



# TŌDAI SUGGESTION TOMORROW SYSTEM TOYOTA



"Improve ToDai utilization by reducing LT data update and adding new analytics feature"





# Introduction

Simple sense of technology business plan



M Nur Firdaus

TAM – Service Parts Logistic Division  
Inventory Management Dept.  
Inventory System Control Section

**Service year 7,5 yrs**

- 3 yr at Supply Mgt Dept
- 3 yr at Kaizen group
- 1.5 yr at Inventory Management

## Acknowledgment

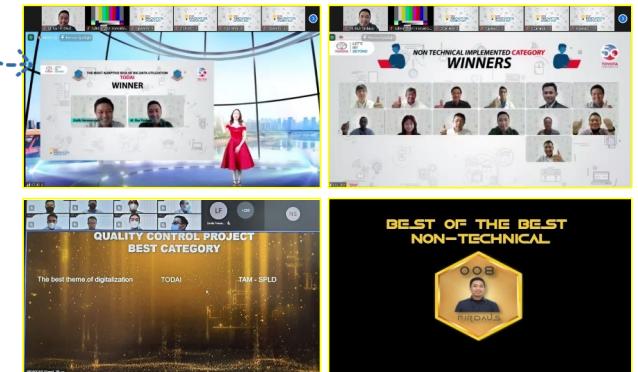
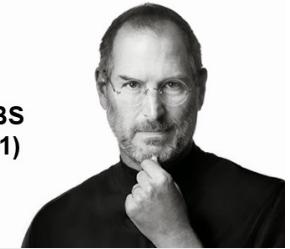
- 2<sup>nd</sup> winner Tam Innovation implemented category 2022
- Best theme digitalization QCP TAM-TMMIN 2022
- 2<sup>nd</sup> winner Tam innovation implemented category 2021
- Best Digitalization Category Tam innovation 2021
- 1<sup>st</sup> winner SS Convention 2021

## Job Role

- Inventory System Support
- DX Team Project
- Monthly Division Report
- Stacking Monitoring
- Audit windows

**Satu-satunya Cara untuk  
Melakukan Pekerjaan Hebat  
adalah CINTAI apa yang Anda  
LAKUKAN**

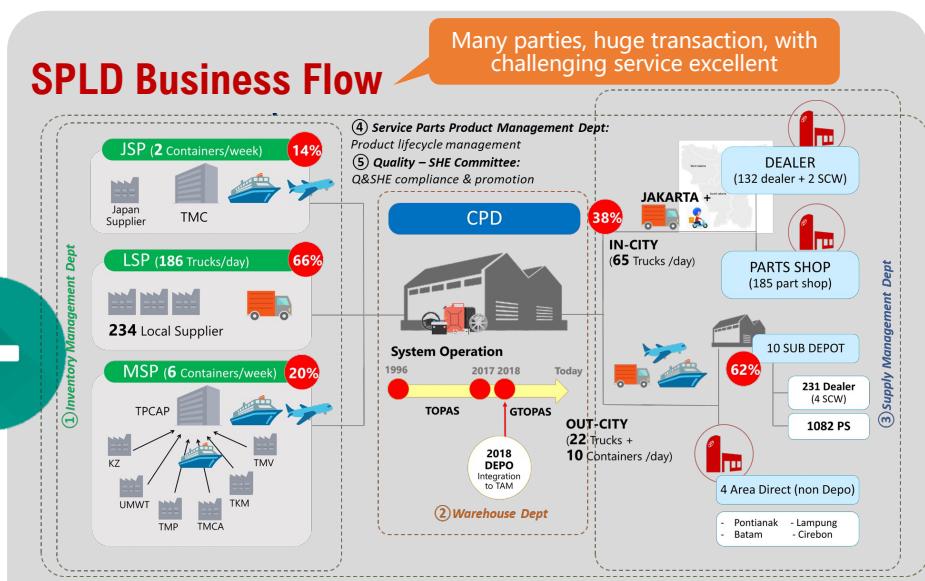
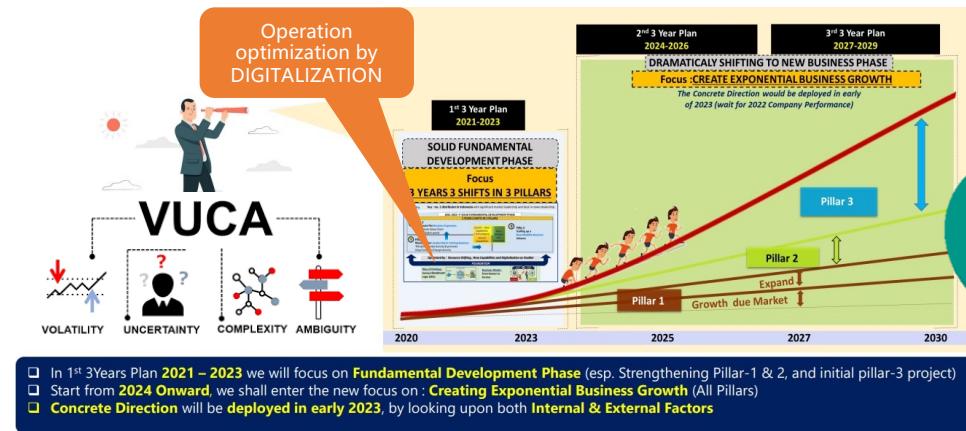
STEVE JOBS  
(1955 - 2011)



