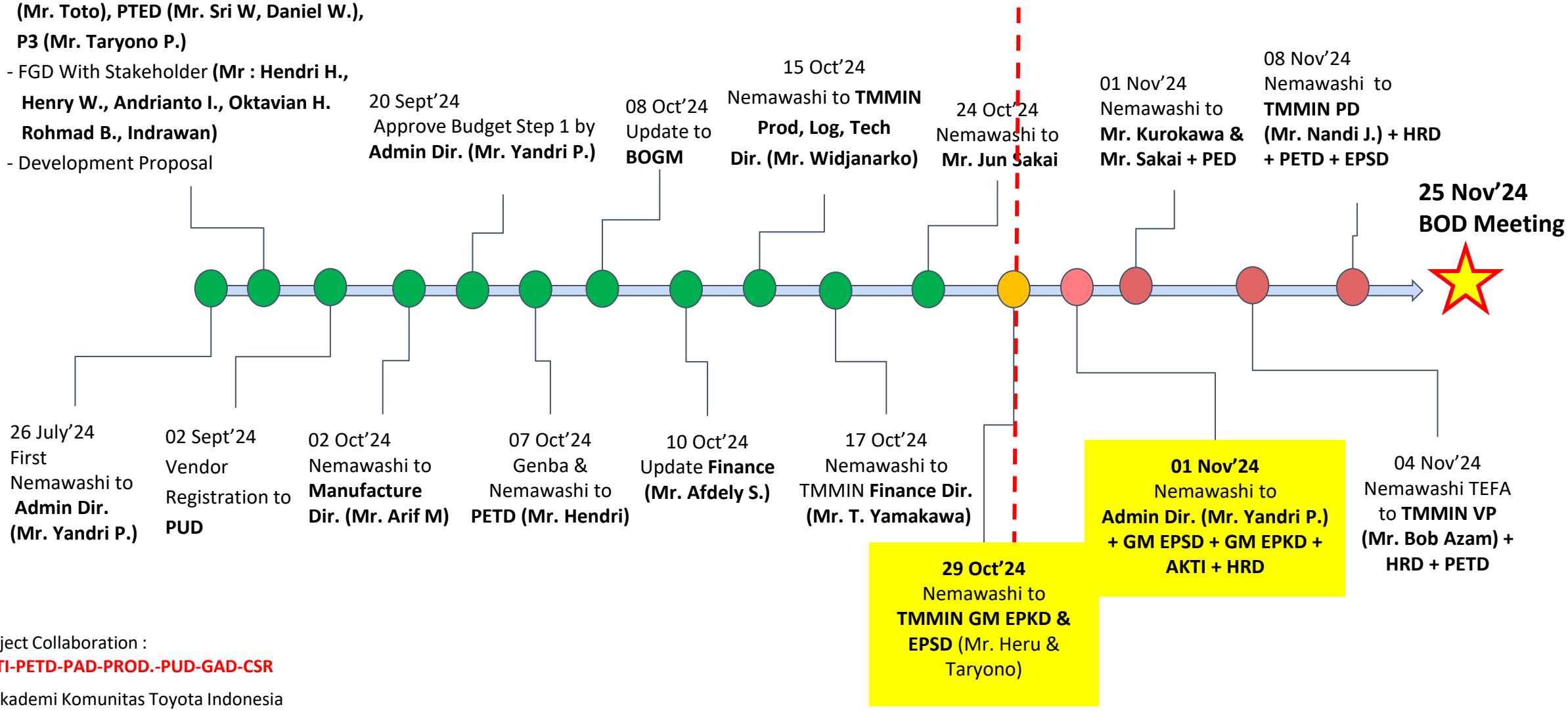
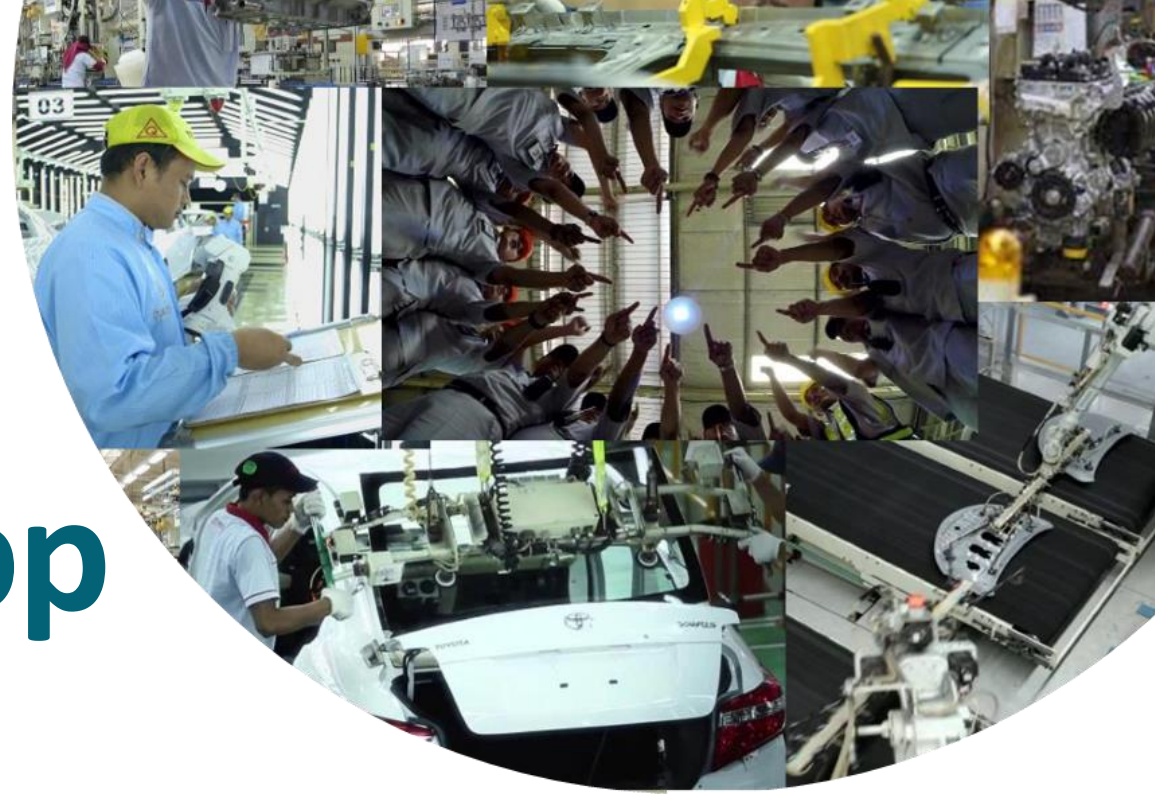
COMMUNICATION SERIES ROAD to BOD MEETING

