Quality Control Project 2023

Integration Monitoring Local Part Ordering for Completed Good Receive (GR) to get Properness of Inventory Level

by SIMBA TEAM

Spirit **I**nnovation & **M**otivate to **B**etter **A**gile of working

FD-ISTD-PCD-PUD

1. Profile Team

GROUP NAME

SIMBA

Spirit **I**nnovation & **M**otivate to **B**etter **A**gile of working

WORKING AREA

FD		ISTD	PCD	PUD
Cost Planning & Asset Mgmt. Dept.	Accounting & Tax Planning Dept.	Excellent System & Operation Dept.	Prod. Sourcing & Supply Ability Dept.	Best Cost Component Dept.
Inventory Management Control	Cost Accounting Closing Activity	Provide Good & Excellent IT Service	Material Master Management Control	Ontime Pricing Process

QCP TEAM COMMITMENT

1. Weekly Meeting for monitoring and Follow up execution
2. Clear next action & PIC by each Division Responsibility for level up knowledge

ORGANIZATION

ADVISOR

Afdely S.

Sixninthson

Wirawan

Eko Haryo

FACILITATOR

Atiningsih D.

Bayu P

Yuwono P.

Agus S

MEMBER

Isyana

Tommy D.

Fatah H

Naufal

Firdaus

Yusuf S

Mardani

Angga N

Arief N

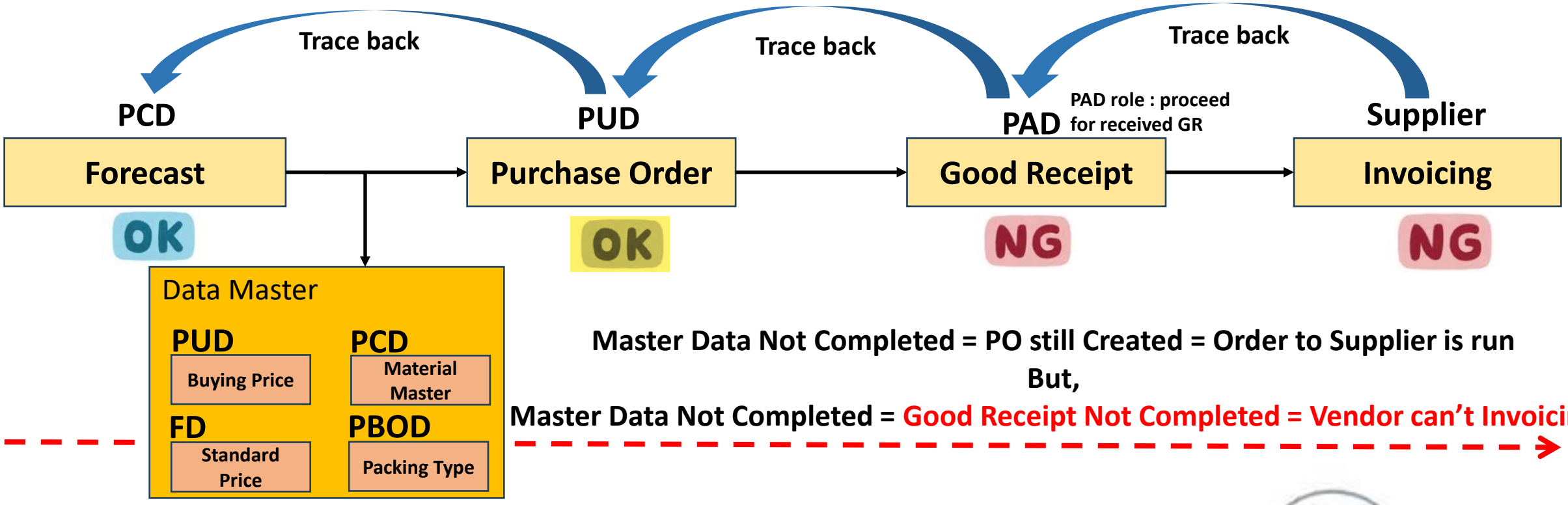
2. Company Hoshin

Company Hoshin : Strong Basic Foundation

Div.	Division Hoshin	Strategy Execution	KPI
FD	Ensure excellent operation to ensure TMMIN ready for next level company (at least 1 improvement each section/Dept)	Minimized delay GR to system due to uncomplete master data	**at least 95% GR interface successfully process on same month**
ISTD	IT Optimization for Competitiveness, IT Operation Excellence for biz continuity and support new model introduction	Contribute to new model launch & compliances, through Improving / Adjusting Existing System following biz changes	**Compliance 100%**
PCD	Optimize & Improve System for boosting High Accuracy & Efficient Procurement data process (to keep smooth next process & data transaction)	Data automation process & sharpening data completion	**Accuracy Procurement Data Maintenance 100%**
PUD	Support Achieving cost target & profitability for Project	Conduct 5 pillars cost reduction strategy and challenge to absorb real world cost on SOP	**Achieve Project cost planning real world (on time)**

3. Background

Local Part Ordering Process



Master Data Not Completed = PO still Created = Order to Supplier is run

But,

Master Data Not Completed = Good Receipt Not Completed = Vendor can't Invoicing

Problem in the Next Process
(Good Receipt Not Completed and Vendor can't Invoicing)