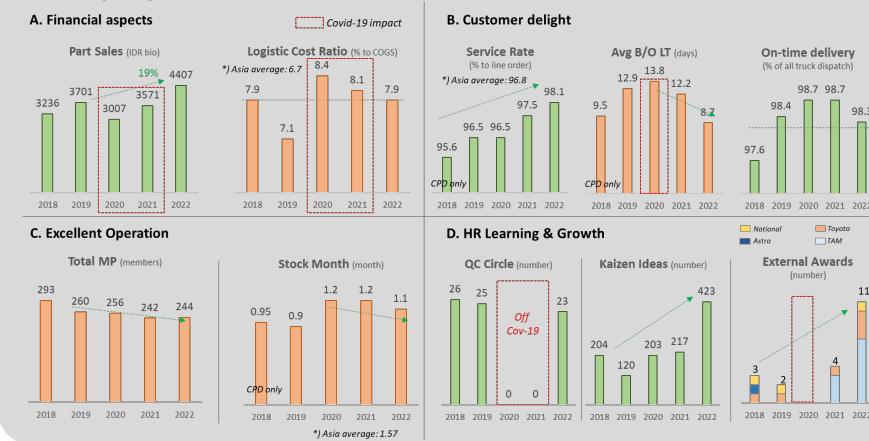
Keep you updated. TŌDAI



... the journey begins  
**TAM LONGTERM FOCUS**



### KPI Highlights (5 years history)



- ROLE :** *"Ensure parts availability and deliver as promised with most efficient resource usage"*  
 Current scope: Service parts (1<sup>st</sup> & 2<sup>nd</sup> channel) & Special new-car parts (TCO & EV charger)
- MISSION :** *Producing Happiness for All through Excellent "SP" Supply with Most Competitive Cost*
- VISION :** *Best Logistic Function in Asia Region 2025*

STRENGTH	WEAK
<ul style="list-style-type: none"> <li>Huge data transaction</li> <li>System establishment</li> </ul>	<ul style="list-style-type: none"> <li>Delay leading indicator</li> <li>Many processes to create report</li> </ul>
OPPORTUNITY	THREAT
<ul style="list-style-type: none"> <li>Support TAMs new business</li> </ul>	<ul style="list-style-type: none"> <li>VUCA (volatility, Uncertainty, Complexity, Ambiguity)</li> <li>Late recovery planning</li> </ul>

**THE CHALLENGE**

Digitalization as supporting operation in achieving 3 SPY (SHIFT, PILLARS, YEARS) by 2023

## ... INSPIRING IDEA SOLUTION

**WITHOUT DASHBOARD,**  
you don't feel comfortable  
driving to your destination



Lights, indicators, function control center, etc.

### Alternative Solution

		MOTIONBOARD	Power BI
AREA	ITEM	Motion Board	Power BI
Data analysis, reporting	Supports a wide range of data sources	4.1	4.0
	data conversion	3.7	3.9
	data modeling	3.7	4.1
	data segmentation	3.9	4.0
	data discovery	3.8	4.1
	Data visualization	4.2	4.3
	Dashboard	4.4	4.2
	Customize your dashboard	4.2	3.9
Mgt function	Customization flexibility	4.2	3.6
	Mobile device compatible	3.4	3.7
	Access right management	3.8	3.7
	Satisfaction with features	4.0	4.1
	ease of use	3.6	3.7
	Ease of deployment	3.8	4.0
	Ease of management	3.6	3.7
	quality of support	4.2	3.5
Price	price	3.4	4.0

Source : [https://www.itreview.jp/compares/motionboard\\_vs\\_power-bi](https://www.itreview.jp/compares/motionboard_vs_power-bi)

Keep you updated. TŌDAI





# (TŌDAI) Basic Philosophy



TŌDAI in Japanese means **lighthouse** as an analogy of hope for being **the guidance to achieve the goals** !

