

# TMMIN TAM QCC GRAND CONVENTION 2023

26 Agustus 2023

– Suggestion System (SS) –



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Production Control Division

# Preface

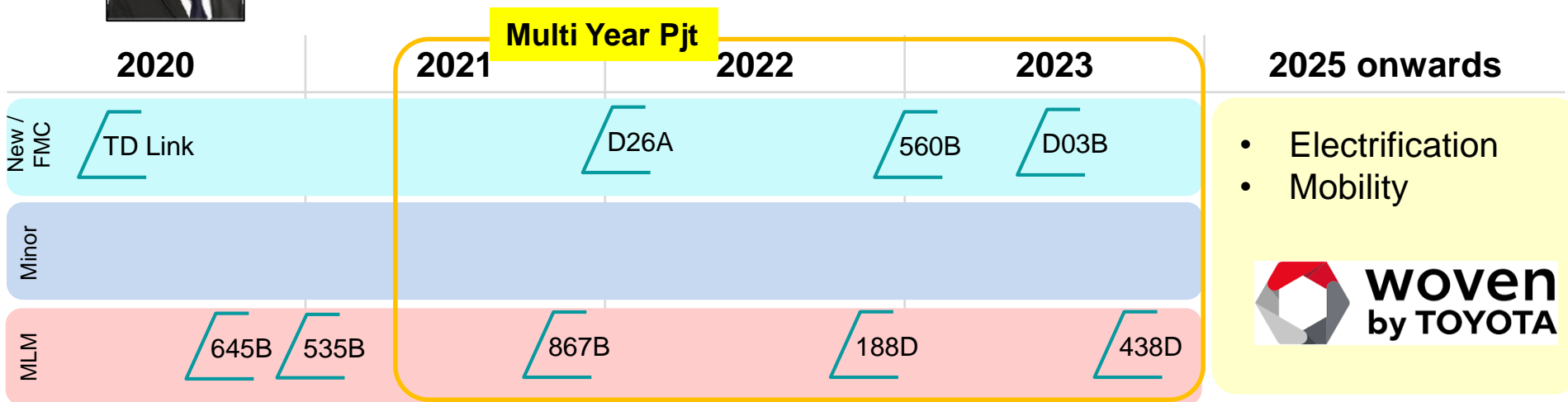


# TMMIN Direction and Strategy



Multi year project : **Smooth**  
: **Strong Finish**

Future  
**Secure Electrification & Mobility**



## Challenge



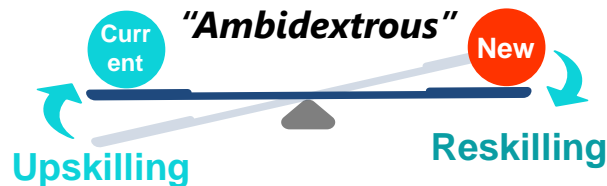
Beyond SR #2 (SSC, Automation, Dx)



**Maintain fundamental (Quality, etc)**



Prepare resource shifting for future





# TMMIN Fundamental Quality Review


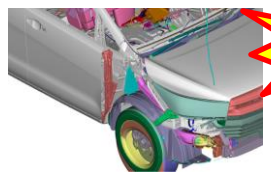
2019

Mis spec of Guide FR Side Air

- **Outflow** to customer
- **Market Monitoring**

Noise performance risk  
→ Toyota credibility

Unmatch vehicle spec vs harigami





2020

Back door can't open (Brunei)

- **Stop shipment**
- **Repair 35 units** (3 days)

Repair cost > 300 Mio

Unmatch spec Smart key vs spec Easy closer




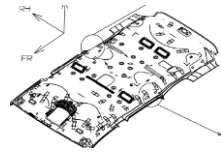
2021

Mis spec headlining VN

- **Big repair 33 units** (7 days)
- **Cripple 11 units** (2 days)

Repair cost > 150 Mio

Unmatch spec Hook Coat vs ECI Implementation





2023

Anti theft warning not function

- **Hold shipment**
- **Repair at port** (3 units)

Repair cost > 100 mio & Government trust  
→ export facility

Unmatch equipment C-Best setting vs veh. spec



Handling **7 models** ( 2.226 Spec, 17.801 part no.), entire total process having **wide range of risk of mistake**→ **Review Management Aspect**



# Division Hoshin Strategic Execution

Align with hoshin to secure 3 multiyear project with strong finish, necessary proceed **optimization** to improve **accuracy and efficiency**

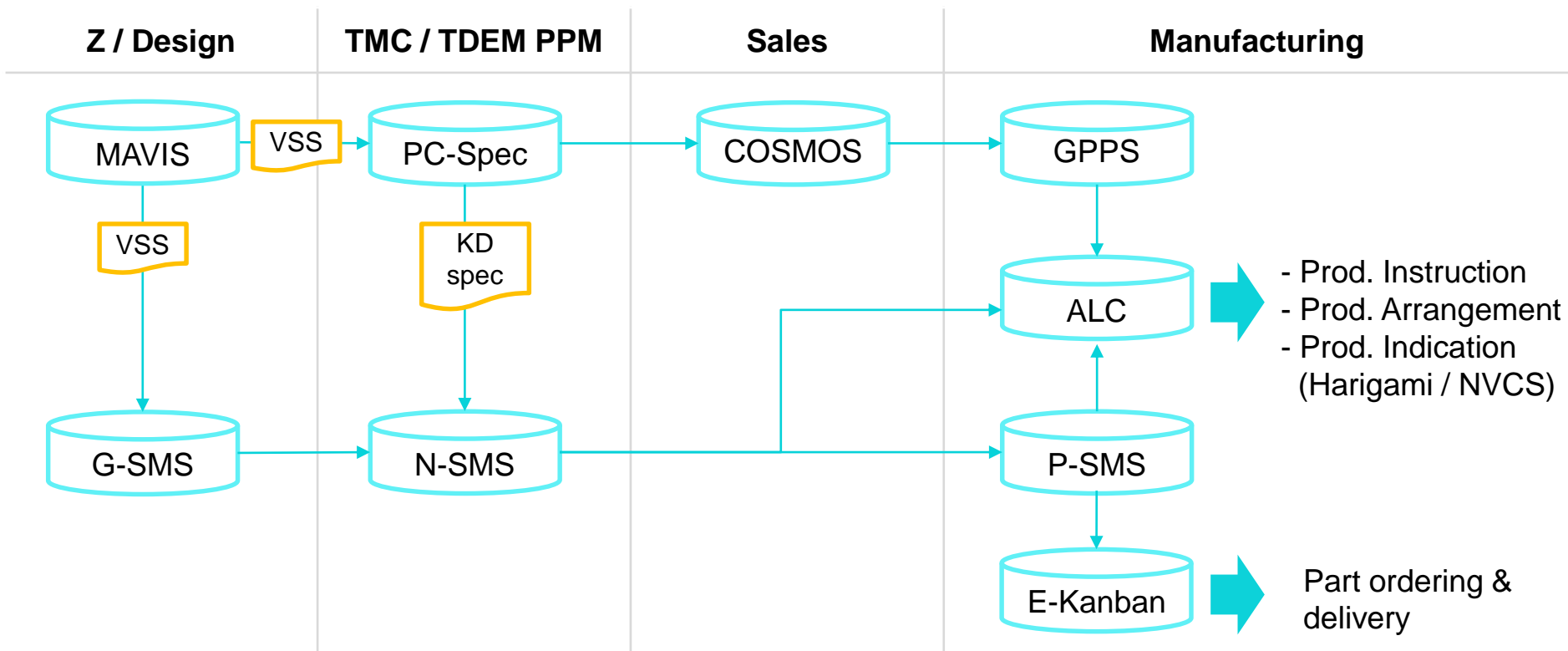
[PCD Hoshin FY 23/24]

