**Toyota Motor Manufacturing Kentucky**

**14L-5859, Assignment 2**

**Introduction**

This is a manufacturing plant located in Kentucky, Georgetown known as Toyota Motor Manufacturing Kentucky and is a subsidiary of the parent firm based in Tokyo, known as Toyota Motor Corporation.

Prior to the use of this information System (IS), the organization struggled with disjointed information flow, slow decision making, inventory wastage and low productivity. It was imperative to employ an information system that would allow the plant to meet its underlying strategies as well as enhance the value in production.

**Project Scope**

The production section has three key divisions, which include body assembly, paint and final assembly. Each of the divisions is further split into the smaller units, usually identified as shops. Members of each of these shops think of each other as teams, so they do their best in their sections in order to prevent problems in other parts.

Other than manufacturing, the company also has a procurement and supply chain function that handles all the logistical issues in the organization. Since the firm implemented a flat structure, the assembly group is responsible for this aspect. It has a quality control department that inspects vehicles when completed.

The plant has an accounting function which top management handles. Plant managers also handle human resource issues such as hiring, promotion and training of employees. The plant outsources the marketing and distribution of its products to another subsidiary of Toyota so as to ensure efficiency in the production of cars.

These processes are too complex to be managed manually in an efficient manner and right after its establishment in 1986 they decided to implement a group of customized information systems to resolve the issues at hand.

**Customization and Components**

The team responsible for this task analyzed the need of customized components according to the company’s needs through SAP and bestowed the development and implementation to Iflexion Inc.

The ERP system at Toyota consisted of a financial management component. This financial module is responsible for the management of fixed assets. It also handles the billing and accounts paid or received within the plant. Additionally, general ledger requirements and budgetary functions are also in the package. Tax reporting, budgeting and management of cash flow are part of this system, as well.

Business intelligence is a critical part of Toyota’s operations in the Kentucky plant. This is part of the ERP package in the organization, and it allows users to analyze or share data across the enterprise in a centralized manner. The firm achieves this function through the use of automated analytical and reporting tools. It also has dashboards or control panels, in which top management monitors business performance.

Supply chain management is also a vital part of the system and involves procurement of materials for the vehicle, fulfillment of orders, planning and scheduling of the materials. This module possesses some sub modules that include procurement management, inventory management and product scheduling.

Human resource management is a vital component of the ERP system in the Kentucky Toyota Plant. The plant ensures that all employee-related issues run smoothly through the management of all human resource issues in hiring and retaining workers. The ERP solution handles payroll; it does time tracking, benefits, and even performance management.

Manufacturing operations are also part of the organization’s ERP system. This is the heart of the firm’s endeavor. It does product configuration through the ERP component. Additionally, it carries out material requirements planning, production scheduling as well as forecasting.

Perhaps one of the key components of the ERP system that makes the package work successfully for the organization is the fact that it is ingrates easily. Integration allows information flow in the entire plant, and this facilitates business intelligence.

**End User Participation & Training**

The end users of the ERP systems in Toyota range from ordinary workers, mid-level and top-level management. Top level managers carry out the business intelligent aspect as well as the analytics process of the manufacturing plant. They use information from the ERP system to forecast as well as determine other strategic components that must be endorsed to make the firm successful.

For instance, they will carry out production planning through the use of business analytics inherent in the ERP system. They are also responsible for the creation of new processes when the firm implements the Information System. Mid-level managers, on the other hand, are responsible for the implementation of these new processes.

This ERP system also targets line employees and other ordinary staff who have no senior title. They are the ones who use their work stations to input data. They also rely on the ERP system for feedback concerning certain aspects of work. These individuals make the ERP a success by incorporating it into their daily activities. In the event of an ERP upgrade, all line workers will need to participate in their configuration of the system.

**Hardware Incorporation and Implementation**

No ERP system can be successful without investment in hardware technologies; therefore, the organization needed to invest in two types of computers: servers and workstations. Currently, the company uses high throughput disk drives in its servers. The network card used in the servers has gigabit speed, and the ram is twice as much as the recommended amount by the ERP vendor.

Toyota Kentucky chose to invest in its workstations through the use of a high-memory RAM. It also has video controllers on its computers and uses the latest version of Microsoft. Aside from workstations and servers, the company also has a power backup system for the ERP system. Power failures have been occurring in the USA, of late.

**Conclusion**

Toyota Kentucky improved productivity by information synchronization, business intelligence and elimination of redundancy according to the annual production report generated in house.

Other minor objectives included determining the necessary factors needed to make ERP work; Toyota illustrated that one needs investment in a dependable software program like SAP, servers, as well as workstation hardware.