LO  
GO

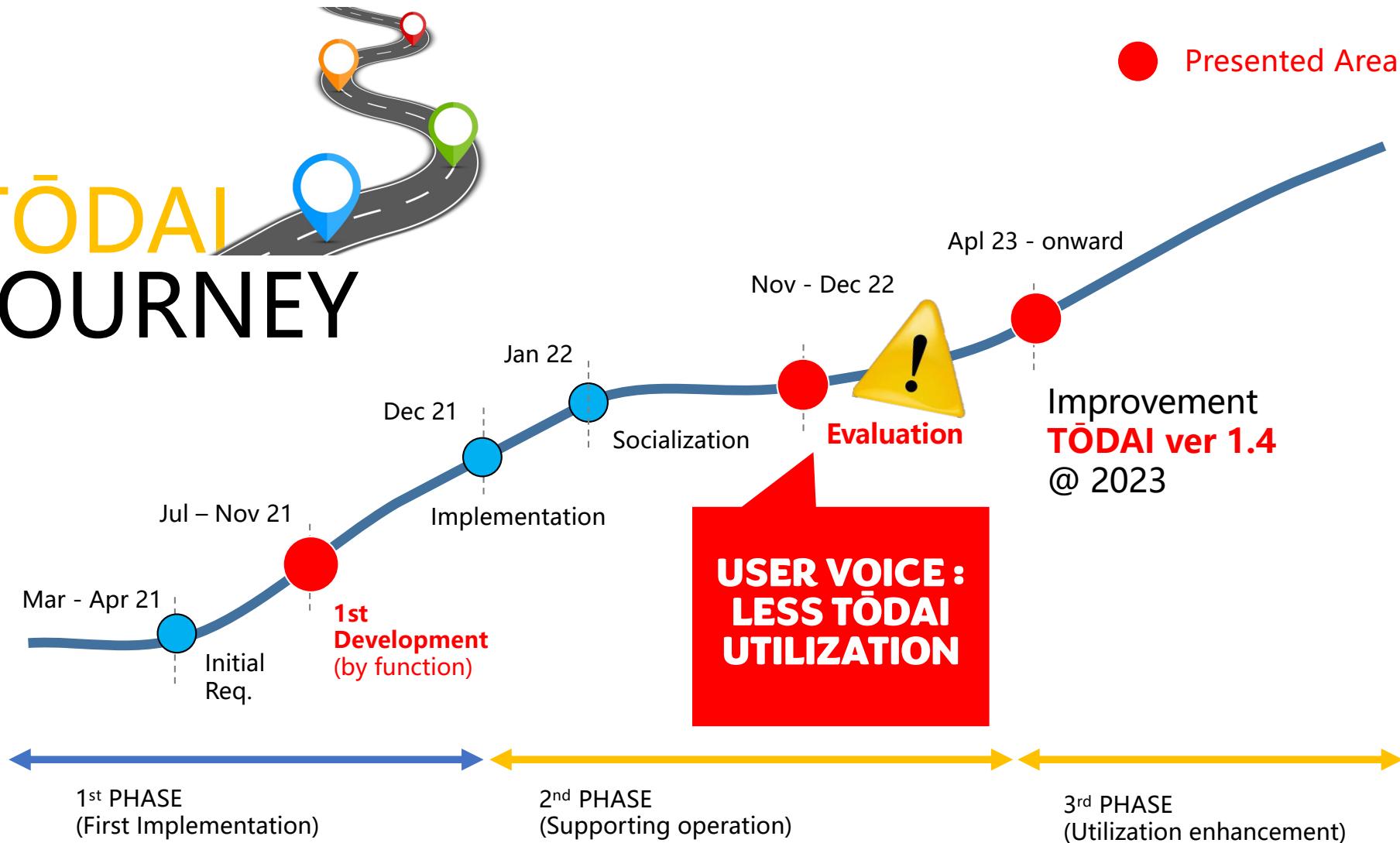


*Keep you updated.*  
TŌDAI

*Keep you updated.* TŌDAI



# TŌDAI JOURNEY



# 1st TŌDAI DEVELOPMENT



Training



Workshop



Self learning phase



Self Learning



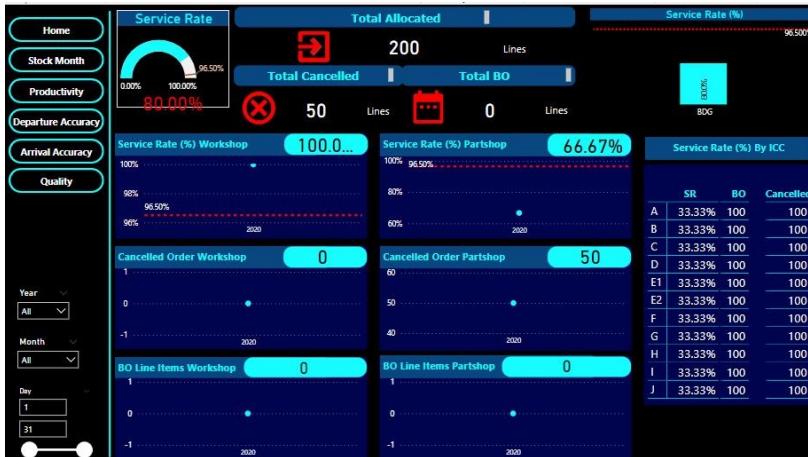
Power BI Community

## STILL FACING DIFFICULTIES

#	DIFFICULTIES	SOLUTION
1	Limit access for development	Using outside access
2	No guidance for development	Learn from YouTube + community
3	Setting user interface & define data volume	Consult with ISTD
4	No template report	Discuss with user & superior



# 1st TŌDAI Implementation



... with limited version

- Menu/content : SR, SM, WH
- Limited User : SH up
- Daily data update
- No drilldown data
- No data filtering

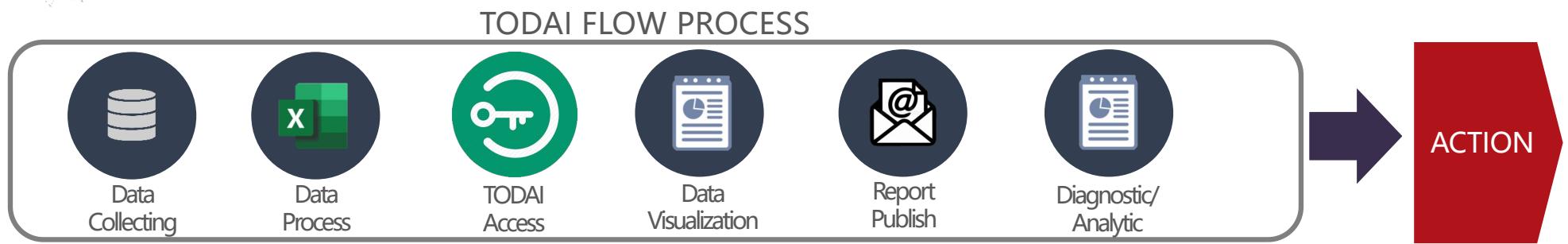
# TŌDAI EVALUATION

## 2023 HOSHIN DIVISION

AP5: Standardization & Improvement		AP6: Quality & Safety	
AP5.1: Standardization of Work Processes		AP6.1: Quality Control	
AP5.2: Standardization of Data		AP6.2: Safety Management	
AP5.3: Standardization of Tools		AP6.3: Safety Training	
AP5.4: Standardization of Metrics		AP6.4: Safety Audits	
AP5.5: Standardization of Reporting		AP6.5: Safety Awareness	
AP5.6: Standardization of Training		AP6.6: Safety Communication	
AP5.7: Standardization of Tools		AP6.7: Safety Leadership	
AP5.8: Standardization of Metrics		AP6.8: Safety Metrics	
AP5.9: Standardization of Reporting		AP6.9: Safety Training	
AP5.10: Standardization of Tools		AP6.10: Safety Communication	
AP5.11: Standardization of Metrics		AP6.11: Safety Leadership	
AP5.12: Standardization of Reporting		AP6.12: Safety Metrics	
AP5.13: Standardization of Tools		AP6.13: Safety Training	
AP5.14: Standardization of Metrics		AP6.14: Safety Communication	
AP5.15: Standardization of Reporting		AP6.15: Safety Leadership	
AP5.16: Standardization of Tools		AP6.16: Safety Metrics	
AP5.17: Standardization of Metrics		AP6.17: Safety Training	
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AP5.20: Standardization of Metrics		AP6.20: Safety Metrics	
AP5.21: Standardization of Reporting		AP6.21: Safety Training	
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AP5.156: Standardization of Reporting		AP6.156: Safety Metrics	
AP5.157: Standardization of Tools		AP6.157: Safety Training	