Company Hoshin		Strategic Execution Plan	FY2023/24 KPI & Target
3 Models Multiyear Project Execution with Supply Chain Development			
3 Model Multiyear Project & Hybrid Engine Production	1. Secure QCS/ SOP of BSUV Vehicle Model : > Promote Pjt Management Strategy during QCS & SoP include risk management mitigation > Ramp up SoP B-SUV to allign with market demand and sales launching strategy > Ensure smooth SOP for E/G BSUV (ICE and Hybrid)	Smooth SOP for TMMIN BSUV Production including NR Engine	
	2. Secure SOP 2nd Countries for CKD Export BSUV arrangement > Strengthen TD CKD Export Project Management, >Ramp up SoP B-SUV CKD export to KUO, TMT, & UMW	Smooth SOP for BSUV CKD Export	
Continues & Consistent struct. reform to achieve Competitiveness beyond the best			
HR Transformation towards future role & Business Expansion	3. Readiness for digital native by prepare knowledge and skill of digitation. Through RPA Training and OJD Completion	100% MP Training for RPA and completion status of OJD	
	4.Optimize, Expand & Develop System RPA for boosting high Accuracy & efficient process	Productivity up 10% per year	

# Vehicle Spec Positioning



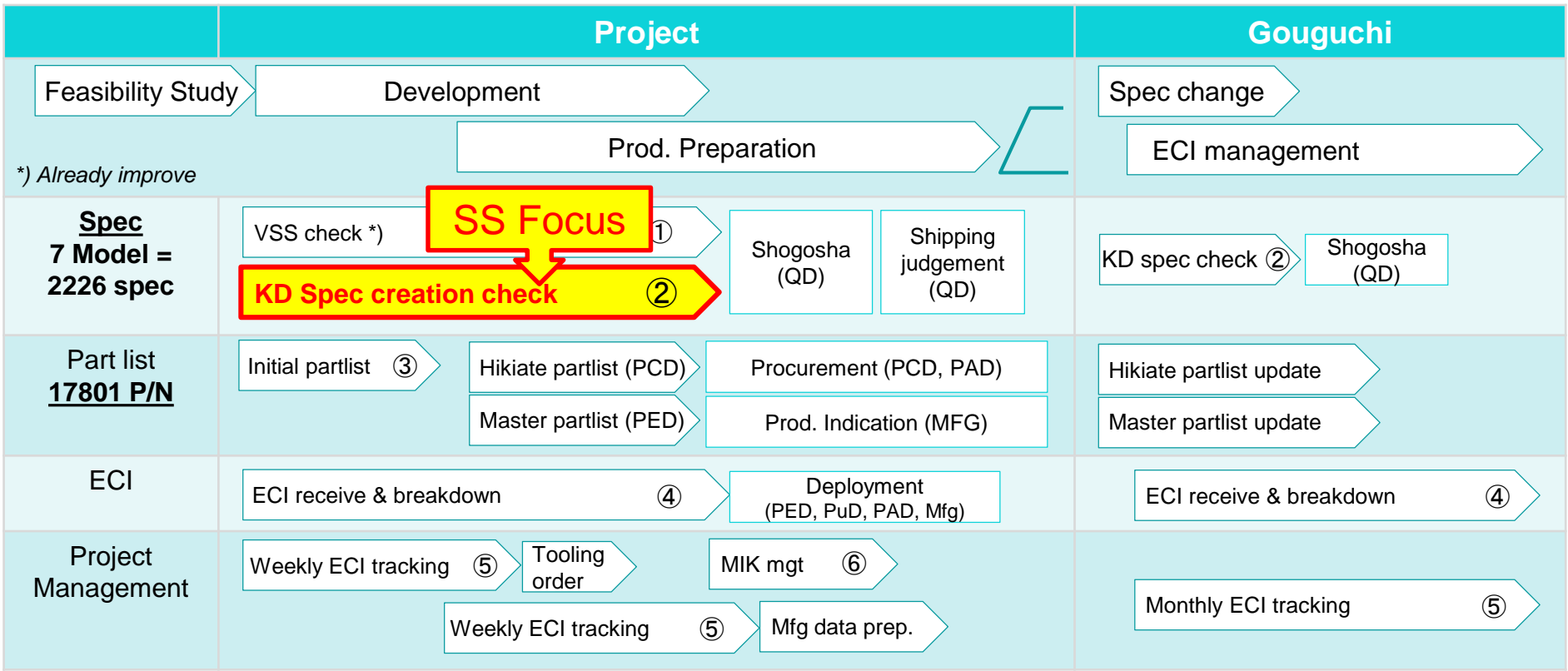
**Vehicle Spec (VSS / KD Spec)** is **critical initial data** that influenced following downstream system and process in Manufacturing (**Accuracy is MUST**)





# Spec Management Optimization Roadmap

We create roadmap as **total spec management business process optimization (prod. prep scope)** → Starting for **vehicle spec & KD spec** information