July - Aug'24
- Benchmark Activity : **Engine St1 (Mr. Toto), PTED (Mr. Sri W, Daniel W.), P3 (Mr. Taryono P.)**
- FGD With Stakeholder **(Mr : Hendri H., Henry W., Andrianto I., Oktavian H. Rohmad B., Indrawan)**
- Development Proposal



Project Collaboration :
AKTI-PETD-PAD-PROD.-PUD-GAD-CSR



Integrated Workshop

As part of Manufacturing Transformation

[Strong Foundation → MFG Evolution → Pride of Nation]

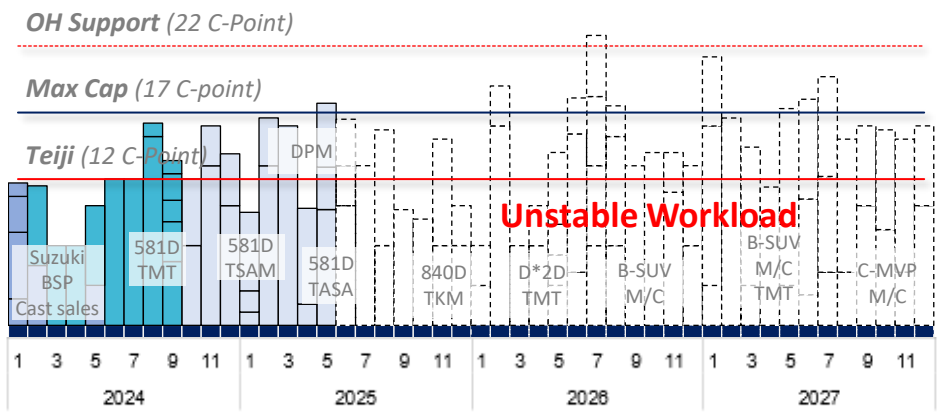
MT – PETD

Toyota Motor Manufacturing Indonesia

Background (Tooling Business Condition)