## Problem Assessment



Lack of performance

A

Less of features

B

KADAI :  
TODAI can't be used when needed (survey)

1. at 8 am 24 people can't access TŌDAI dashboard with data update (8 times /month), Failed data update 7day/mo, Long leadtime to conduct data refreshment (31 table, 110 min)
2. Some PIC didnot have access TŌDAI

KADAI :  
Limited feature & data access Readiness for Further Analysis

3. Less history data to make comparison
4. 5 abnormality visualization
5. No available detail data for further analysis
6. Some members don't understand how to explore data

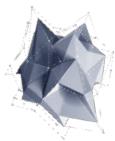


Dept. Head Inventory Management

Difficult work situations really interfere with productivity. This is a challenge so that we can create an easy process and enjoy work (Easy Process and Comfortable Work)

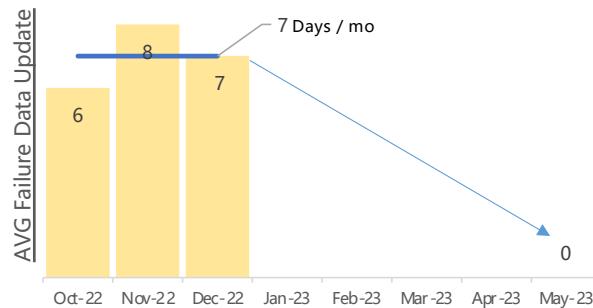
Keep you updated. TŌDAI



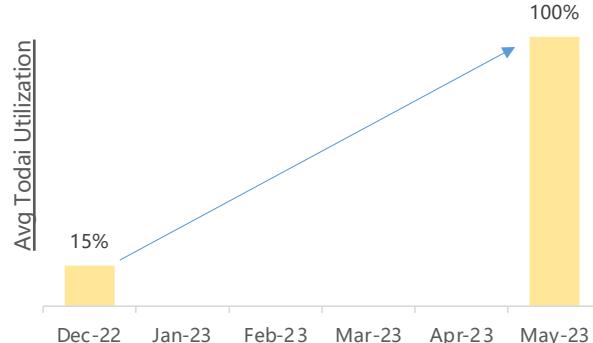


## TARGET Setting

### A. LACK OF PERFORMANCE



### B. LESS OF FEATURE



### SMART ANALYSIS CONCEPT



#### Spesific

Focus data refresh methods and features



#### Measurable

Failure data update to 0



#### Achieveble

Achieved history in first implementation



#### Reasonable

stay focused and listen to the voice of user



#### Time

Target achieved in may 2023



Keep you updated. TŌDAI





# Countermeasure Plan

## A. SCHEDULE ACTIVITY

No	Activity	Plan / Act	Jan-23	Feb-23	Mar-23	Apr-23	May-23							
			I	II	III	IV	I	II	III	IV	I	II	III	IV
1	Analysis of existing conditions	Plan												
		Act												
2	Problem analysis	Plan												
		Act												
3	Setting Target	Plan												
		Act												
4	Alternative idea suggestion	Plan												
		Act												
5	Reporting to SH & DPH for advise	Plan												
		Act												
6	Activity plan idea	Plan												
		Act												
7	Implementatin	Plan												
		Act												
8	Evaluation	Plan												
		Act												
9	Standarization	Plan												
		Act												

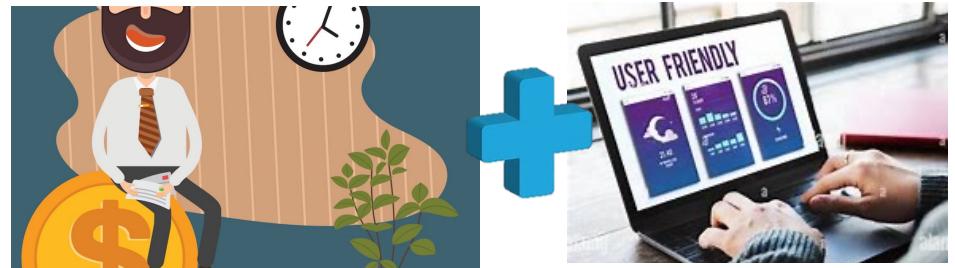
## C. DISCUSS WITH USER



Eval : Eliminate big volume data every menu

Eval : additional user requirement for further analysis

## B. DISCUSS DRAFT IDEA

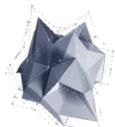


**ADVICE from SH :** important point how to convince user for usage beneficial & user-friendly

## D. FINAL DISCUSSION

No	Final Concept
1	Create smaller data group for refresh
2	Review Acces User (any access and rotation MP)
3	Extending data collecting period (current year & year -1)
4	Adding new feature (target, coloring, filtering)
5	Adding new function for detail data download
6	Yokoten to All Sub Depots





## Improvement Point

**A**

Lack of performance

**1**



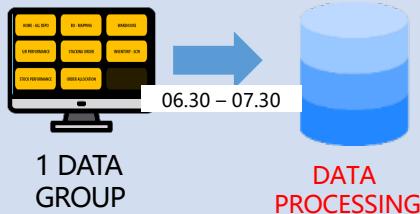
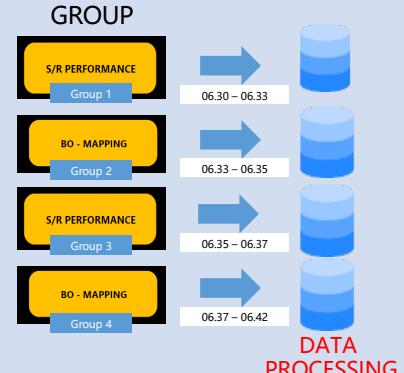
Create smaller data group for refreshment