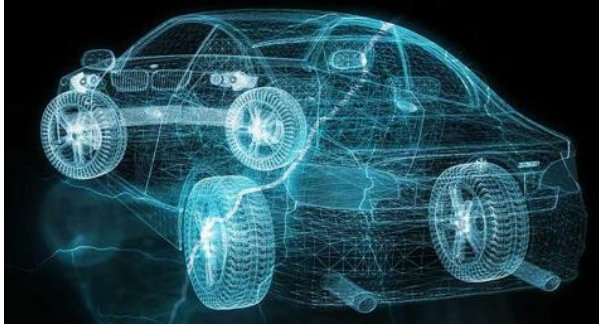


# SS Theme





# Theme : KD Spec Creation & Check



**KD Spec Info** consist of production sfx line up include detail spec item for each model.

*Vehicle Spec*

Total Data

*KD Spec*

Market selection

**PCD** : GPPS system update

**MFG** : G-ALIS system update

**QD** : G-ALIS & Shogosha

**FD / PBM** : Cost planning & Pricing



**Accuracy**

100% accuracy  
is MUST

(Back Door can't  
open)

**Stop shipment**



**Efficiency**

Long leadtime  
process

(L/T : 124 min )



**Complexity**

Many data  
combination

(4 data file)



**Synergy**

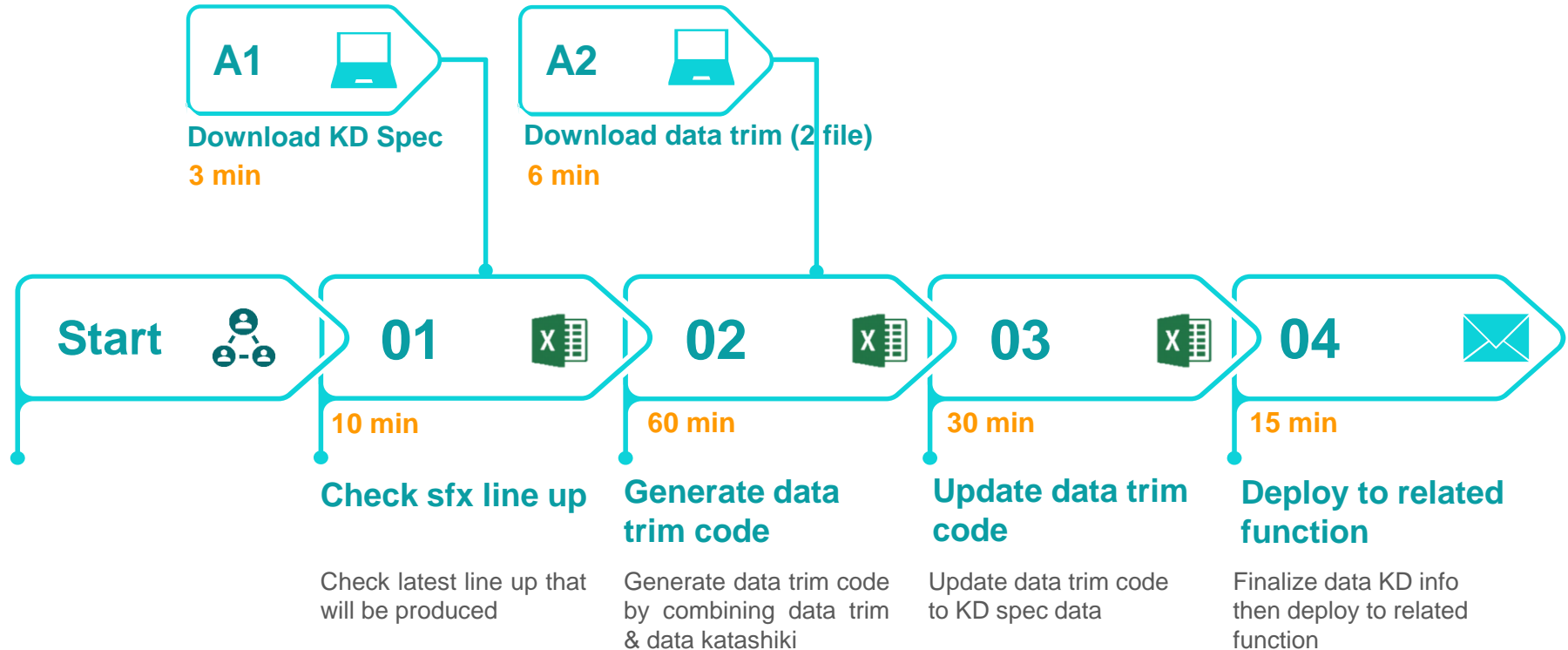
Connected  
data use

(PCD, Mfg, QD,  
FD, PBM)

# (1) Work Process (before)



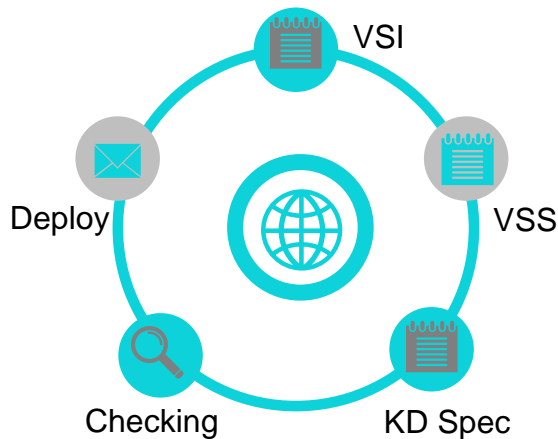
**Current process** of KD spec creation **proceed by manual excel** to combine data download from N-SMS system → **risk low accuracy & long Leadtime**