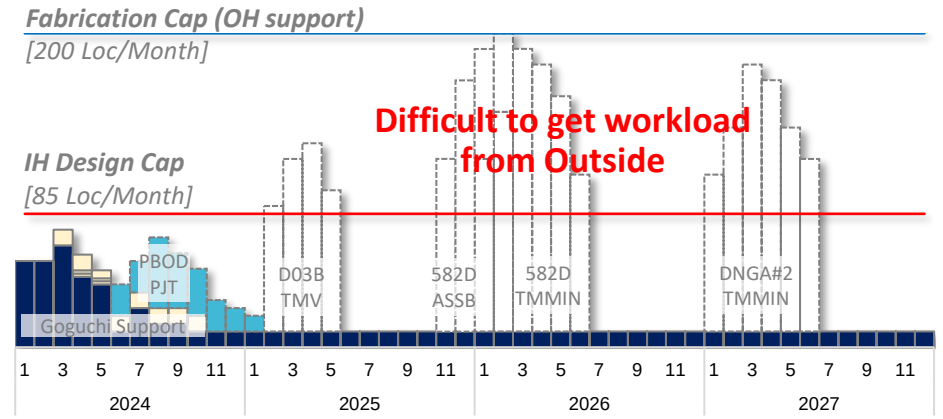
Workload Condition

Dies Tooling



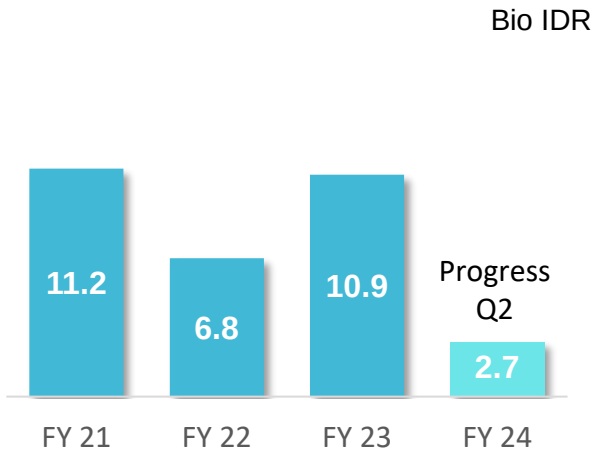
Workload 68% → 86% by provide local supplier tooling

Jig Tooling



Workload lower than planning & effort to expand customer

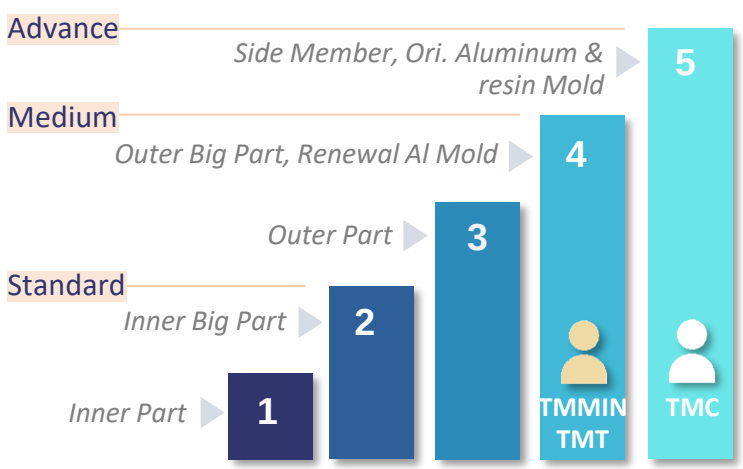
Profit (OP)



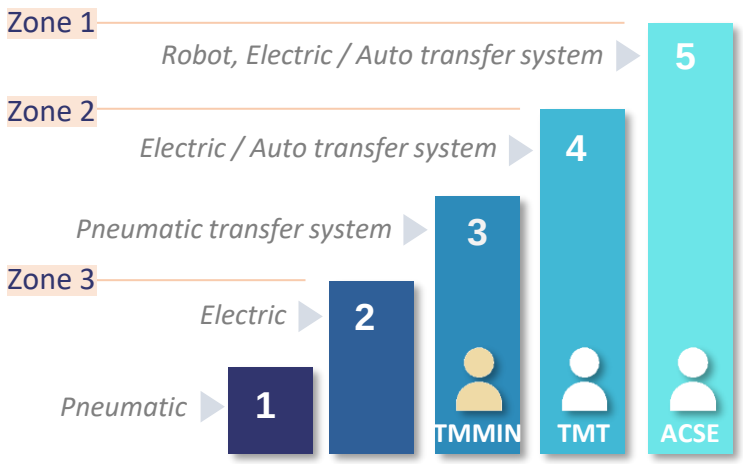
Have profit, need more competitive

No have profit

Current Capability



TMMIN expert outer big part (ie. Fender, Hood)



TMMIN still level 3

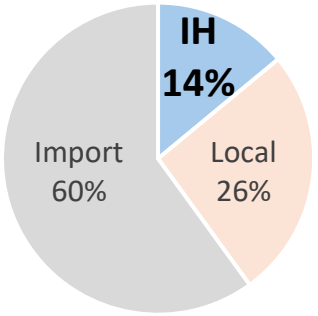
Background

PT. Djarum Benchmark Result

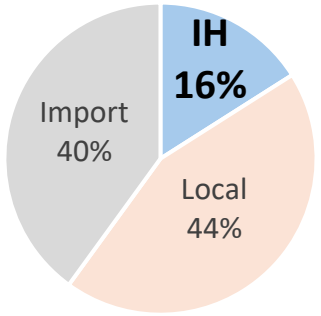
Have integrated workshop to support Machine component/spare part

Support ± 20 PT. Djarum Group Company (Internal only)

Equipment



Spare Part



PT. Djarum can manage almost 60K Spare part include for old EQ (>40Y)

TMMIN Condition

Current Workshop in TMMIN still **spreading in each area** with different utilization, condition & management. Also have tooling business under PETD

EPSD Workshop

- STR#1 Kaizen
- Spare Part E/G Machine

Loading: **70%** Cap.

EPKD Workshop

- P#3 Kaizen
- S/Part E/G & Casting Mch.

Loading: **78%** Cap.

KRW Central Workshop

- P#1&#2 Kaizen
- Dolly transfer
- Karakuri

Loading: **50%** Cap.

Dies Tooling Business

- Local & O/S dies making
- Core Casting

Loading: **76%** Cap.

Jig Tooling Business

- IH Jig making
- Goguchi Improvement

Loading: **30%** Cap.