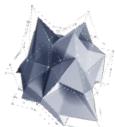
**2**



Refresh user access right

# TŌDAI IMPROVEMENT

BEFORE	AFTER	BENEFIT																																		
<p><b>Single data group :</b></p>  <p>06.30 – 07.30 1 DATA GROUP</p>	<p><b>Splitting data group by area</b></p> 	<p><b>Reduce LT 80%</b></p> <table border="1"> <tr> <td>T. Menu</td> <td>6</td> </tr> <tr> <td>T. Table</td> <td>31</td> </tr> <tr> <td>LT</td> <td>110 min</td> </tr> </table> <p><b>110 min</b></p> <table border="1"> <tr> <td>T. Menu</td> <td>2</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>T. Table</td> <td>6</td> <td>4</td> <td>2</td> <td>11</td> <td>9</td> <td>9</td> </tr> <tr> <td>LT</td> <td>3 min</td> <td>2 min</td> <td>2 min</td> <td>5 min</td> <td>5 min</td> <td>5 min</td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>22 min</td> </tr> </table> <p><b>22 min</b></p>	T. Menu	6	T. Table	31	LT	110 min	T. Menu	2	1	1	1	1	1	T. Table	6	4	2	11	9	9	LT	3 min	2 min	2 min	5 min	5 min	5 min	Total						22 min
T. Menu	6																																			
T. Table	31																																			
LT	110 min																																			
T. Menu	2	1	1	1	1	1																														
T. Table	6	4	2	11	9	9																														
LT	3 min	2 min	2 min	5 min	5 min	5 min																														
Total						22 min																														
<p><b>Some PIC didn't have access to TODAI</b></p>  <p>Some PIC (rotate to other division) still have TODAI Access</p>	<ul style="list-style-type: none"> <li>• <b>Review TODAI Accessibility authorized</b> <ul style="list-style-type: none"> <li>- Add access to some authorized PIC</li> <li>- <b>Remove Access</b> for some unauthorized PIC</li> </ul> </li> </ul>	<p>Keep maintain the confidentiality report (<b>ATSG compliance</b>)</p> 																																		



## Improvement Point

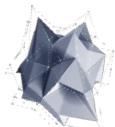
**B**

Less of feature



Extending data collecting period

	BEFORE	AFTER	BENEFIT
<p><b>3</b></p> <p>Extending data collecting period</p> <ul style="list-style-type: none"> <li>Only providing current year</li> </ul>	<p><b>Only providing current year</b></p>	<p><b>Expand with Y-1 data</b></p>	<ul style="list-style-type: none"> <li>Easier to make comparison study</li> <li>More easy to check abnormality (vs LY pattern/ performance)</li> </ul>
<p><b>4</b></p> <p>Adding new feature/content</p> <p>Difficult to identify irregularity (same color, no target)</p>	<p>Difficult to identify irregularity (same color, no target)</p>	<ul style="list-style-type: none"> <li>Coloring based on achievement (vs target)</li> <li>Many trend visualization</li> <li>New Menu (Order Management, SCW) &amp; content (BO ETD)</li> </ul>	<p><b>Easier to detect abnormality</b></p>



## Improvement Point

**B**

Less of feature

**5**

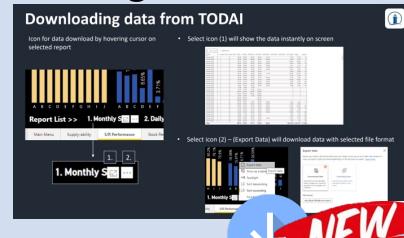


Adding new function  
for detail data  
download

**6**



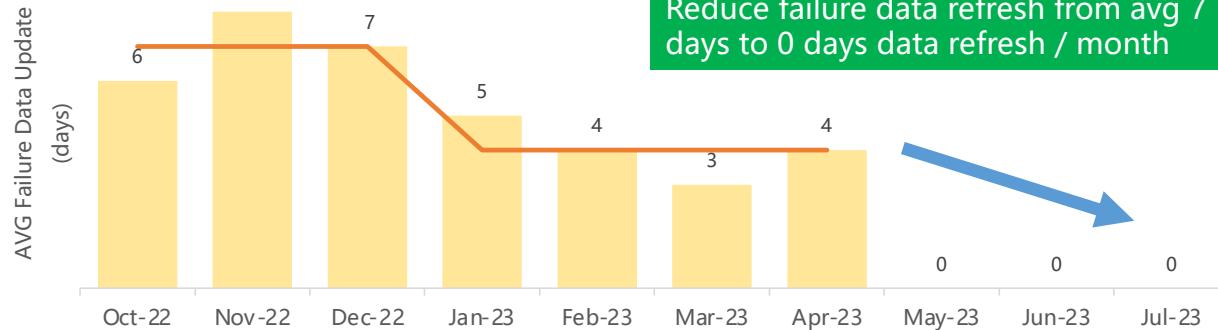
Yokoten to All Sub  
Depots

TŌDAI IMPROVEMENT			
	BEFORE	AFTER	BENEFIT
	<p>Less detail data download-able (only graph)</p>	<p>Detail data can be download (with filtering)</p> 	<p><b>Easier to make further analysis</b></p>
	<p>Un-synchronize data through all Sub Depots (they use own query)</p> 	<p><b>Yokoten Todai to All Sub Depots (ONE TODAI TOOLS)</b></p> 	<ul style="list-style-type: none"> <li><b>More frequent access</b> (Avg = 18x /day by SD)</li> <li><b>CPD &amp; SD have same figure for lagging &amp; leading KPI</b></li> </ul>

