

Case study

Toyota Motor Manufacturing Indonesia

» Fujitsu provides total support to achieve our vision of becoming a reliable business partner and providing the right solutions to the business units «

Yandri Pardomuan, General Manager Information Systems & Technology Division, Toyota Motor Manufacturing Indonesia



The customer

PT Toyota Motor Manufacturing Indonesia (TMMIN) is an automobile and automobile parts manufacturer for Toyota brands. Japan-based Toyota Motor Corp owns 95% stake of the company while PT Astra International Tbk shares the other 5%. TMMIN to assembles the leading brands of Toyota, including Innova, Fortuner, and Avanza, for both domestic and export markets. The manufacturing facilities of TMMIN consist of three integrated plants, from casting, stamping, engine plant, packing to vehicle assembly. Toyota is an established auto leader in Indonesia with a dominant 36% market share. To ensure product quality through operational excellence, TMMIN applies management principles called "Toyota Way" in which IT plays a strategic role.

The challenge

Toyota has a distinguished manufacturing process which gives it a unique competitive advantage compared to its peers. In developing its own IT system that supports the manufacturing process which includes Production/Logistic, Engineering, assembly line control and quality management, it also ensured that the systems are well integrated and are usable globally. Yet the system must be flexible enough to allow local customizations. The company keeps improving the IT system as part of its continuous improvement process, which reflects a philosophy of the Toyota Way. "To respond to such demand, many a time we had to change our IT system according to operational kaizen. We were challenged to deliver accelerated lead-time by developing the new system or changing the existing one in a way to bring greater benefits to the business," said Yandri Pardomuan, General Manager Information Systems & Technology Division, Toyota Motor Manufacturing Indonesia. "There was also a high demand for the development team so that it could acknowledge the entire unique business process and finally gave significant contribution to the system improvement."

The solution

Fujitsu provided end-to-end Application Services, which included application development, integration services and application maintenance/support. In addition, Fujitsu also provided IT Infrastructure design, implementation and maintenance services that enabled TMMIN to develop, deploy and improve IT system, particularly in logistics & procurement areas, production, distribution, engineering and financials.

The customer

Country: Indonesia
Industry: Manufacturing, Automotive
Founded: 1989 (Toyota Astra Motor)
Employees: 5,351
Website: www.toyota.co.id



The challenge

Improve new system developments and existing system adjustments lead-time in order for the business to achieve maximum benefits as soon as possible, thus providing a competitive edge for Toyota against competitors. TMMIN IT environment was built on a complex of systems added up complexity in each development or adjustment project.

The solution

Fujitsu has been a development partner for Toyota in ASEAN. To support TMMIN in delivering operational excellence through a continuous improvement, Fujitsu offered a complete stack of IT services from infrastructure to applications. At the infrastructure layer, Fujitsu provided design, implementation and maintenance while at the application layer, Fujitsu provided end-to-end services which included system development, application development, integration services and application management.

The benefit

- Providing high quality of support in accordance to Toyota quality standards in management, development and infrastructure
- Faster lead-time for application developments in a complex environment of homegrown systems
- Ability to identify and mitigate risks and issues in projects early head-on, resulting in more secure and stable systems
- Deep understanding of past and existing system environment which contribute to significant improvements and real business value of application development
- Closely work with IT and business users to provide the right solution that meet user's requirement

Products and services

- IT Infrastructure Design, Implementation and Maintenance
- Application and System Development
- System Rollout
- 24x7 system support
- Enterprise Infrastructure Deployment
- SAP interfacing
- Application Maintenance
- Business Process Improvement

The benefit

One challenging project TMMIN had to deal with was the ICS (Inventory and Costing System) for its coverage and complexity was comparable to small-scale of ERP (Enterprise Resource Planning) system. "This was a huge project and a complex one since we had to develop the system from scratch, and the requirement kept growing while during the implementation, the system had to be able to run with the existing system having its own interface," said Yandri. "Fujitsu successfully identify and fulfill resources a much shorter time in response to our additional requirements. The result was that the whole project could be completed in only 15 months, faster and better than we expected. There is no question on Fujitsu's commitment to the success of this project ." The ICS system can drastically improve inventory process, reduce inventory discrepancy of stock on financial system vs. actual.

Fujitsu worked with TMMIN in developing mission-critical systems, including Support Implementation of Global Assembly Line Control System, Cost Recovery Supplier Information, Cyclic Kanban Delivery System, Import Part Management System Development and Inventory Taking System Development.

Yandri explained that Fujitsu has fulfilled Toyota's high quality standard and its determined performance target. Fujitsu has developed a good teamwork, knowledge and long-established experience in many of Toyota projects in the region with the support from global resources. "Fujitsu really understands our needs, and adhered to our business process, standards and development of IT system framework completely. We could rely on its knowledge management. Besides, as global development partner, Fujitsu has a trusted access and reference for system implementation in Toyota Group, which is also applicable here in this company."

Fujitsu has brought in additional benefits to TMMIN through the implementation of risk management at each project.

In proactive way, Fujitsu runs risk identification and consultation or giving recommendation for risk mitigation. "We can deleverage and conduct a risk mitigation before the problem is becoming a greater issue, thus making the system perform much better than the initial design," said Yandri. "I was impressed with the Fujitsu's responsiveness against each issue and to come up with quick resolution."

Conclusion

Fujitsu played a significant role in helping TMMIN accelerate the IT harmonization with the business and, delivering flexible IT system in a homegrown application environment to meet the business dynamics. "Now IT has a strategic role in supporting TMMIN's business. Previously we used to spend most of our resources on development, helping users to improve productivity and accuracy as well as quality," said Yandri.

"Fujitsu has helped us realize our vision of being a reliable business partner in providing solutions to the users with our comprehensive IT-based services, and boosting our position as IT solution in Toyota Group in Indonesia."

TMMIN needed a development partner who not only has strong technical capabilities, but also understands the company's distinguished business process, values and environment.

About Fujitsu Indonesia

Fujitsu Indonesia was established in 1995 under the name of PT. Fujitsu Systems Indonesia. Headquartered in Jakarta and with a number of service centers in Jakarta & Surabaya and more than 20 authorized service providers across Indonesia, Fujitsu Indonesia has a vision to become a leading provider in IT, communications and customer-focused business solutions.

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