Currently less than **10% from our workshop can support for spare part Mch**. Buy spare part mostly from import with expensive price

R. Basuki – Unit Maint.

Same with PETD, for Vehicle EQ/Machine spare part **we buy from original maker & mostly from Import** (Expensive price)

M. Alinasri – Vehicle Maint

Jig Manufacturing currently **can't compete with another Jig maker**. Current loading we only support for TMMIN Internal

Sri Waluya – PETD JM

AKTI member need playground & make real product for exercise their skill & knowledge. Hopely can collaborate with TMMIN workshop

Praditya A - AKTI

From all workshop & tooling business have opportunity to synchronize & make integrated workshop with one management system

Integrated Workshop & AKTI TEFA Framework (Draft)

Concept

1. Integrated workshop → **Optimize utilization** facility (tooling) x Resources x Study enhancement
2. Main Purpose: **Full fill Inhouse spare part requirement** & collaborate with AKTI to **create student real playground**

Image & Linkage

Strategy & Milestone (Align with MFG Transformation)

Leader Assignment & Key Action

Aug '24	Sep	Oct	Nov	Dec	Jan	Feb	Mar	FY 25	FY 26	FY 27

General Plan

MT Leader: **Arif Mustofa**
Secretary: **Novriangga**

Learn from Everywhere (Benchmark)

FGD
Finance
People
MFG (Initial)
MFG (Final)
MTP25
FY'25 Hoshin
New Organization
Budget Approval

Hibernate period – Enhance Competitiveness & Transform People

Focus Items	Leader	Activity toward execution	Execution Roadmap
Quality	**Andrianto I**	Objective setting; Strategic Planning; Draft Action Plan; Execution Preparation	Will be defined later
Maintenance	**Taryono P**		
Logistic	**Aji S**		
People	**Agus A**		

Focus Items	Leader	Activity toward execution	Execution Roadmap
Integrated Workshop	TBC	Initial Meeting Concept & Mapping (Include F/S) - Concept & Strategy - Mapping capability - Mapping all user requirement Draft Action Plan Execution Preparation	Will be defined later **Step#1**: • **Integrated Management** • **Synchronize** internal demand & current capability **Step#2**: • **Optimize** internal demand & current capability **Step#3**: • **Level up** capability **Collaborate with AKTI - TEFA**

Akademi Komunitas
Toyota Indonesia

Proposal
Renewal TEFA AKTI

Journey Update to Mr. Bob Azam (Vice President Director)

Objective :

1. **Sharing AKTI Project Progress Teaching Factory**
2. **Communication Series Road to BOD**
3. **Strategy Budget Proposal Investment TEFA**

Project Collaboration :
AKTI-PETD-PAD-PROD.-PUD-GAD-CSR

II. BACKGROUND

A. Manufacturing Hoshin

Take opportunity to **transform in hibernate period** by enhance competitiveness and develop people toward Multi pathway era.

2024	2025	2026	2027	2028	2029	2030	2031	2032	2033~

ID EV Ecosystem Development — Hyundai, Wuling, BYD, LG, CATL, Foxconn

Flattening the emission — **Multi Pathway** (BEV, PHEV, HEV, ICE, H2, FCEV)

Hibernate period – Enhance Competitiveness & Transform People

Ever Better MFG period

Winter — *Spring*

Realize Our Position

Even though achieve SR Target
We still Lack foundation

Efficiency, Quality, Logistic

Strong **Foundation**

- *1a. Zero Loss*
- *1b. Zero Muda*

Manufacturing **Evolution**

- *Sustainable MFG*
- *EQ & Process*

Pride of Nation

- *Green Company*
- *People Centered*

> Enhance competitiveness

SR Expansion — **Re-shape TD + Transformation** — ▽ Step 1: ▲20% — ▽ Step 2: ▲30% — ▽ **Step 3**

> People Transformation

Value & mindset change (Proud to be Toyota with enjoyable & admired workplace environment)

- *CEO Value, Quality >> Productivity*
- *Bottom Up Mindset (Proactive)*
- *Transform workstyle*

More Utilize Resource: **New Capability/Skill Development** (Current & new business)

- *ICT & Senior ICT program, Capability Centre Program*
- *Speed up Top Management Level*

align

AKTI Hoshin (HK.3)

Level up TEFA as part of project based learning to **skill up Student Capabilities**