3. Background (Continue)

Supplier raise issue many Good Receipt not completed

Helpdesk

Helpdesk will check which data GR not completed and inform to related PIC

Supplier

PUD

Supplier Issue **GR not completed** in TMMIN Portal even though it has been delivered goods

FD

Supplier Issue **can not Invoicing** on time and concern for Tax Invoice will expire

PAD

Supplier Issue **GR not completed** in TMMN Portal even though GR has been Scanned / processed

Average GR Not Completed = 4% (IDR 77 Bio)

Current Problem Solving = Only Corrective Action

4. Objective

How to Monitoring & Reduce Good Receipt Not Completed

Problem : 4%
Good Receipt Not Completed

272 Issue Ticket to IT Helpdesk **per Month**

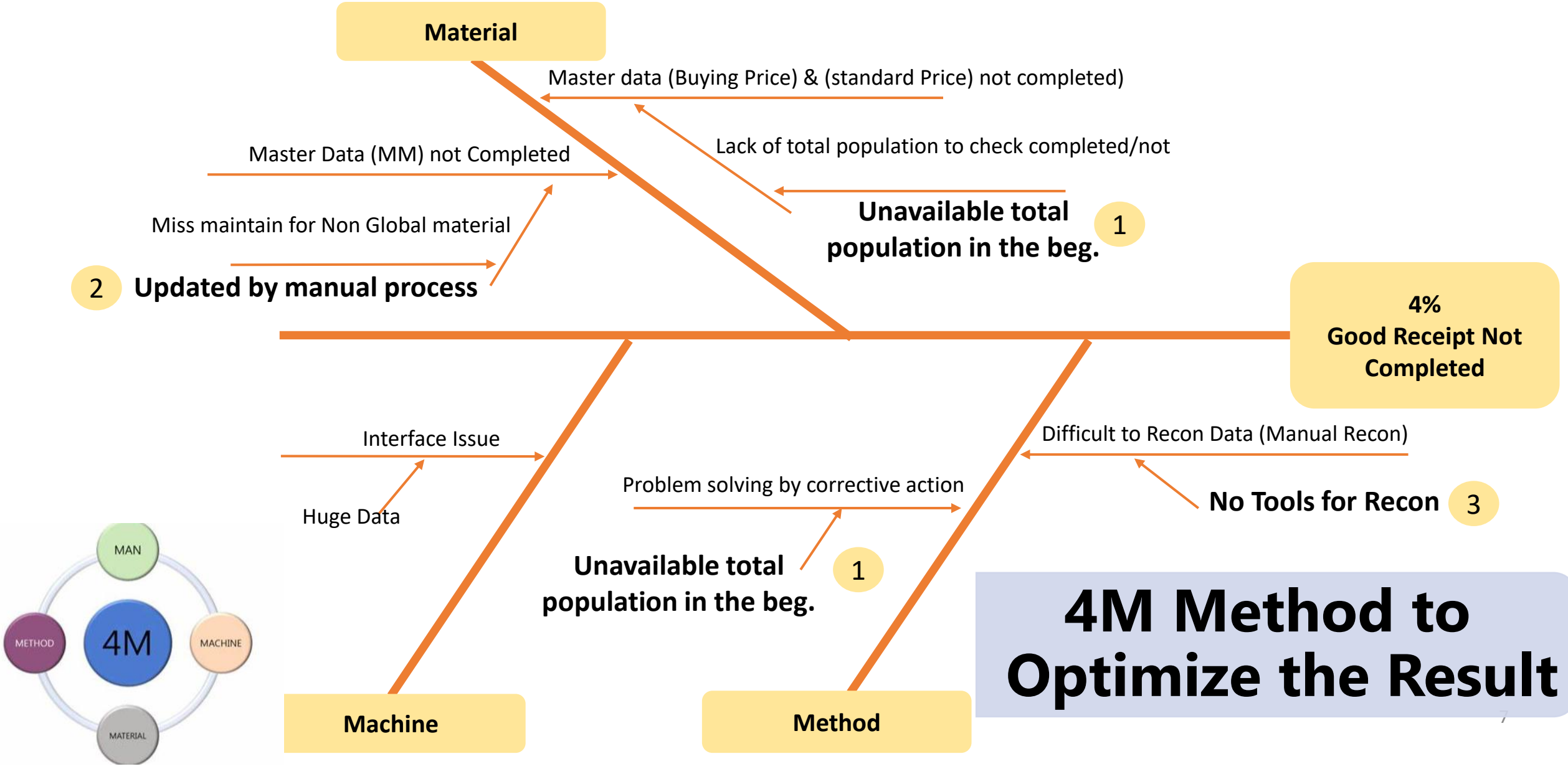
174 Supplier Impacted **per Month**

Need **66 Hours** to Rework **per Month**

IDR 77 Bio Impacted can not invoicing **per Month**

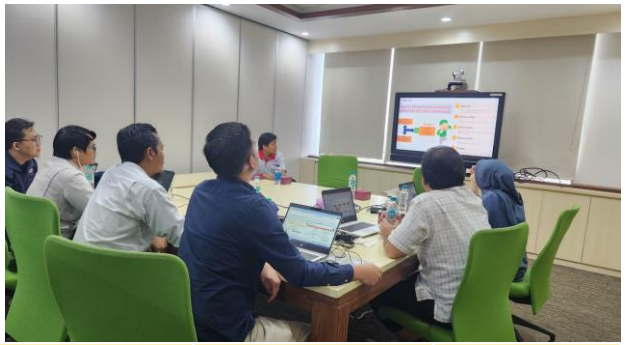
Target : Reduce 4% Good Receipt Not Completed