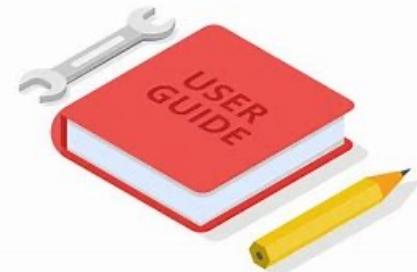


## Target Achievement

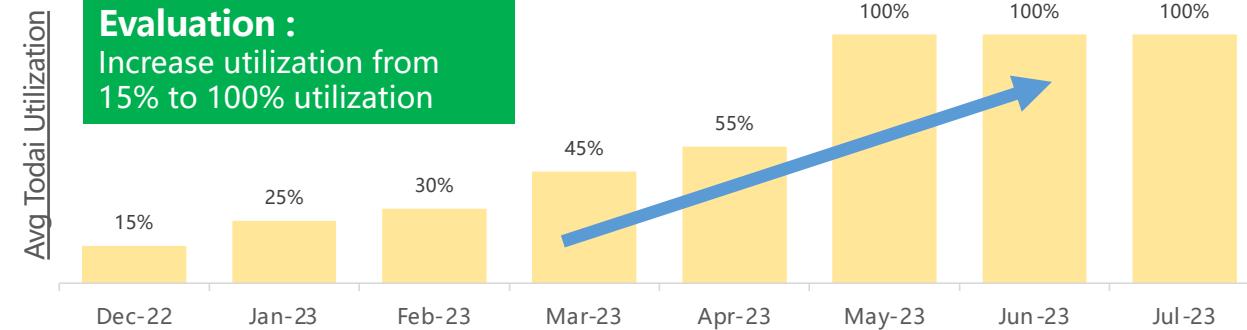
### A. LACK OF PERFORMANCE



**Evaluation :**  
Reduce failure data refresh from avg 7 days to 0 days data refresh / month



### B. LESS OF FEATURE



**Evaluation :**  
Increase utilization from 15% to 100% utilization

**4. Stock Performance Report**

STOCK LEVEL (NATIONAL)      STOCK RATIO

STOCK 0.99      STOCK 254,174      STOCK 52.5%      STOCK 62.7%  
month      Total      254,174      GPO      3D  
       259,923      Ratio      62.7%  
       259,923      3D      62.7%  
       259,923      3D      62.7%

Detailed description of the report:

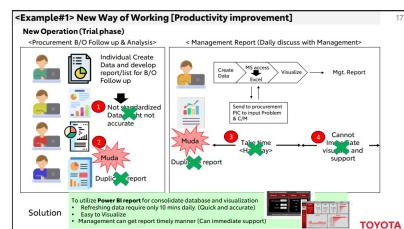
- Stock Level Report switchable by month/3D
- Chart/Value color performance dynamically change based on target achievement
- Downloadable detail data
  - 1. SMT Summary
  - 2. Daily Report
- Any filter will impact to detail data download
- Stock Level show history data
- Stock Ratio show the latest data
- Show the level category
  - Downloadable detail data
    - 1. Stock Data
    - 2. Data by PNO
  - Any filter will impact to detail data download
  - Ratio = Stock/standard stock

Keep you updated. TŌDAI



# KAIZEN RESULT

ITEM	BEFORE	AFTER	EVA
Data Update Failure Ratio	37%	0%	○
User Scope	SH up in CPD	SH up in CPD + SD + Operation	○
User access right (MP)	34 users	46 users ( $\nearrow 29\%$ )	○
User Access (/Month)	239	351 ( $\nearrow 46\%$ )	○



The 1<sup>st</sup> Power BI Visual Control Board  
in AP Distributors  
(TDEM just started for trial phase)

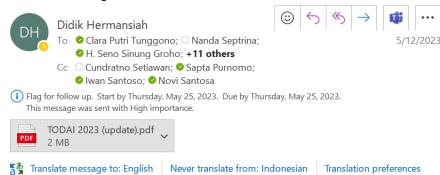
Keep you updated. TŌDAI



# TODAI UTILIZATION (IN-ACTION)

TODAI 2023 V1.4 REBORN

Re-introducing TODAI



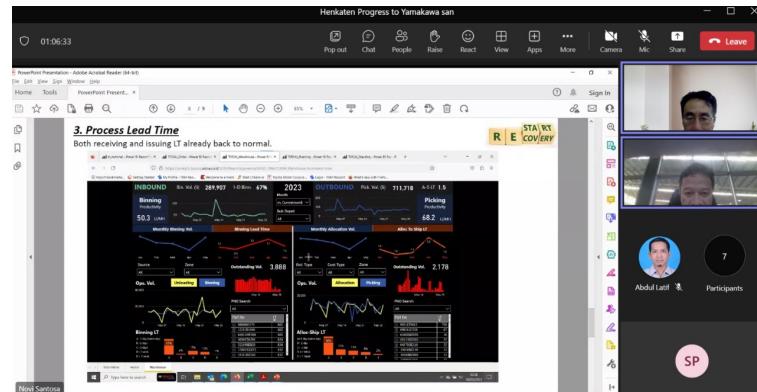
Dear all,

Menginformasikan kembali kepada rekan-rekan bahwa TODAI sudah bisa kembali diakses dan digunakan dengan beberapa perubahan/perbaikan dan penambahan informasi

(beberapa menu sedang dalam fase evaluasi)  
Oleh karena itu, kami berharap rekan-rekan bisa kembali menggunakan secara regular untuk support daily operation dan juga dapat meneruskan informasi ini ke team memperbaiki

