate was stable at 4.00%.

In this way, we can say that prices will continue to increase in 2024 and 2025, but at a lower rate than in 2023. Since, when analyzing the pre-pandemic inflation rate between 2018 and 2019, we are faced with only 1, 03%. Our group does not foresee a significant increase in the number of employees in the next 5 years at Toyota Caetano Portugal, this number being around what it currently is.

This forecast was defined in the following table:

Table 2 - Forecast of the number of employees in the next 5 years

Function/Department	Year							Number of employees
	2022	2023	2024	2025	2026	2027	2028	
Management	22	22	21	21	21	21	21	-1
Administrative	229	228	227	228	225	225	225	-4
commercials	398	395	393	396	393	395	394	-4
Operational	621	618	617	615	611	609	616	-4
Others	191	191	190	189	187	188	189	-2
TOTAL	1461	1454	1446	1449	1437	1438	1445	-16
VARIATION	0	-7	-8	+3	-12	+1	+7	

Development

The development of this work consists of completing the 6-year Investment Project Assessment Tool, from IAPMEI (Agency for Competitiveness and Innovation).

Identification of Assumptions

Number of Workers

The number of workers selected by the group was based on the number of workers in the Toyota Caetano Portugal, SA group.

Base Renumbering

The definition of the base salary for the management, administrative, commercial, operational and other categories was carried out through the Talent website

To define the basic remuneration for management, administrative, commercial, operational and others, the group resorted to the Talent website in order to research the average salary practiced for the professional categories mentioned, assuming this value. The cost of the basic remuneration is fixed, hence 100%.

Food allowance

For the food subsidy it was decided that this would be paid on a meal card and the amount given was €9.60, which is the IRS and Social Security exemption limit.

The food subsidy is a fixed cost, hence 100%.

Other renumberings

In the case of sellers and commercials, as it is normal for these categories to earn commissions for the services provided, it is calculated that when they reach their monthly objectives, the amount of their commission would be, on average, €250.

Social Security

The TSU (Unique Social Tax) for the company, as explicit by law, represents a fixed cost of 23.75% per employee.

Toyota Caetano – A Personnel Budget

Work accident insurance

Since accidents at work always happen in different ways, which in turn leads to different consequences, 1% tells us that it could be either a fixed cost or a variable cost. This situation will depend on the occurrences that the organization will have during the year.

Other personnel expenses

Training will correspond to other personnel expenses since, according to the law, it is mandatory that each employee benefit from 40 hours of mandatory training. Spreading these 40 hours of training over the year would amount to €47.50 a month. However, the total value of personnel expenses concerns the value of €1936477.

HR Manager Profile

Nowadays, human resources work goes beyond bureaucratic tasks and simple office tasks, which are very much associated with this area. A Human Resources professional currently has a more active role in organizational decisions.

Management is the process of achieving results (goods or services) through the efforts of others. For this, it is necessary to resort to 4 characteristics, namely:

- **planning:** Process of determining in advance what must be done and how to do it.
- **Organization:** Process of establishing formal relationships between people and resources to achieve objectives.
- **Direction:** Process of determining or influencing the behavior of others.
- **control:** Process of comparing current performance with previously established standards, and pointing out any corrective actions.

According to Pereira, A. (2023), the manager's performance is generally evaluated by standards of efficiency and effectiveness. A manager can be effective without being efficient, he can achieve the objectives, but he does not use the available resources in the best way. Therefore, we can consider a manager to be efficient and effective must have 3 types of skills, namely:

- Conceptual
- technique
- Human relations

An HR manager must have soft and hard skills, such as:

- Ability to solve problems
- Creativity
- Leadership
- Communication
- critical thinking
- Resilience
- Emotional intelligence
- teamwork
- Adaptability

In order to better understand the profile of an HR manager in Portugal, 10 advertisements on various job search platforms were analyzed. Based on the need for a degree in Human Resources or equivalent.

soft skills:

- ability to communicate
- business orientation
- Proactivity
- Ability to solve problems
- Team management skills
- Responsibility
- Team spirit

Hard Skills:

- Knowledge of labor legislation
- Domain of Microsoft Office tools
- Knowledge of foreign languages
- Professional experience
- Experience in HR Software

CONCLUSION

The aim of this work was to draw up a personal budget for the design of an investment project in a given company. Therefore, our group chose the company Toyota Caetano Portugal SA, a company linked to the automotive sector and with great notoriety in Portugal that in 2022 had 1461 employees.

This was followed by the analysis of the 2022 account report, after being analyzed, we created a hypothetical forecast based on the number of workers that the company had in 2022: 1461. Therefore, we predict that in 2023, the company will have a total of 1454 workers, which means there will be a loss of 7 workers.

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