5. Root cause


Material
Master data (Buying Price) & (standard Price) not completed)
Lack of total population to check completed/not
Unavailable total population in the beg.
1
Master Data (MM) not Completed
Miss maintain for Non Global material
2
Updated by manual process
4%
Good Receipt Not Completed
Interface Issue
Huge Data
Problem solving by corrective action
Unavailable total population in the beg.
1
Difficult to Recon Data (Manual Recon)
No Tools for Recon
3
Machine
Method
MAN
METHOD
4M
MACHINE
MATERIAL
4M Method to Optimize the Result

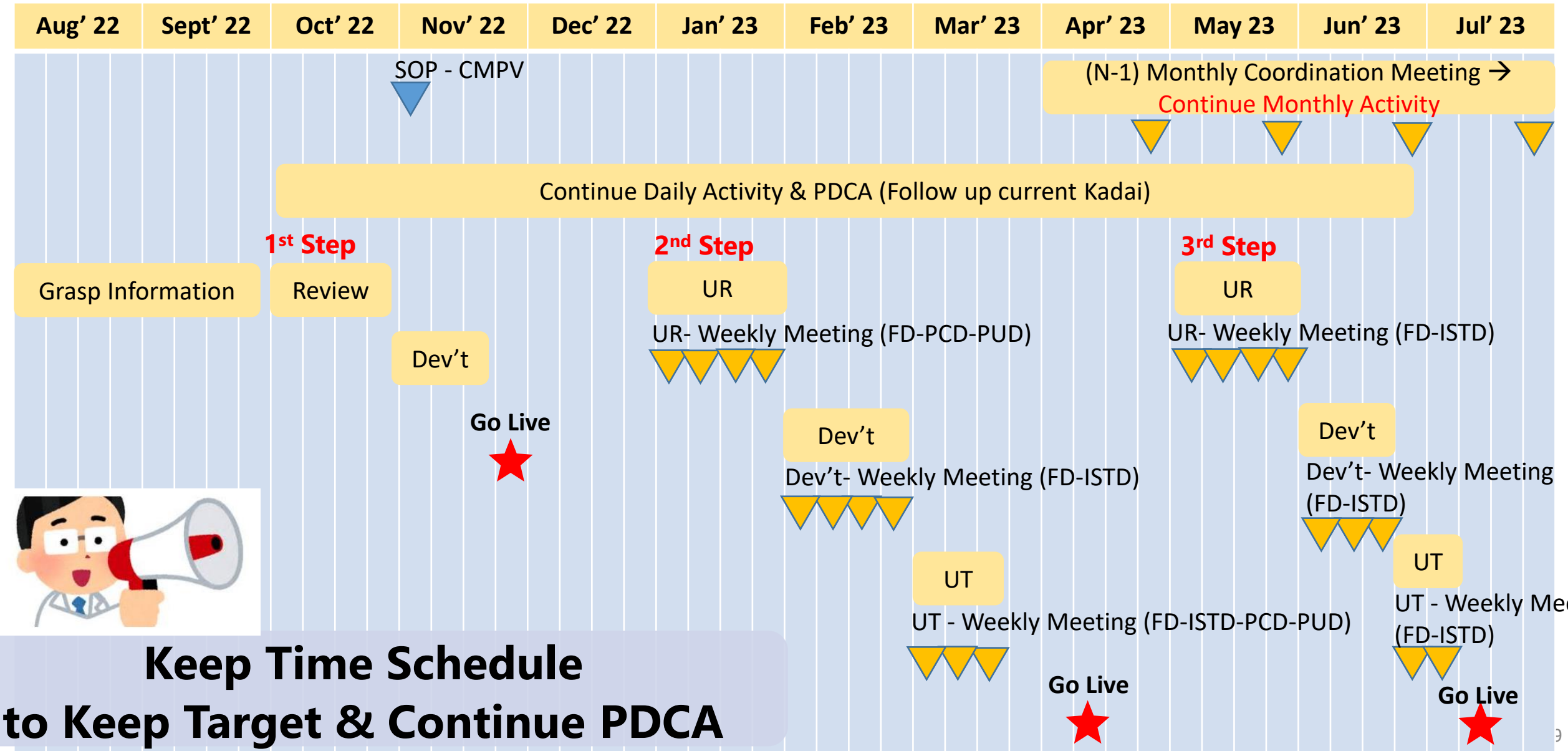
6. Countermeasure

Teamwork enables better problem solving



	Root cause	Next Action / Countermeasure	PIC	Due Date	Step
1	Unavailable to get data total population in the beg. for Buying Price & Standard Price	Coordination with PCD team to get data total population based on Getsudo → Coordination with ISTD team to link the data → Manual Recon Data for completeness check	PCD, PUD, FD-Costing, ISTD	Oct' 22	
2	Update manual maintain for Non Global material for Material Master	Manual monthly Recon Data for completeness check	PCD	Oct' 22	
3	No Tools for Recon Master Data (Completeness check All Master Data : MM, Buying Price and Standard Price)	Based on action no. 1-3 (manual recon data for completeness check by each PIC) → need to level up **by create automatic tools / Digitalization** for easy control & monitoring **(Preventive Action)**	FD-Inventory, FD-Costing team, PCD, PUD, ISTD	1st Step : Nov' 22 2nd Step : April' 22	1st Step 2nd Step
	Additional : No automatic tools for control & monitoring GR daily transaction	**Dashboard visualization** for GR Control & Monitoring of Daily transaction (**Corrective Action)**	FD-Inventory, ISTD	July 2023	3rd Step