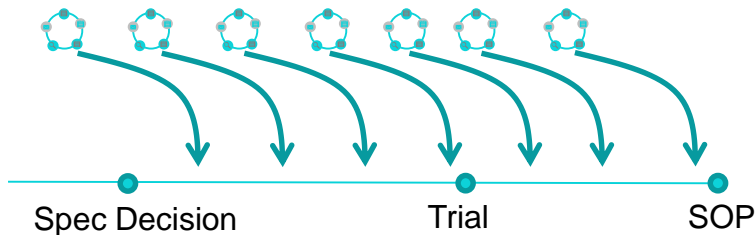
# Pain point



## 01- Cycle & repetitive process



Spec Change Cycle: During PJT 8x + Gouguchi





## 02- Complex data combination

- KD Sfx info
- Sfx History
- Trim code info
- Trim data katashiki



## 03- Manual process & Long leadtime



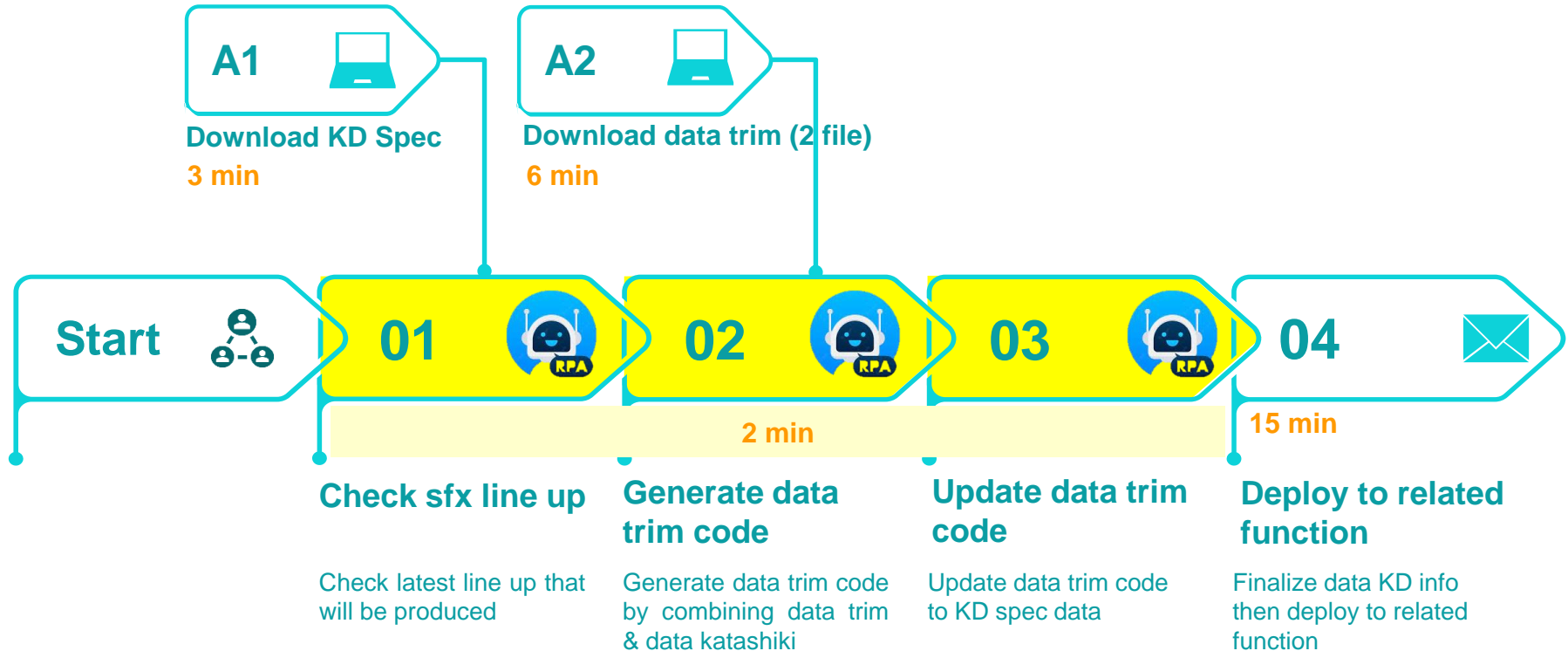
-  **Low Accuracy**
-  **124 min / cycle**

**Many risk can be occurred that will impact to decrease accuracy → spec mistake**

# (2) Work Process (after)



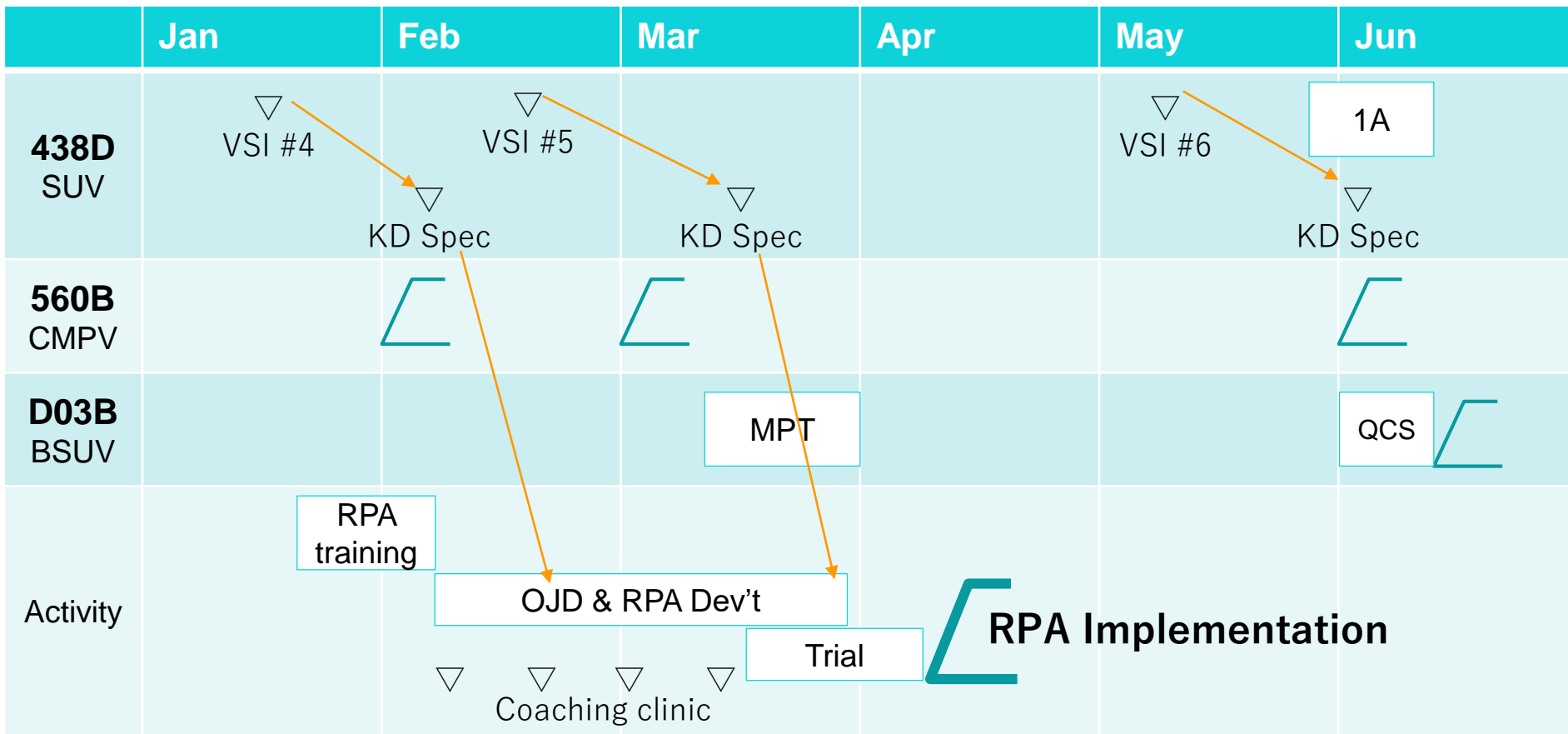
**Optimize** excel processing by **RPA system** development → **keep** 100% accuracy & **reduce** leadtime process