Testamentarische Informationsdokumente des Recht und TÖRAN

# Explaining to Director using TODAI



## Daily Stacking Monitoring

Stacking Potential Release Info as of 31 May 2023

MN	Muhammad Nur Firdaus					Wed 9:05 AM
	To : Anisa Purnama Dewi; Septania Rosida; Owin Haryusthemilang; +8 others					
Cc : Sapta Purnomo; Gunarto W. N.; Clara Putri Tunggono; +6 others						
1 Message	Transliterate message to: English	Never translate from: Indonesian	Translation preferences			
PROID	PIC Name	Status (Am 1st)	Postponed (Am 1st)	(%)	(%)	
05	Undi Mulyani	771,768,175	343,041,643	44.9%	34.9%	
06	Junaidi Amrullah	471,716,150	155,316,116	32.9%	32.9%	
07	Nurul Fajrina Astri	601,234,184	356,504,106	14.2%	14.2%	
08	Zulfa	123,200,100	40,000,000	97.6%	97.6%	
10	Anisa purnama dewi	513,667,986	209,156,263	40.7%	39.7%	
11	Defriko Septara	420,039,044	79,768,538	22.1%	22.1%	
12	Septania Rosida	122,917,124	26,629,386	21.8%	21.8%	
14	Mohamadzulhasif reza	1,024,150,582	386,867,701	7.6%	7.6%	
17	Rahmatul Huda	14,553,200,000	4,844,000,000	33.7%	33.7%	
19	Hari Cahyono	914,118,569	177,351,669	12.8%	12.8%	
Grand Total		10,872,409,708	3,776,237,926	35.3%	35.3%	
<b>MONITORING STACKING &amp; RELEASE BY DEPOT CODE</b>			as of 31 Mar 2018			
Stacking Amount	Today Shining Amount	Release Amount				
<b>15,849,730,560</b>	<b>32,677,020</b>	<b>2,313,245,010</b>				
By Supplier						
91 CPO	2,313,245,010	15,849,730,560	Vend.	Used	Recycled	%
02 SPP	1,000,300,560	1,000,300,560	ND	7,023,831,220	12.8%	
03 RUP	2,914,732,810	2,914,732,810	TMM	1,877,450,000	63.3%	
04 MDN	761,395,000	761,395,000	TCM	1,000,000,000	12.9%	
05 PLB	36,245,760	36,245,760	TSP	625,542,970	16.5%	

# Giving Motivation by TODAI

## IN(TEAM)VENTORY

Aqung, Aqsha, Clara, Didik, Guntur, Junae...



**Weekly Report powered by TODAI**

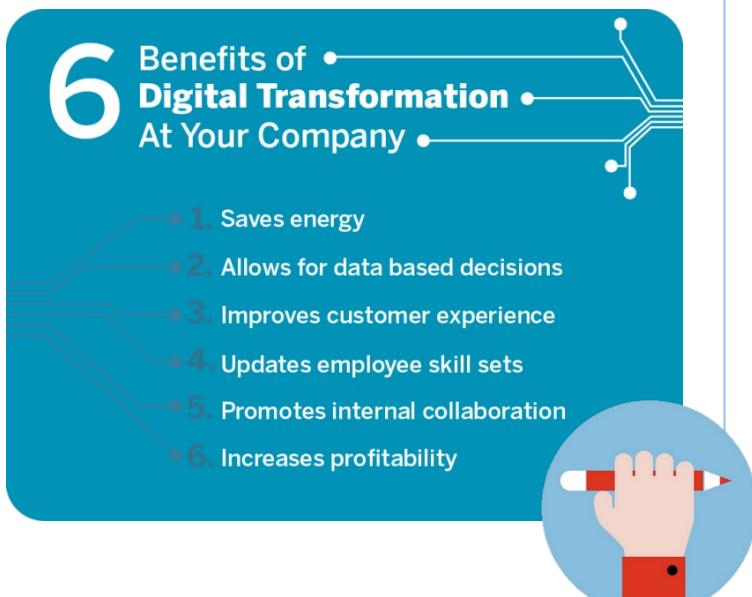
6	<p>Stock Month &amp; S/R</p> <ul style="list-style-type: none"> <li>• S/R &amp; AFR in May gradually increase, however stock month is also increase highly (CPD = 1.4) → triggered by (1) low demand tsuminashi (actual demand 59.6% vs plan demand 72% as of 23 May 2023), (2) Low monthly campaign absorption (just 33%, as of May 29)</li> <li>• Next <a href="#">action:</a> (1) set down parameter already did start in W2 May, (2) communication with ASBD for campaign absorption.</li> </ul> <div style="display: flex; justify-content: space-around; align-items: flex-start;"> <div style="text-align: center;"> <p>S/R HISTORY</p> <table border="1"> <thead> <tr> <th>Date</th> <th>S/R (%)</th> </tr> </thead> <tbody> <tr><td>May 1</td><td>59.6%</td></tr> <tr><td>May 2</td><td>60.0%</td></tr> <tr><td>May 3</td><td>60.4%</td></tr> <tr><td>May 4</td><td>60.8%</td></tr> <tr><td>May 5</td><td>61.2%</td></tr> <tr><td>May 6</td><td>61.6%</td></tr> <tr><td>May 7</td><td>62.0%</td></tr> <tr><td>May 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<tr><td>G</td><td>11.77%</td></tr> <tr><td>H</td><td>2.68%</td></tr> <tr><td>I</td><td>5.76%</td></tr> <tr><td>J</td><td>0.00%</td></tr> </tbody> </table> </div>	Date	S/R (%)	May 1	59.6%	May 2	60.0%	May 3	60.4%	May 4	60.8%	May 5	61.2%	May 6	61.6%	May 7	62.0%	May 8	62.4%	May 9	62.8%	May 10	63.2%	May 11	63.6%	May 12	64.0%	May 13	64.4%	May 14	64.8%	May 15	65.2%	May 16	65.6%	May 17	66.0%	May 18	66.4%	May 19	66.8%	May 20	67.2%	May 21	67.6%	May 22	68.0%	May 23	68.4%	May 24	68.8%	May 25	69.2%	May 26	69.6%	May 27	70.0%	May 28	70.4%	May 29	70.8%	Date	AFR (%)	May 1	59.6%	May 2	60.0%	May 3	60.4%	May 4	60.8%	May 5	61.2%	May 6	61.6%	May 7	62.0%	May 8	62.4%	May 9	62.8%	May 10	63.2%	May 11	63.6%	May 12	64.0%	May 13	64.4%	May 14	64.8%	May 15	65.2%	May 16	65.6%	May 17	66.0%	May 18	66.4%	May 19	66.8%	May 20	67.2%	May 21	67.6%	May 22	68.0%	May 23	68.4%	May 24	68.8%	May 25	69.2%	May 26	69.6%	May 27	70.0%	May 28	70.4%	May 29	70.8%	Date	SR HI (%)	May 1	59.6%	May 2	60.0%	May 3	60.4%	May 4	60.8%	May 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Genba PresDir TAM