7. Time Schedule



Keep Time Schedule
to Keep Target & Continue PDCA

8. Result & Evaluation (1st Step) Pull a head - Corrective to Preventive Action

Before :

Manual check by excel by each PIC – No consolidated recon for Master Data by related PIC

ACTION	D ID	VERS	REV NO	COMP CD	R PLANT CD	DOCK CD	S PLANT CD	SHIP CD	ORD TYPE	PACK MONTH	CAR CD	REC CD	SRC	PART NO	ORDER TYPE	ORDER LOT SZ	KANBAN NUMBER	N VOLUME
0	NCS	F	0001	807D		57	1			202308	565W	E	1	515040D09000		0		6
0	NCS	F	0001	807D		57	1			202308	624W	E	1	512290D05000		0		5
0	NCS	F	0001	807D		56	1			202308	681W	E	1	538320D15000		0		7
0	NCS	F	0001	807B		1E	1			202308	520W	E	1	115130C01000		0		2
0	NCS	F	0001	807D		56	1			202308	565W	E	1	571540D04000		0		4
0	NCS	F	0001	807D		56	1			202308	D33H	E	1	67157BZ01000		0		10
0	NCS	F	0001	807D		56	1			202308	D33H	E	1	55113BZ06000		0		1
0	NCS	F	0001	807D		56	1			202308	D33H	E	1	67118BZ04000		0		10
0	NCS	F	0001	807D		56	1			202308	D33H	E	1	51401BZ11000		0		40
0	NCS	F	0001	807D		57	1			202308	624W	E	1	90115T001300		0		6
0	NCS	F	0001	807D		56	1			202308	D33H	E	1	67175BZ17000		0		134
0	NCS	F	0001	807B		1E	1			202308	520W	E	1	119210C01000		0		2
0	NCS	F	0001	807D		56	1			202308	D33H	E	1	67391BZ20000		0		7
0	NCS	F	0001	807D		56	1			202308	681W	E	1	612040D04000		0		2
0	NCS	F	0001	807D		56	1			202308	D33H	E	1	57404BZ14000		0		3
0	NCS	F	0001	807D		56	1			202308	D33H	E	1	67131BZ13000		0		53

MANIFEST_NO	PART_NO	PART_NAME	DOC Code	Packy Type	ORDER_QTY	RECEIVED_QTY	REMAINING_QTY	RECEIVED_STATUS	DAMAGE_QTY
1221271722	55301KK090C0	PANEL SUB-ASSY INSTRUMENT	S1	0	10	0	0		0
1221271722	55301KK090C0	PANEL SUB-ASSY INSTRUMENT	S1	0	10	0	0		0
1221271753	55301KK100C0	PANEL SUB-ASSY INSTRUMENT	S1	0	10	0	0		0
1221271753	55301KK100C0	PANEL SUB-ASSY INSTRUMENT			10	0	0		0
1221275181	55301KK090C0	PANEL SUB-ASSY INSTRUMENT			10	0	0		0
1221275181	55301KK090C0	PANEL SUB-ASSY INSTRUMENT			10	0	0		0
1221276929	55301KK100C0	PANEL SUB-ASSY INSTRUMENT			10	0	0		0
1221276929	55301KK100C0	PANEL SUB-ASSY INSTRUMENT			10	0	0		0
1221282579	55301KK090C0	PANEL SUB-ASSY INSTRUMENT			10	0	0		0
1221282579	55301KK090C0	PANEL SUB-ASSY INSTRUMENT			10	0	0		0
1221286477	55301KK100C0	PANEL SUB-ASSY INSTRUMENT			10	0	0		0
1221286477	55301KK100C0	PANEL SUB-ASSY INSTRUMENT			10	0	0		0
1221289929	55301KK090C0	PANEL SUB-ASSY INSTRUMENT			10	0	0		0
1221289929	55301KK090C0	PANEL SUB-ASSY INSTRUMENT			10	0	0		0
1221328200	55301KK090C0	PANEL SUB-ASSY INSTRUMENT			10	0	0		0
1221328200	55301KK090C0	PANEL SUB-ASSY INSTRUMENT			10	0	0		0
1221330958	55301KK100C0	PANEL SUB-ASSY INSTRUMENT			10	0	0		0
1221330958	55301KK100C0	PANEL SUB-ASSY INSTRUMENT			10	0	0		0
1221334170	55301KK090C0	PANEL SUB-ASSY INSTRUMENT			10	0	0		0
1221334170	55301KK090C0	PANEL SUB-ASSY INSTRUMENT			10	0	0		0