# (3) Activity schedule



RPA improvement was ontime implemented that align project milestone



# (4) Result & Benefit

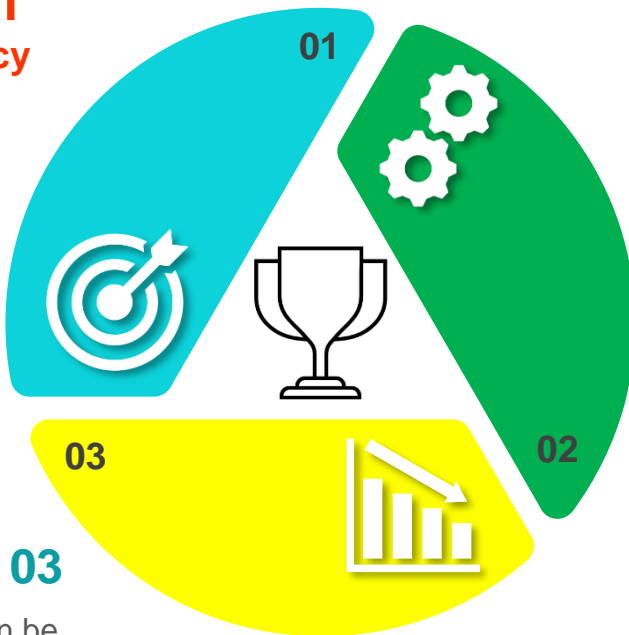


We can proceed more efficient process during project cycle with keep 100% accuracy

## Accuracy- 01

No mistake, **100% stable accuracy**

Project	Stage	Result OK
438D	VSI 4	<b>100%</b> 86 spec, 172 sfx
438D	VSI 5	<b>100%</b> 86 spec, 172 sfx
438D	VSI 6	<b>100%</b> 86 spec, 172 sfx



## Job Re-allocation - 03

Decrease MH (0,2 MH) can be allocate for other jobs (Sfx optimization & CPT)

## 02 – Efficient Process

Can reduce process by cut leadtime  
**98 min (80%)**

No.	Project	Cycle VSI / KD spec issue
1	D46H	6
2	560B	14
3	D26A	8
4	975W	7

# RPA Process

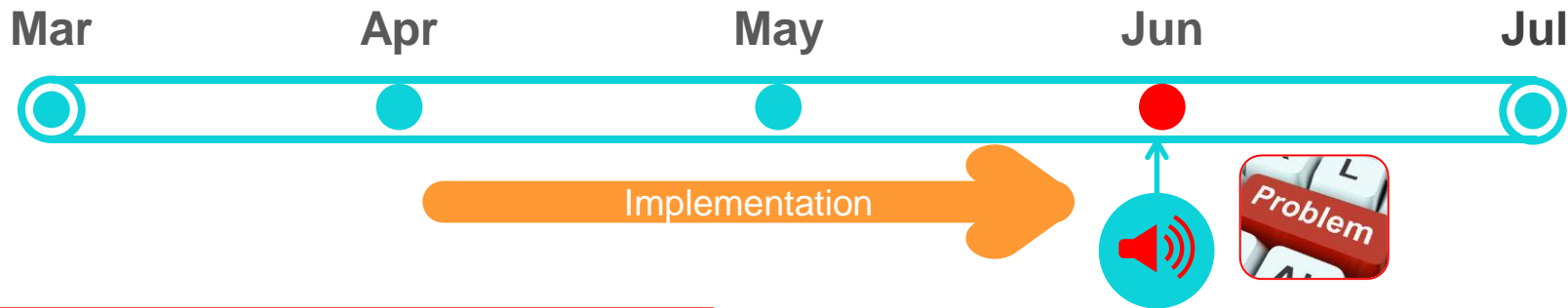


**RPA #1**

# (5) Implementation & PDCA



During implementation, **mis-spec problem found** for Fortuner model of Jamaica Destination (getsudo prod. scope)



## Impact :



Big repair : **8 Hour (HOT) / 4 MP**





Replace Parts : **16,7 Mio IDR**  
MH Repair : **3,9 Mio IDR**



**Postponed** shipment

## FTR Jamaica mis spec



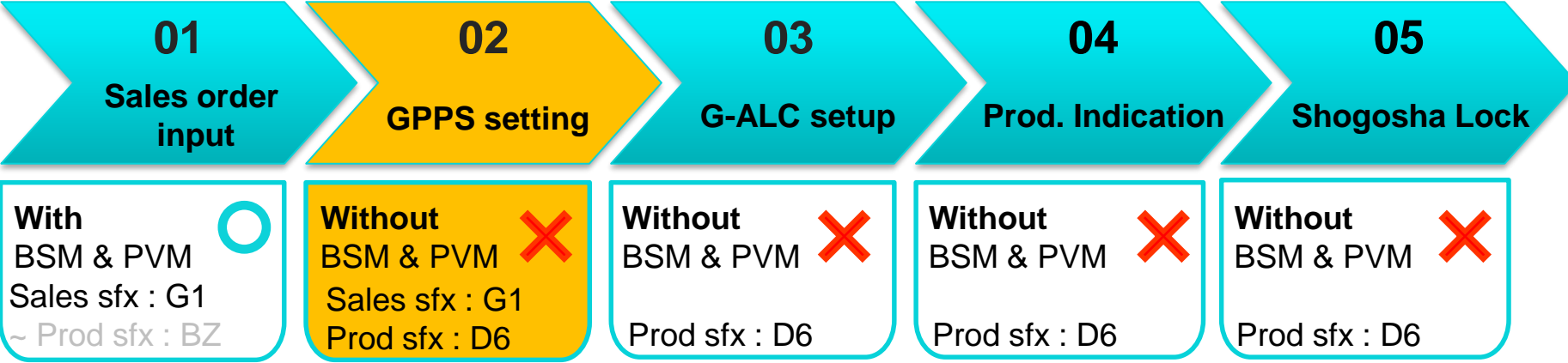
WSBH	U4NI (W/O) U4CB (Back Camera)	
WAH	U4NL (BSM & RCTA) U4CD (Back Camera & PVM)	