I. INTRODUCTION ABOUT TEFA

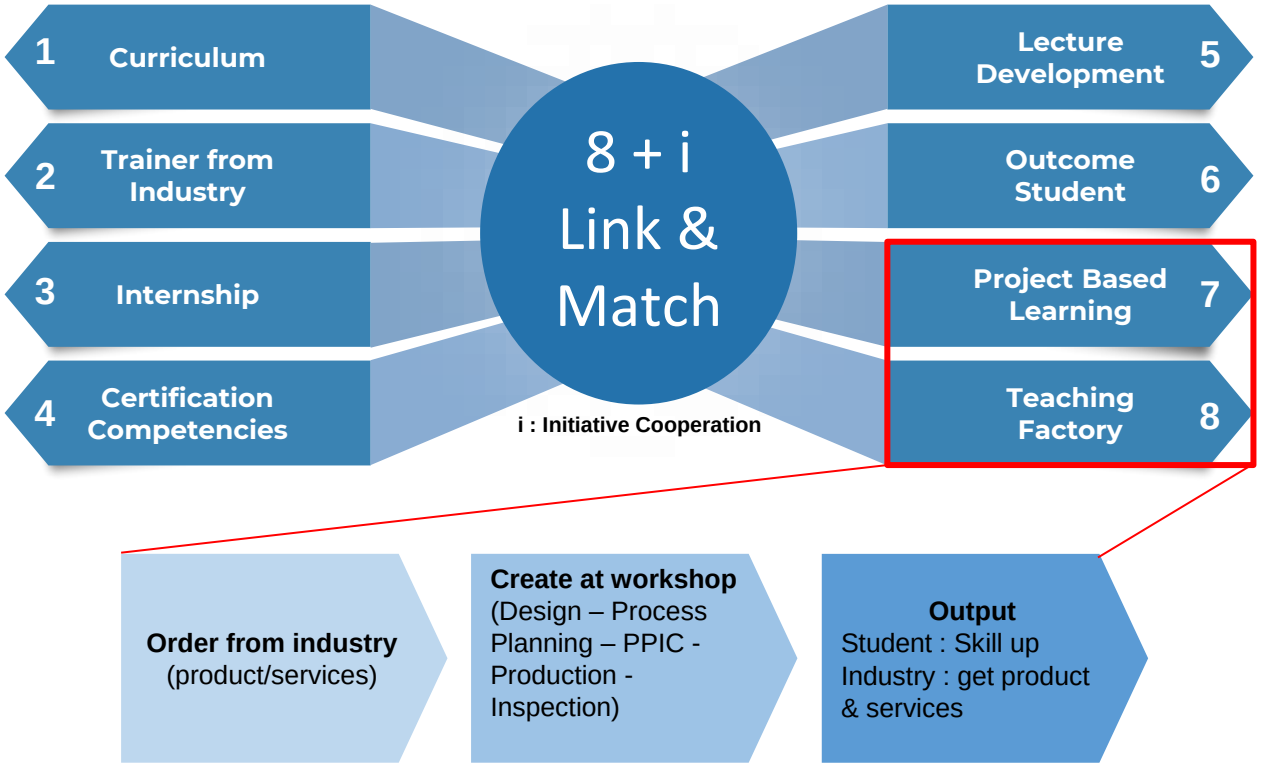
A. What is TEFA

- **Te**aching **Fa**ctory → Research Application, that student learning product & services from real case in industry and society

B. Concept Education in Ministry of Education (8 + i)

Indonesia Vocational Education System

- MoE No. 3 -2020 (Vocational Education)
- MoE No. 18-2016 (Curriculum Education)



C. Ultimate Goal TEFA

Develop student capabilities who have soft skill & hard skill through project based learning

D. Objective :

- Student able to create and make real product / services base on customer needs
- Student having spirit & deep understand about value of customer first & ready to work

❑ Benefit of TEFA

Education	Outcome	Industry
Student & Teacher Development	Student Capability and competencies which meet industry requirement	Product Competitiveness
• **Project Based Learning** • **Real Product**	• High Competencies • Experiences • Ready for work	• Get best requirement sources

TEFA as Best Method for Student to Practice Making Product & Services

III. CURRENT SITUATION TEFA VS IDEAL SITUATION

1. Current TEFA using **old machine (not for steel material) → Product only resin/urethan material**
2. Ideal process of TEFA learning using real equipment & for practical using CNC machine **(for steel material) → Product can be used for production**

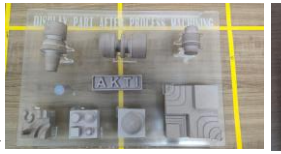
Current 1

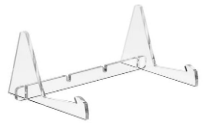
• In class

• Practice

• TEFA Old Machine

• Output Product (Plastic)





Urethan Acrylic

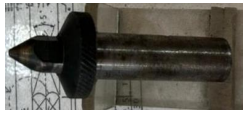
Ideal 2

• In class

• Practice

• TEFA New CNC Machine

• Output Product (Steel)



Dies Acces. FM Nut & Spindle

IV. IDEAL EDUCATIONAL FLOW at TEFA

1. We **already implement learning cycle** (in class – practice – TEFA – internship)
2. We already develop TEFA in AKTI but skill level **need to level up from skill level-2 become level-3**

	1 In Class Learning & Practices in DOJO	2 Project Based Learning at TEFA	3 Internship/Vocation in TMMIN
D1 Maintenance	**Basic** • PLC • Hydraulic • Mechanic • Electric • Servo Motor • Monozukuri • TPM • Future Skill (Iot, Robot)	**Application Basic Skill** • **Maintenance Eq. TEFA** : - Daily Control - Preventive Maintenance • **Making Product** (Teaching Tools, Etc.) • **5R & Safety Application** • **Experience before internship**	**OJT base on real genba** • Real Job • Specified Skill • Maintenance Certification
Skill Level	**2**	**2→3**	**3→4**
D2 Production	• TPS • Quality • Manufacturing • Karakuri • Vehicle Engine • XEV • Green Monitoring	• **TPS Application :** - MIFC - Kanban System - Supply Chain - Standardized work • **Making Product & Tools Drawing** • **5R & Safety Application** • **Experience before internship**	• Real Process • Specified Process • Production Process Certification
Skill Level	**2**	**2→3**	**3→4**