ACTION	D ID	VERS	REV NO	COMP CD	R PLANT CD	DOCK CD	S PLANT CD	SHIP CD	ORD TYPE	PACK MONTH	CAR CD	REC CD	SRC	PART NO	ORDER TYPE	ORDER LOT SZ	KANBAN NUMBER	N VOLUME
0	NCS	F	0001	807D		57	1			202308	565W	E	1	515040D09000		0		6
0	NCS	F	0001	807D		57	1			202308	624W	E	1	512290D05000		0		5
0	NCS	F	0001	807D		56	1			202308	681W	E	1	538320D15000		0		7
0	NCS	F	0001	807B		1E	1			202308	520W	E	1	115130C01000		0		2
0	NCS	F	0001	807D		56	1			202308	565W	E	1	571540D04000		0		4
0	NCS	F	0001	807D		56	1			202308	D33H	E	1	67157BZ01000		0		10
0	NCS	F	0001	807D		56	1			202308	D33H	E	1	55113BZ06000		0		1
0	NCS	F	0001	807D		56	1			202308	D33H	E	1	67118BZ04000		0		10
0	NCS	F	0001	807D		56	1			202308	D33H	E	1	51401BZ11000		0		40
0	NCS	F	0001	807D		57	1			202308	624W	E	1	90115T001300		0		6
0	NCS	F	0001	807D		56	1			202308	D33H	E	1	67175BZ17000		0		134
0	NCS	F	0001	807B		1E	1			202308	520W	E	1	119210C01000		0		2
0	NCS	F	0001	807B		1E	1			202308	520W	E	1	90105T025300		0		7
0	NCS	F	0001	807D		56	1			202308	D33H	E	1	67391BZ20000		0		134
0	NCS	F	0001	807D		56	1			202308	681W	E	1	612040D04000		0		2
0	NCS	F	0001	807D		56	1			202308	D33H	E	1	57404BZ14000		0		3
0	NCS	F	0001	807D		56	1			202308	D33H	E	1	67131BZ13000		0		53

After :

Create Tools for Automatic Consolidation Data between Getsudo LPOP PCD vs Current Master Data (MM, Buying Price, Standard Price and Packing Type)

*Output : Automatic Weekly email notification to all related **PIC.***

LPOP Completeness Check 202211

LA

LPOP Admin <LPOP-Admin@toyota.co.id>

To Jimmy Christian M.; Hendri Setiadi; Poniman; Imelda; Regia Erfawinanda; Arif Bangun San
Adaninggar K. A. P.; Mardian Nurman; Irman Firmansyah; Ghufran Mahfuzh; Tommy Darmav

Cc Albertus Hatmadji; bayup@toyota.co.id; Subhan Wibawa

Dear All,

Berikut ini kami sampaikan Error LPOP Interface Validation Result untuk Production : 202211.

Untuk itu mohon bantuan dari masing-masing PIC untuk segera memaintain data tersebut agar GR processing

Message Error	Total Error	PIC
MICS0232BERR: Material Price doesn't exist on Transaction Price Master	2895	PUD
MICS0087BERR: Combination of Plant, Sloc and Material doesn't exist on Material Master	94	PUD
MICS0219BERR: Material doesn't exist on material master	73	PCD
MICS0232BERR: Released Standar Price doesn't exist on Transaction Standar Price Master	63	FD
GRAND TOTAL	3125	

8. Result & Evaluation (1st Step continue)

Kadai:

1. No clear information to read the data and don't know who did what
2. Need additional manual reconcile based on data in email notification
3. No Effective Coordination meeting between related PIC to control & monitoring
4. Each PIC runs on its own according to its area

Good Receipt Not Completed STILL OCCURS and is HIGH also difficult to monitoring

Dec' 22	Jan' 23	Feb' 23	Mar' 23
7 %	6 %	6 %	5%
52 Bio	105 Bio	145 Bio	119 Bio

8.Result & Evaluation (2nd Step)

Before :

Create Tools for Automatic Consolidation Data between Getsudo LPOP PCD vs Current Master Data (MM, Buying Price, Standard Price and Packing Type)

Output : Automatic Weekly email notification to all related **PIC.**

LPOP Completeness Check 202211

LPOP Admin <LPOP-Admin@toyota.co.id>

To Jimmy Christian M.; Hendri Setiadi; Poniman; Imelda; Regia Erfawinanda; Arif Bangun San
Adaninggar K. A. P.; Mardian Nurman; Irman Firmansyah; Ghufran Mahfuzh; Tommy Darma
Cc Albertus Hatmadji; bayup@toyota.co.id; Subhan Wibawa

Dear All,

Berikut ini kami sampaikan Error LPOP Interface Validation Result untuk Production : 202211.