# (5.1) PDCA: Current Condition Analysis

**Problem :** outflow unmatched production suffix selection vs Sales order spec



**POC**  
Outflow unmatched prod sfx selection with order spec

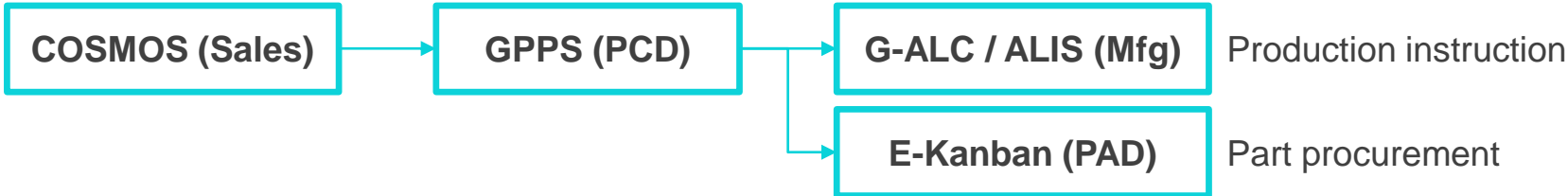
Order info (sales)	Sales sfx	Spec	
Prod Plan (TMMIN)		Spec	Prod sfx



# (5.1) PDCA: Current Condition Analysis

**GPSS setting** : setup Lot info as basic data of vehicle prod line up include 200 digit that will **linked to prod. system & procurement.**

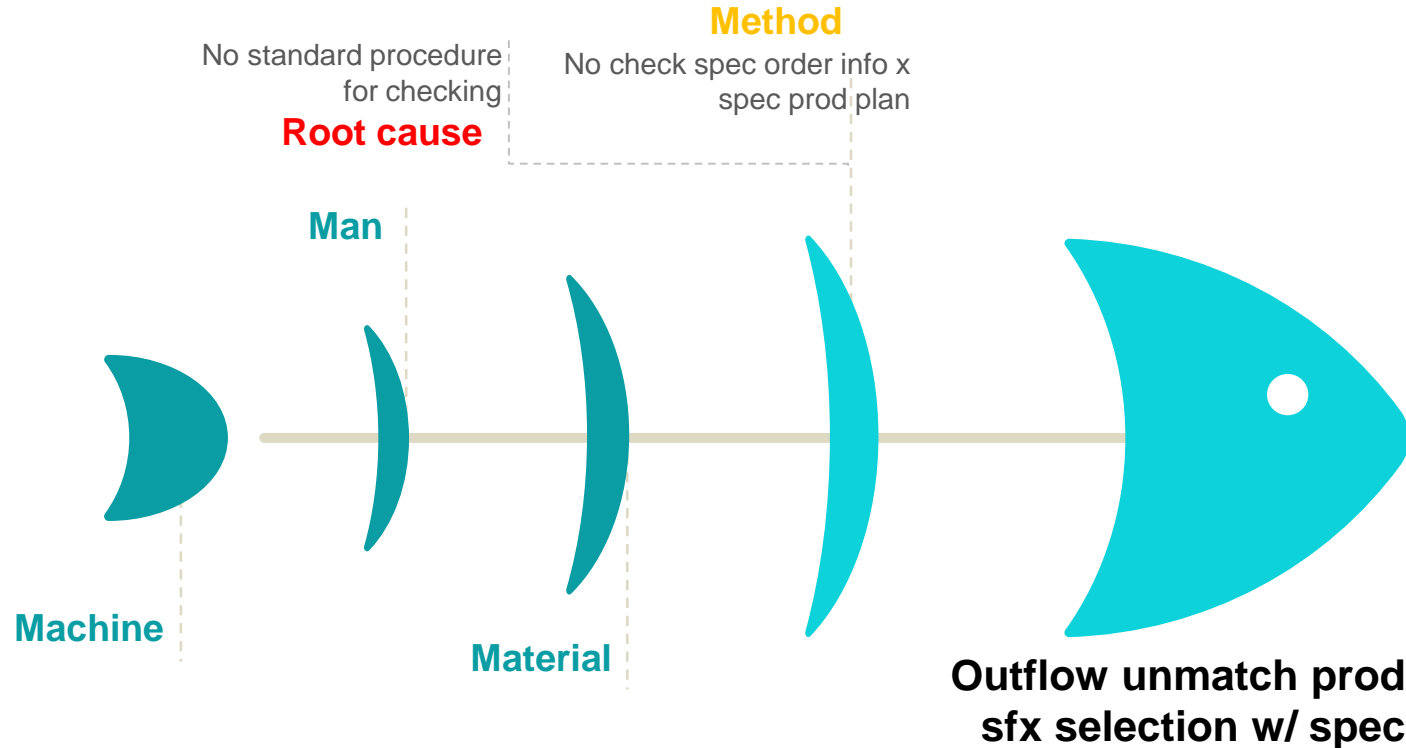
DH	PSC	SSNo	SubSeries	LotCode	PAMS	ProdSFX	DistCode	CTLKatashiki	Ext	Int	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	...	200
Lot info sample						AA	*****	GGN155L SDTHK	****	FN22	B			*		I		*	E	G	B	B		I			B		D
						AA	*****	GGN155L SDTHK	****	FN42	B			*		I		*	E	G	B	B		I			B		D
						AP	*****	GGN155L SDTHKV	****	LC22	C			*		I		*	E	N	B	B		B			B		D
						AP	*****	GGN155L SDTHKV	****	LC22	C			*		I		*	E	N	B	B		B			B		D
D0	D	B2	HS	AP		AP	*****	GGN155L SDTHKV	****	LC22	C			*		I		*	E	N	B	B		B			B		D
D0	D	B2	HS	AH		AH	*****	GGN155L SDTHKV	****	LC22	C			*		I		*	E	N	B	B		B			B		D
D0	D	B2	HS	AC		AC	*****	GGN155L SDTHKV	****	LC22	C			*		I		*	E	N	B	B		B			B		D
D0	D	B2	HS	AK		AK	*****	GGN155L SDTHKV	****	LC22	C			*		I		*	E	N	B	B		B			B		D
D0	D	B2	HS	AG		AG	*****	GGN155L SDTHKV	****	LC22	C			*		I		*	E	N	B	B		B			B		D
D0	D	B2	HS	AR		AR	*****	GGN155L SDTHKV	****	LC22	C			*		I		*	E	N	B	B		B			B		D
D0	D	B2	HS	AJ		AJ	*****	GGN155L SDTHKV	****	LC22	C			*		I		*	E	N	B	B		B			B		D
D0	D	B2	HS	AE		AE	*****	GGN155L SDTHKV	****	LC22	C			*		I		*	E	N	B	B		B			B		D
D0	D	B2	HS	AB		AB	*****	GGN155L SDTHKV	****	LC22	C			*		I		*	E	N	B	B		B			B		D
D0	D	B2	HS	AP		AP	*****	GGN155L SDTHKV	****	LC42	C			*		I		*	E	N	B	B		B			B		D
D0	D	B2	HS	AH		AH	*****	GGN155L SDTHKV	****	LC42	C			*		I		*	E	N	B	B		B			B		D
D0	D	B2	HS	AC		AC	*****	GGN155L SDTHKV	****	LC42	C			*		I		*	E	N	B	B		B			B		D
D0	D	B2	HS	AK		AK	*****	GGN155L SDTHKV	****	LC42	C			*		I		*	E	N	B	B		B			B		D