Our GAP

V. TEFA AKTI CURRENT FACILITY VS NEXT PROPOSE

1. Our **machine still old** (manual machine, **machine accuracy not good**) and **only able to produce urethan & resin material**
2. Our skill student **cannot suitable with actual situation in actual production site (automation/CNC)**

	Current Facility	Next/Propose Facility
MACHINE 1	 Conventional Milling  Conventional Turning  Acrylic Cutting	 CNC Milling  CNC Turning  Compressor  Air Dryer
PRODUCT (Example)	**Urethane, Resin, and Acrylic Product**   	**Steel Product**     **Services** Eng. Drawing
TRAINER	Our Trainer 80% from Maintenance	Need Additional Trainer & Expert from PETD (3 MP)
METHOD	Operation Conventional Machine	Operation CNC Machine
IMPACT 2	Skill student only in manual operation (only basic skill)	**Skill student increase to automation/semi automation** operation (align with industry)

VI. PRACTICING PRODUCT for LEVEL UP COMPETENCIES

1. Current Workshop in TMMIN still spreading in each area → we Will integrated to support all plant & TEFA AKTI part of it.
2. TEFA AKTI will produce easy spare part and fast moving in production area
3. Hopefully TEFA can support inhouse / TMMIN workshop

Current Workshop TMMIN

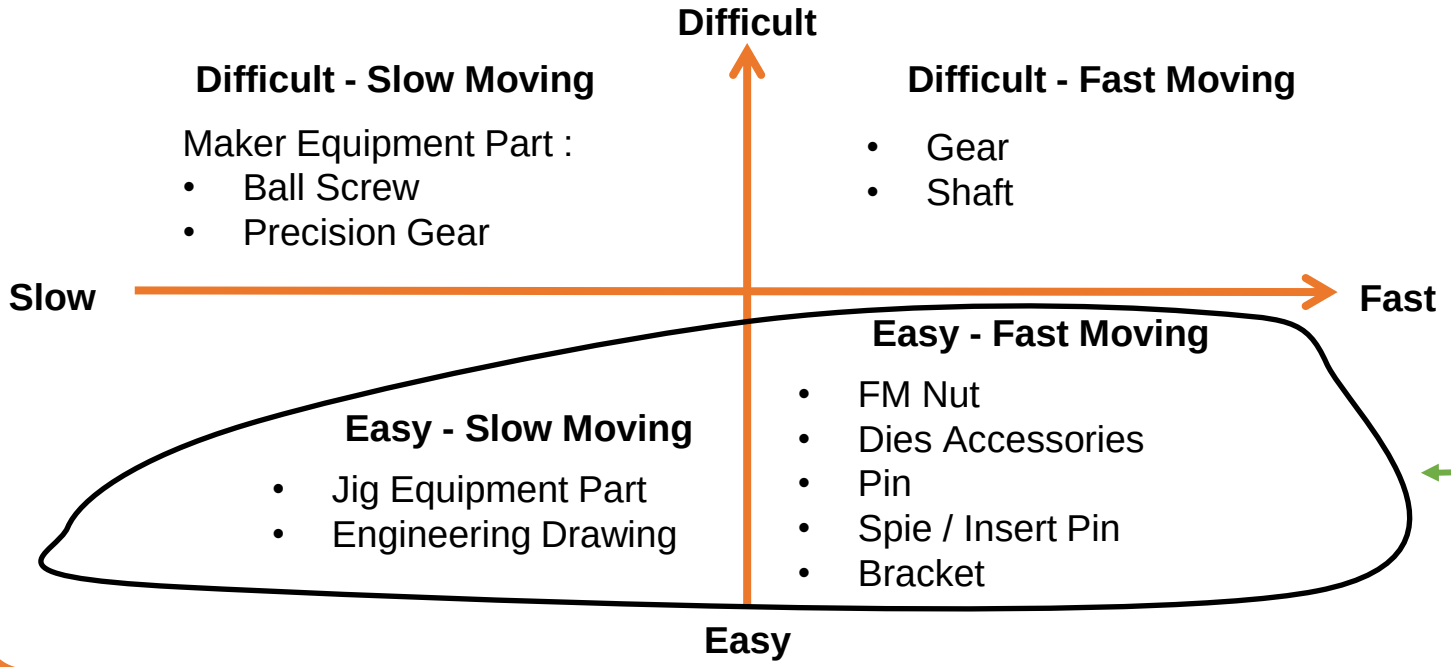
EPKD#3
Jig Tolling
EPSD#1
Dies Tooling

Benchmark from Djarum

Next Concern

Integrated Workshop
TEFA AKTI

1 Chart of Parts Category from Production Area



2 Current Fulfillment of Spare Part in Production

Location :