Untuk itu mohon bantuan dari masing-masing PIC untuk segera memaintain data tersebut agar GR processing

Message Error	Total Error	PIC
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MICS0219BERR: Material doesn't exist on material master	73	PCD
MICS0232BERR: Released Standar Price doesn't exist on Transaction Standar Price Master	63	FD
GRAND TOTAL	3125	

After :

Improve Automatic Consolidation by Re-Mapping Master data with detail requirement for Properness Master Data Completeness Check and add Clear Visualization

Output : Automatic *Weekly email notification to all related PIC with New Format* **(and cc : Div. Head)**

LPOP Completeness Check 202304

LPOP Admin <LPOP-Admin@toyota.co.id>

Reply Reply All Forward

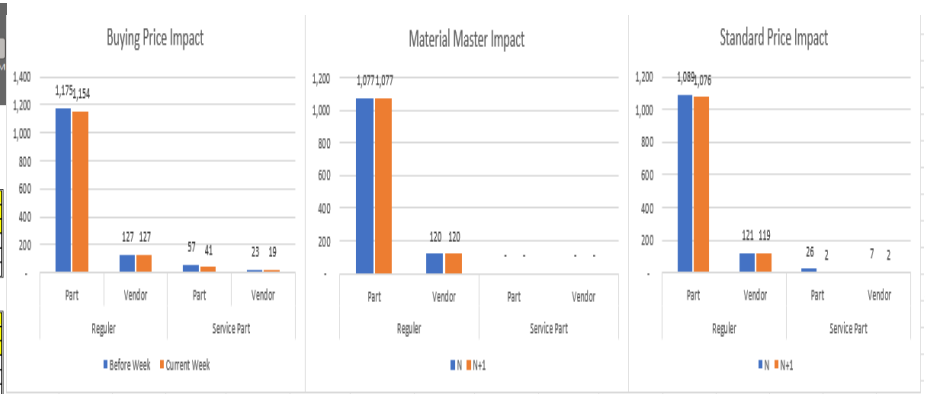
Sun 4/16/2023 3:01 AM

Berikut ini kami sampaikan Error LPOP Interface Validation Result untuk Production : 202304.

Untuk itu mohon bantuan dari masing-masing PIC untuk segera memaintain data tersebut agar GR processing tidak mengalami error.

Type	Error List	PIC	Part Number Impact Week 5 N	N+1	N+2	N+3	Vendor Impact Week 5 N	N+1	N+2	N+3
Reguler	Buying	PUD	72	1102	1146	1151	14	128	130	130
Reguler	Material	PCD	22	74	74	77	2	24	26	26
Reguler	Standard	FD	116	1399	1538	1348	29	135	136	134

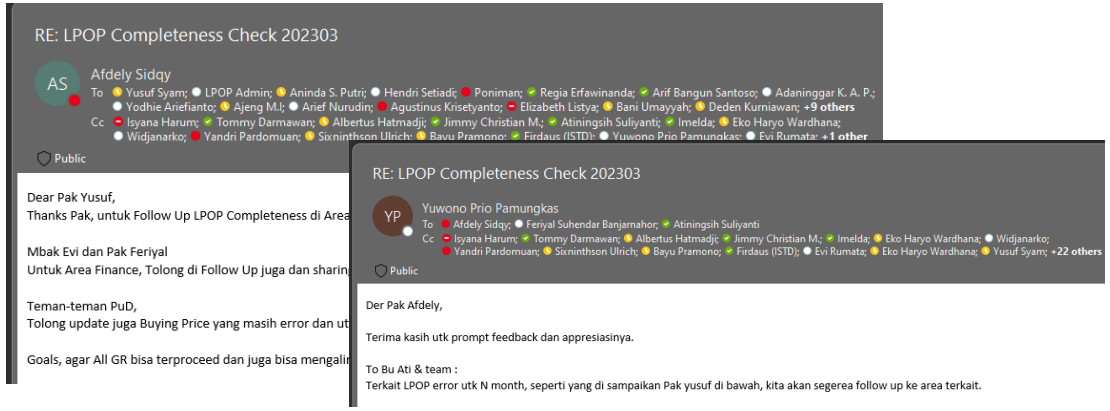
Type	Error List	PIC	Part Number Impact Week 5 N	N+1	N+2	N+3	Vendor Impact Week 5 N	N+1	N+2	N+3
Service Part	Buying	PUD	51	51	51	51	19	19	19	19
Service Part	Material	PBOD	1	1	1	1	1	1	1	1
Service Part	Standard	FD	6991	6991	6991	6991	141	141	141	141



8. Result & Evaluation (2nd Step continue)

PDCA Impact:

Item	Before	After
Read Data	**No clear information** to read the data and **don't know** who did what	**Clear information** to read the data and **know** who did what
Reconcile Data	Need additional **manual reconcile** based on data in email notification	No Need additional manual reconcile based on data in email notification → **Automatic reconcile** data (data ready to follow up)
Coordination Meeting / Communication	**No Effective** Coordination meeting between related PIC to control & monitoring	**Effective** Coordination meeting between related PIC to control & monitoring
Information (Management level)	**No information issue** in management Level	**Provide information issue** in management level **(up to Div. Head)** Raise up Issue → Progress Follow