# (5.2) PDCA: Rootcause Analysis



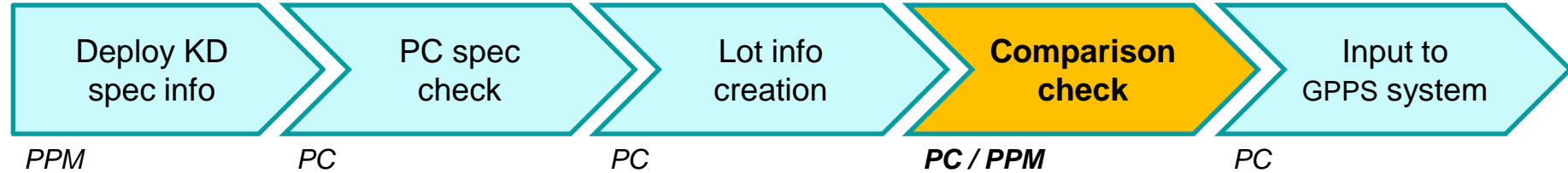
Root cause of outflow unmatched prod sfx selection w/ spec due to **no standard procedure for checking order spec info vs spec prod plan**



# (5.3) PDCA: Improvement Idea



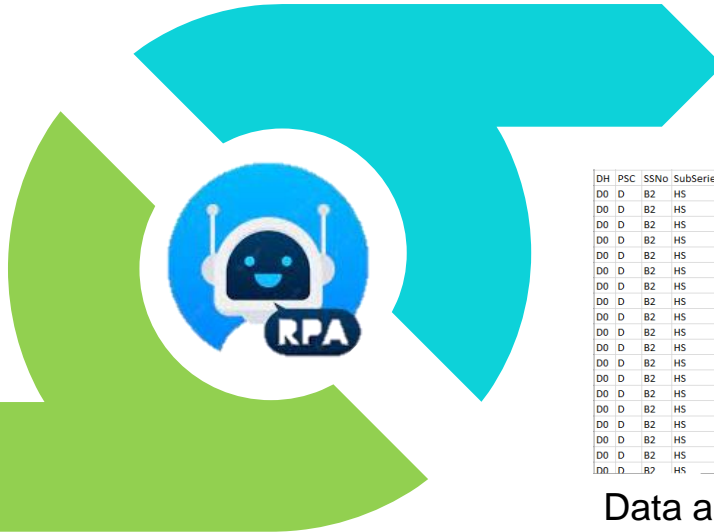
Setup standard procedure to check Lot info data vs KD spec info as final confirmation before input to GPPS system



No.	Display model code	Prod. SFX	Trim 1	Trim 2	OPI		Destination	A2A	A4A	A5D	A6J	B1C	B1D
					From	To		OWNER	BLACK	REG. CO	O.S. FU	DESTINA	DEST PA
1	GGN155L-SDTHK	AA	FN22	FN42	JT-22-399		CBU ECUADOR	A2AS	AAAB	ASDB	A6IJ	B1CI	
2	GGN155L-SDTHKV	AB	LC22	LC42	JT-22-399		CBU AFRICA	A2AL	AAAB	ASDG	A6IJ	B1CI	
3	GGN155L-SDTHKV	AC	LC22	LC42	JT-22-399		CBU IRAQ	A2AL	AAAB	ASDD	A6IC	B1CI	
4	GGN155L-SDTHKV	AE	LC22	LC42	JT-22-399		CBU JORDAN	A2AL	AAAB	ASDD	A6IC	B1CI	B1DS
5	GGN155L-SDTHKV	AG	LC22	LC42	JT-22-399		CBU GCC EURO4 2018MY	A2AL	AAAB	ASDD	A6IC	B1CI	B1DX
6	GGN155L-SDTHKV	AH	LC22	LC42	JT-22-399		CBU GCC EURO4 2018MY	A2AL	AAAB	ASDD	A6IC	B1CI	B1DX
7	GGN155L-SDTHKV	AJ	LC22	LC42	JT-22-399		CBU GCC EURO4 2018MY	A2AL	AAAB	ASDD	A6IC	B1CI	B1DX
8	GGN155L-SDTHKV	AK	LC22	LC42	JT-22-399		CBU GCC EURO4 2018MY	A2AL	AAAB	ASDD	A6IC	B1CI	B1DX
9	GGN155L-SDTHKV	AP	LC22	LC42	JT-22-399		CBU U.A.E	A2AL	AAAB	ASDD	A6IC	B1CI	B1DF
10	GGN155L-SDTHKV	AR	LC22	LC42	JT-22-399		CBU SAUDI ARABIA	A2AL	AAAB	ASDD	A6IB	B1CI	B1DR
11	GGN155L-SDTSKV	AT	FN42	FN42	JT-22-399		CBU IRAQ	A2AL	AAAB	ASDD	A6IC	B1CI	
12	GGN155L-SDTSKV	AV	FN22	FN42	JT-22-399		CBU GCC EURO4 2018MY	A2AL	AAAB	ASDD	A6IC	B1CI	B1DX
13	GGN155L-SDTSKV	AW	FN22	FN42	JT-22-399		CBU GCC EURO4 2018MY	A2AL	AAAB	ASDD	A6IC	B1CI	B1DX
14	GGN155L-SDTSKV	AZ	FN22	FN42	JT-22-399		CBU U.A.E	A2AL	AAAB	ASDD	A6IC	B1CI	B1DF