1. Inhouse Making (TMMIN Workshop)
2. Outhouse Making
   - Big Company (Maker)
   - SME

Job Sharing

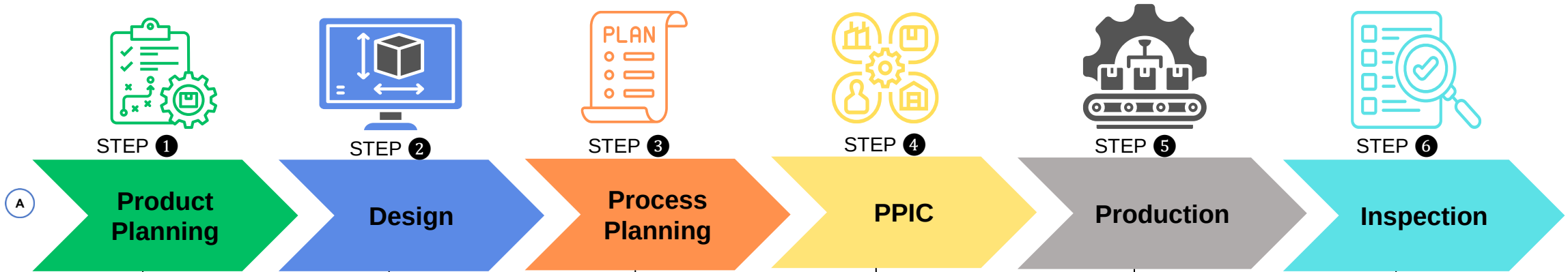
VII. LEARNING CYCLE at TEFA

A Learning objective at TEFA

1. Student learning **product planning up to inspection (Step 1 – Step 6)**
2. **One cycle product** align as implemented in industry
3. Implementation **knowledge who got in class** training **become real project** base at TEFA

B Learning flow at TEFA

❑ Overall business process :



B

1. Select product
2. Confirm MC capability
3. Grasp customer requirement
4. Create part list
5. Create product specification
6. Cost profit analysis

1. Design
2. Proto typing
3. Testing

1. Create MIFC
2. Make FMEA
3. Create WI Prod.
4. Create QCPC
5. Create component IS
6. Create product Insp. Std.
7. Create insp. check sheet
8. Packing spec.

1. Create kanban simulation
2. Production order
3. Bill of Material
4. Received part
5. Inspection
6. Material arrangement
7. Internal delivery

1. KY
2. BIQ Concept
3. Production process
4. Visualization
5. Horenso
6. Henkaten record
7. Kaizen

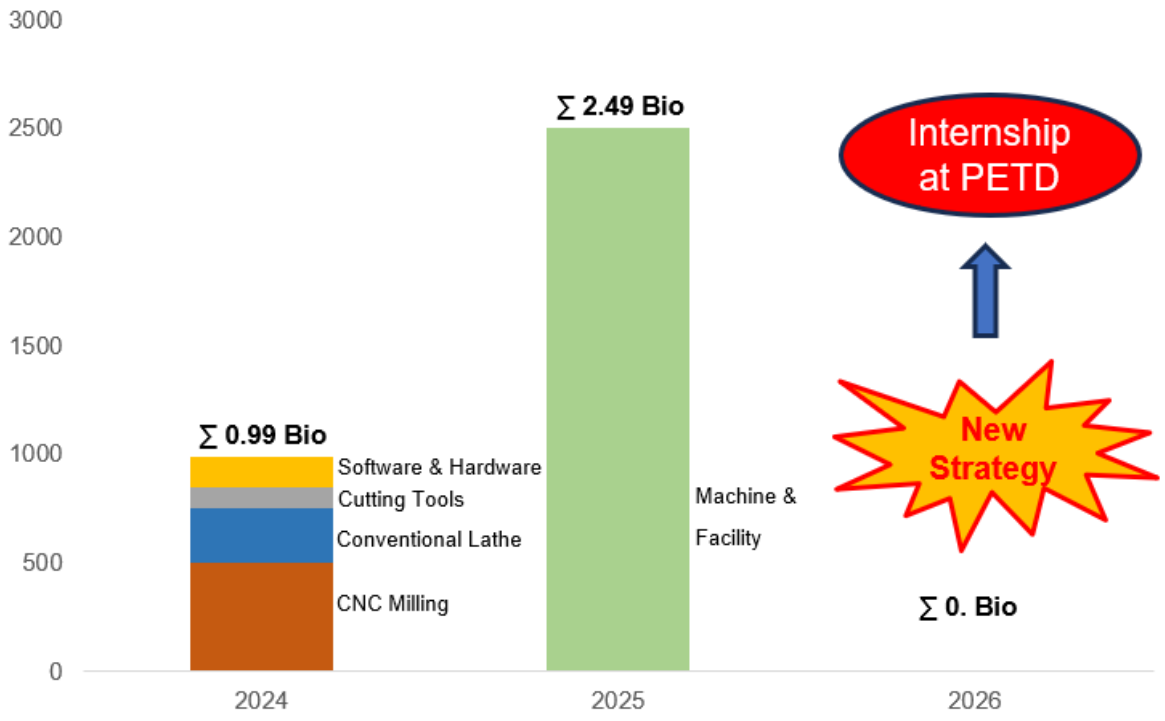
1. Inspection process
2. Measuring Tools
3. Calibration Measuring Tools
4. Problem solving
5. Calculate Cp & Cpk