Good Receipt Not Completed can be easy to monitoring and gradually REDUCE

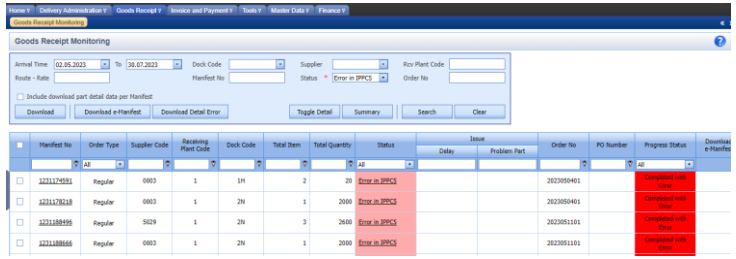
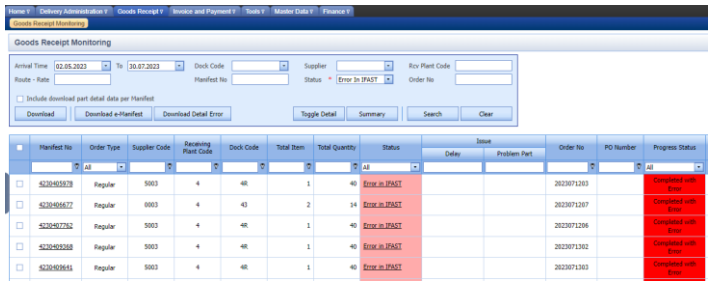
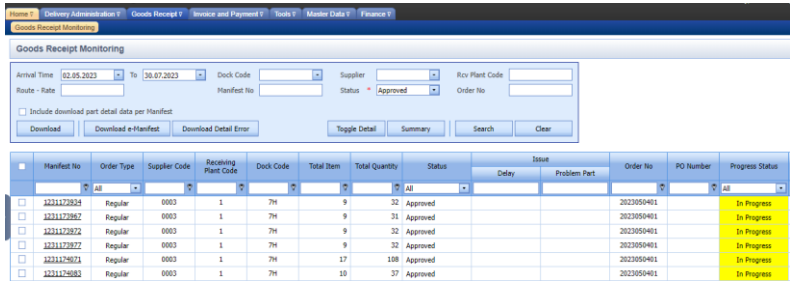
Apr' 23	May' 23	June' 23
0.5 %	3 %	5%
6 Bio	72 Bio	120 Bio

work better live better

8. Result & Evaluation (3rd Step)

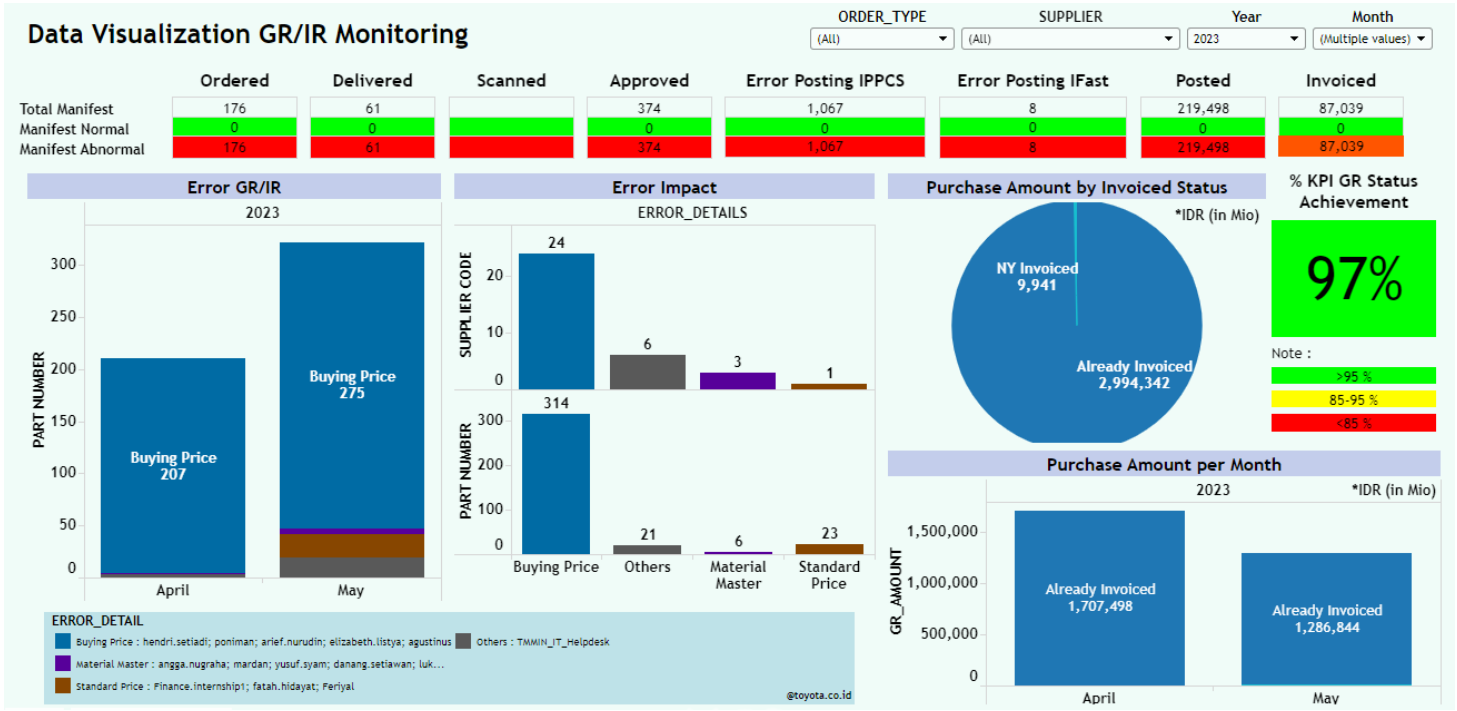
Before :

Manual check and download (one by one) per status category Good Receipt in TMMIN Portal.