## LEARNING POINT

1. Every challenge is the beginning of quantum leap.
2. Detecting early abnormalities makes speedy recovery.
3. Benefit of Digital transformation:



- 01 **Data Quality:** Reliable data (zero data refresh failure)
- 02 **Productivity:** Able to data compare for better achievement (embedded feature – no external process needed)
- 03 **Productivity:** Provide new feature to filter and download data detail for further analysis
- 04 **Cost:**
  - Zero hours to re-run process  
(Reduce 72 hours = Rp. 3.600.000 / month)
  - Zero development cost  
(Self development in 35 main days, reduced Rp. 204.850.000 \*)

*Noted : \* based on vendor quotation from ISTD*

Keep you updated. TŌDAI



# COMPETENCY DEVELOPed



- Coding Power BI (self learning)
- Inventory knowledge



- Communication (grasp user requirement/necessity)
- Team Work (contribute to team to shorter analysis LT)
- Continuous improvement (early detection) → trigger quick action
- Supporting DX TAM Project

Keep you updated. TŌDAI



# ... management testimony

“  
Use TODAI to increase  
Customer Loyalty by  
improving Back Order  
performance  
”



**Hiroyuki UEDA**  
TAM President Director

Yokoten todai for the supply  
chain ecosystem in TAM  
(SCW, TCO, SCC, Lexus,  
GR) for business expansion

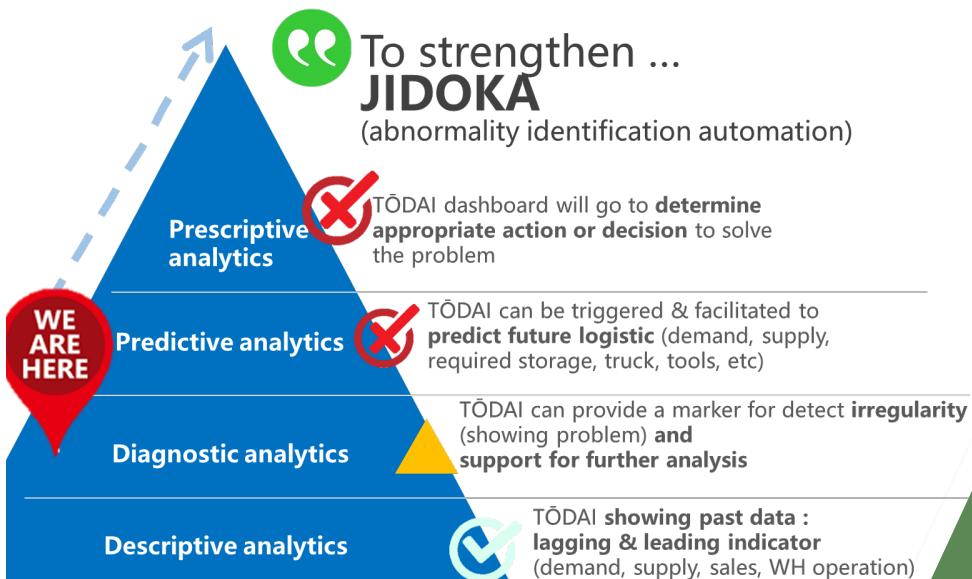


**NINI TJANDRASA**  
TAM FALS Director

Please make  
TODAI as PLATFORM,  
... not just TOOLS



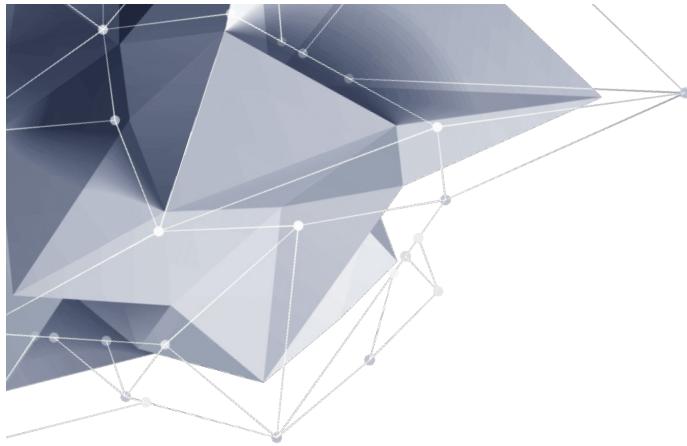
**NOVI SANTOSA**  
TAM SPLD DH



# ... next TŌDAI Kaizen

... based on management direction

- Operation excellent supporting by TŌDAI (reduce BO by 50% in 2023)
- Enhance TAM Supply Chain VCB (Dec 2023)
- Enhance Predictive Analysis (2024)
- TŌDAI platform establishment (2025)



# THANK YOU

*Keep you updated. TŌDAI*