Data arrange by spec name

KD Spec Info



Lot Info GPPS

DH	PSC	SSNo	SubSeries	LotCode	PAMS	ProdSFX	DistCode	CTLK	Katashiki	Ext	Int	1	2	3	4	5	6	7	8	9	10	11	12	13	14
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
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D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I								
D0	D	B2	HS	AA	AA	AAAA	GGN155L SDTHK	****	FN22 B	*	I	*	E	G	B	B	I	</							



## RPA #2



# (5.4) PDCA: Implementation


Implementation of comparison process already done with result no discrepancy found



KD Spec Info



Lot Info GPPS

Comparison data result 

No.	Katashiki	Sfx	Trim code	Combine	1	2	3	4	5	6	7	8	9	10	11	12
					G4G			*		U4F		*	L2G	G4A	D4N	E2F
1	GGN155L-SDTHK	AA	FN22	AAFN22	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
2	GGN155L-SDTHK	AA	FN42	AAFN42	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
3	GGN155L-SDTHKV	AB	LC22	ABLC22	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
4	GGN155L-SDTHKV	AB	LC42	ABLC42	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
5	GGN155L-SDTHKV	AC	LC22	ACLC22	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
6	GGN155L-SDTHKV	AC	LC42	ACLC42	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
7	GGN155L-SDTHKV	AE	LC22	AELC22	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
8	GGN155L-SDTHKV	AE	LC42	AELC42	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
9	GGN155L-SDTHKV	AG	LC22	AGLC22	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
10	GGN155L-SDTHKV	AG	LC42	AGLC42	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
11	GGN155L-SDTHKV	AH	LC22	AHLC22	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
12	GGN155L-SDTHKV	AH	LC42	AHLC42	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
13	GGN155L-SDTHKV	AJ	LC22	AJLC22	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
14	GGN155L-SDTHKV	AJ	LC42	AJLC42	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
15	GGN155L-SDTHKV	AK	LC22	AKLC22	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
16	GGN155L-SDTHKV	AK	LC42	AKLC42	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
17	GGN155L-SDTHKV	AP	LC22	APLC22	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
18	GGN155L-SDTHKV	AP	LC42	APLC42	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE
19	GGN155L-SDTHKV	AR	LC22	ARLC22	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE

100%  
Result OK no  
discrepancy

Spec Item

100%

86/86  
Items

Prod. Sfx

100%

172/172  
Items

# (5.5) PDCA: Benefit



## Safety

**Eliminate safety** issue  
during big repair →  
Avoid big repair

## Quality

- Keep **accuracy 100%**
- Eliminate mis setup spec  
→ **avoid mis spec** issue

## Productivity

- **Reduce** leadtime **80%**
- **Reduce job loading**  
→ allocate to other  
beneficial job

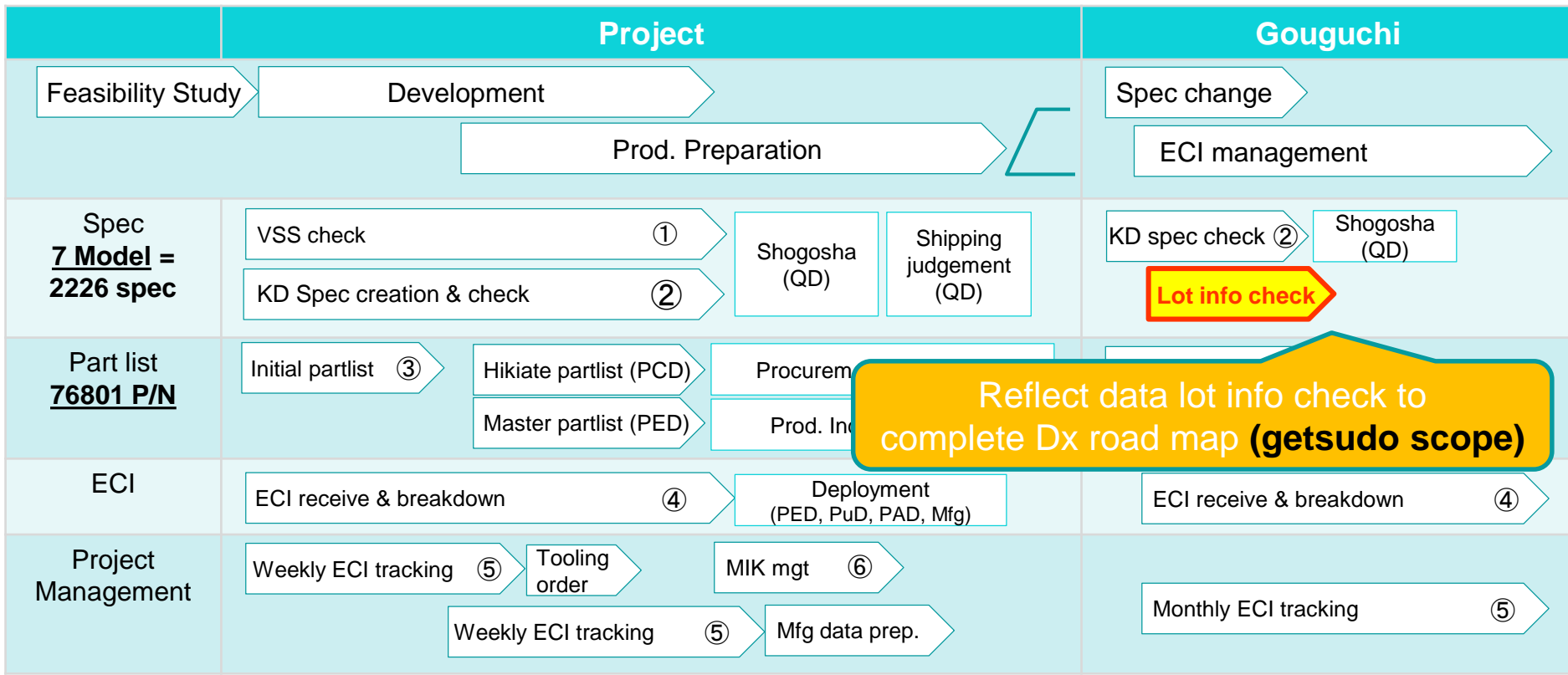
## Cost

Avoid repair **cost** :  
**20,6 Mio** IDR / unit



# (5.5) PDCA: Standardization

Update roadmap to add improvement activity → more complete & efficient process for project execution





## (6) Next Action



1. Continue next RPA for Initial partlist check
2. Monitor implementation of PDCA improvement
3. Yokoten process to other Model & Plant #2