After :

Create Dashboard visualization for GR Control & Monitoring of Daily transaction (**Corrective Action**)

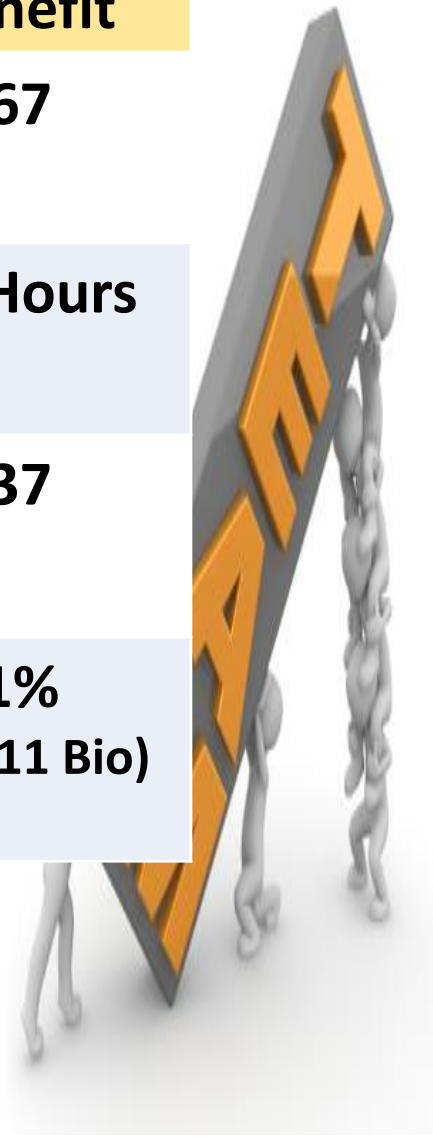


Easier to control and follow up for the total population current issue

(REAL TIME data)

9. Benefit

Item	Before	After	Benefit
Issue Ticket to IT Helpdesk	272	205	▼ 67
Man Hour each PIC to Rework	66 Hours	42 Hours	▼ 24 Hours
Supplier impacted	174	137	▼ 37
Amount Impacted can not invoicing	4% (IDR 77 Bio) Total Purchase : 2 Trillion	3% (IDR 66 Bio) Total Purchase : 2.1 Trillion	▼ 1% (IDR 11 Bio)



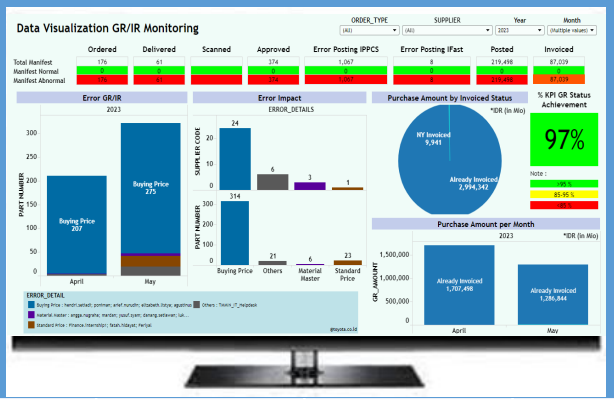
Good Receipt Not Completed gradually REDUCE

(*) Low Purchase due to Lebaran holiday
(**) New Model SOP (BSUV) Price still under negotiation

Dec' 22	Jan' 23	Feb' 23	Mar' 23	Apr' 23 (*)	May' 23	Jun' 23 (**)
7 %	6 %	6 %	5%	0.5 %	3 %	5%
52 Bio	105 Bio	145 Bio	119 Bio	6 Bio	72 Bio	120 Bio

10. Standardization

PIC Division	N-1				N				Standard Operation Procedure
	W1	W2	W3	W4	W1	W2	W3	W4	
				D-5 Monthly Coord. Meeting DPH D-2 Monthly Coord. Meeting DH					
LPOP Admin			D-7 LPOP Email Notification						
PCD				Error in Business area	Control & Monitoring daily transaction (by Dashboard Visualization)				
PUD				Make sure zero (0) NG Master Data					
FD-Costing									
ISTD				Error in System area	Follow up NG Master Data				



1. **(N-1 Month D-7)** after receive LPOP Email Notification, all related PIC (PCD, PUD and FD) must follow up NG Master Data
2. **(N-1 Month D-5)** Attend monthly coordination Meeting PIC-DPH Level
3. **(N-1 Month D-2)** Attend monthly coordination meeting DH Level (*if needed)
4. **(N-1 Month D)** Make sure zero (0) NG Master Data

11. Next Action

	Next Action	PIC	Due Date
1	Continue monthly coordination Meeting with all PIC related in N-1 Month	FD, ISTD, PUD, PCD	D-5 (N-1 Month)
2	Continue Control and monitoring Status GR not completed → Keep mindset to strong follow up Status GR not completed	FD, ISTD, PUD, PCD	D+2 (N+1 Month)

Promote to Supply Chain

1	**Promote Dashboard visualization to external Parties (Supplier)**	**FD, ISTD**	**Sept' 2023**

Continue improvement to increase the efficiency, accuracy, effectiveness or quality of Business Operation

TOYOTA
INDONESIA
PT Toyota Motor Manufacturing Indonesia

Thank You

FD-ISTD-PCD-PUD