VIII. BUDGET PROPOSAL

❶ This year **FY'24 we are already executed 0.99 Bio** and **proposed budget 2.49 Bio in FY'25**
❷ Level up student capabilities of **TEFA collaboration with PETD**, through internship program (utilized PETD facility) → **zero budget in FY'26**

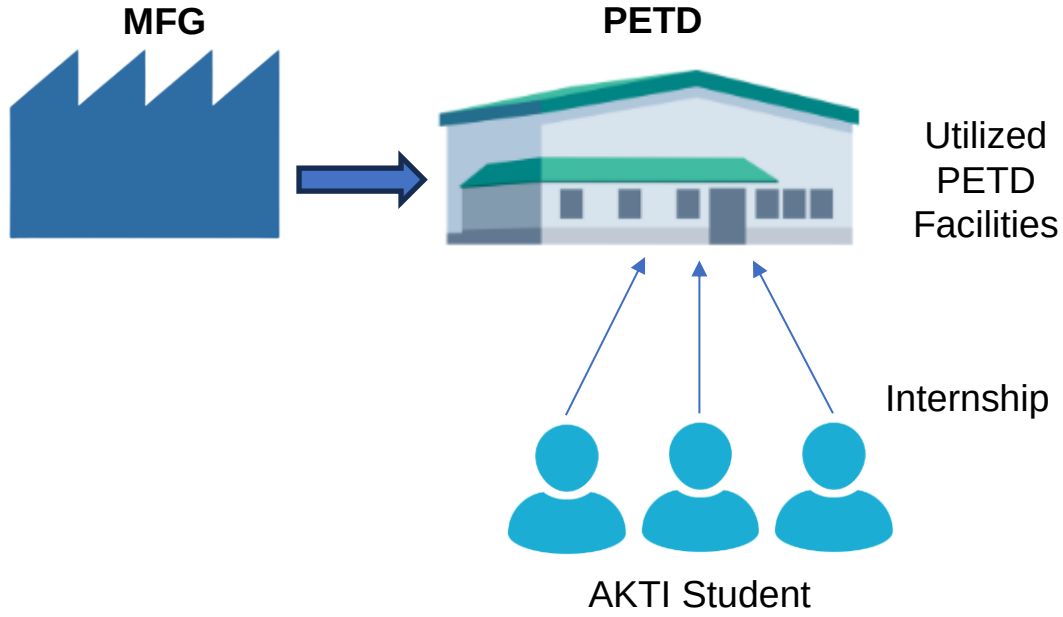
Budget Strategy

❶



FY'26 Strategy : Scheme Internship at PETD

❷



THANK YOU

DIRECTOR FEEDBACK

Mr. Yandri P.

- **Heijunka investment budget** thought Pull forward some machine investment to 2024
- Start making product that requested by plant

Mr. Arif Mustofa

- **Clear goal** of TEFA (revenue or student capability)
- **Reasonable target** of yearly revenue
- **Heijunka investment budget**

Mr. Widjanarko

- **People henkaten management** is important to keep quality by special monitoring
- **Sustainable supplied part for sustainable education** (inhouse & outhouse part possibility)
- **Legal compliance** due to TMMIN has business through YTI (TMMIN CSR Receiver)
- **Calculate pricing** (reasonable production cost)

Mr. T. Yamakawa

- Is AKTI doing business? Our material is like creating a profit center.
- If this is the case, it is better to clarify it towards the fundamentals.
- Please start from AKTI's needs to improve student capability
- Moreover, in the material, there are additional tools, the parts being worked on are increasingly complex, isn't this like creating a supplier (AKTI wants to become a TMMIN supplier), right?
- Please identify AKTI's need. What is the lack? then what should be provided for the lack?

Mr. Jun Sakai

- Please additional related TMMIN hoshin
- Introduce TEFA with simple understanding
- Highlight renewal current facility
- Collaboration with PETD good scheme

Mr.

- .

MANAGEMENT FEEDBACK

Mr. Hendri H.

- **Scanning order to plant**
- **Heijunka budget** proposal
- **Study the product that are large volume** to be made by TEFA
- **Portion of student's skills is more dominant** than revenue
- **Develop trainers capability** in machinery

Mr. Indrawan

- **AKTI must register as PUD vendor**
- **Conduct scanning** to get the plant needs

Mr. Andrianto I.

- TEFA AKTI can **handle project in software programming**

Mr. Taryono Purba

- TEFA can handle **advance technology project**
- TEFA can make machine **high precision part**

Mr. Ahmad Rozak

- For critical parts **please consider quality & delivery**

Mr. Afdely S.

- **TEFA goals** for student capability or revenue maker
- **For Pull Forward possibility** please discuss with finance about technical matter