Let's Go Places! Toyota unifies Sales and Manufacturing in an Agile World

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Session ID # 83288

About the Speakers

Ricki Mathine

TOYOTA

- Accounting & Finance Systems Manager, Toyota Motor North America

- Joined Toyota in Feb 2018 as a BPC Manager, previous positions include Senior Finance manager and BPC Consultant

- Started working with BPC in 2003 when it was OutlookSoft, every position held since has been focused on BPC from both Finance & IT perspectives

Seamus Heneghan

Mindtree

- Project Management COE, Mindtree

- Began work as an Accountant then moved to Management Consulting then ERP Solutions. Sage, Cartesis, Business Objects and SAP. Now consolidating that experience to deliver optimal Solutions for Mindtree clients

- Managed the worlds first HANA Production Go live for SAP

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Agenda

▶ Key Objectives

▶ Introduction

▶ Background

▶ Solution

▶ Execution

▶ Results

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Key Objectives - Welcome to possible

Demonstrate how with SAP and using Toyota's Agile methodology we are delivering a unified planning process in North America

The Importance of Stake holder participation

Concept of Minimal Viable Product and a few other Agile ideas

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Introduction

Let's Go Places! Toyota unifies their Sales and Manufacturing business in an Agile World
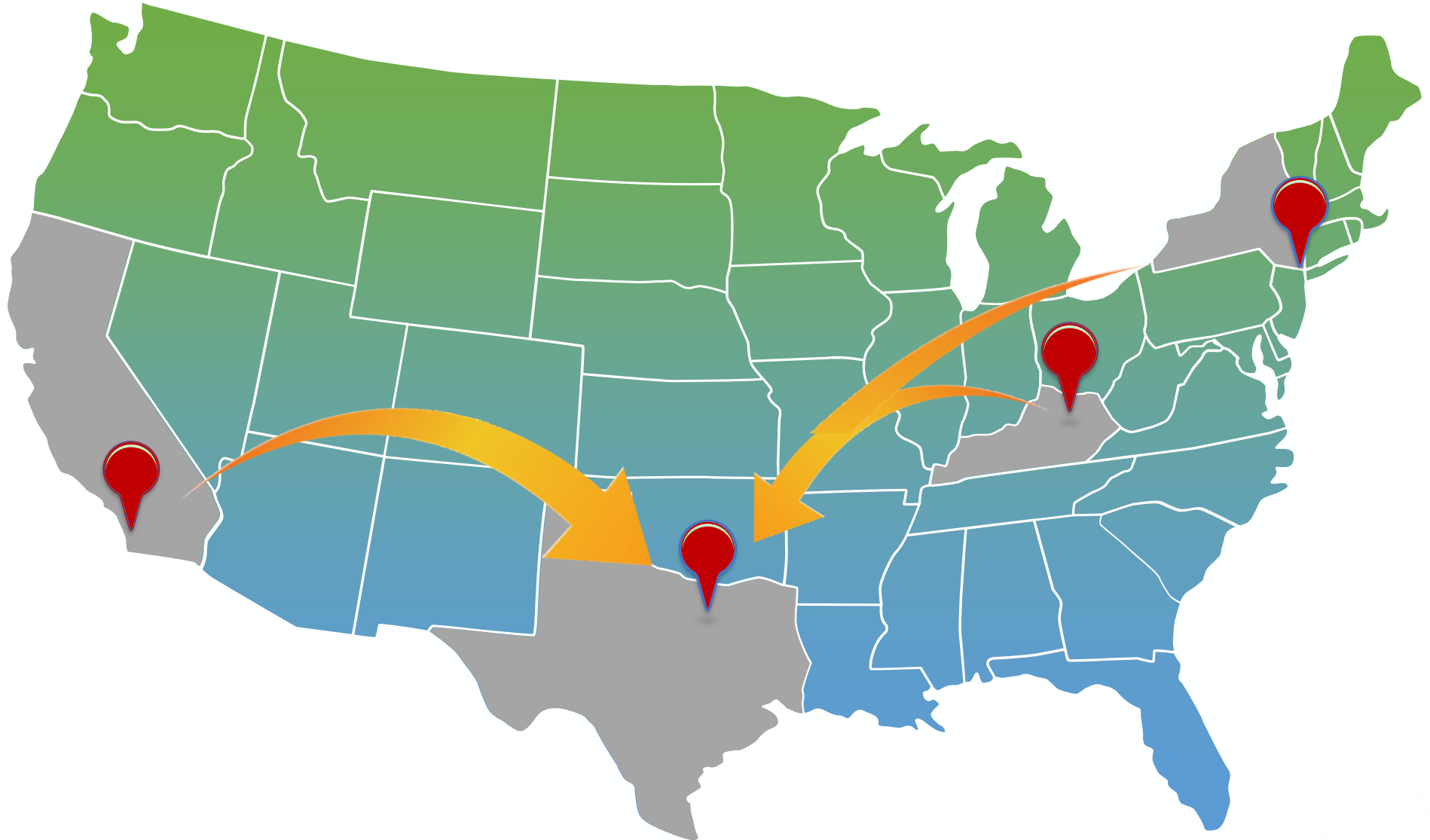
> *"I don't want to do things just because that's the way it's always done. I want Toyota to be nimble and make decisions quickly, like a start-up company"*
>
> **Akio Toyoda**

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Background

In 2017, Toyota centralized their 3 North American headquarters into one location in Plano, Texas

Background

Solution

Toyota's business transformation required not only the ability to bring together disparate planning systems but also the ability to bridge business process disparities

With business transformation being a key driver, Toyota engaged Mindtree Solutions who were tasked with identifying business value components first and not the technical solutions

Planning processes tend to be flexible in nature, so Toyota needed not only a tool that could be flexible, but also a process and partner that could remain just as flexible

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Solution

Toyota and Mindtree partnered to select a BPC Project team that would ensure a successful implementation using an Agile approach

BPC Project team participated in Toyota's Agile training program prior to project kickoff

Design Thinking workshops were conducted to define objectives to serve as foundation for future requirements to be gathered throughout the project

BPC 11 on BW4/HANA was selected as the toolset based on desired functionality and S4 integration

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Solution

BPC will deliver a solution across North America that will deliver planning and financial consolidation capabilities
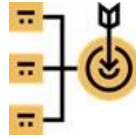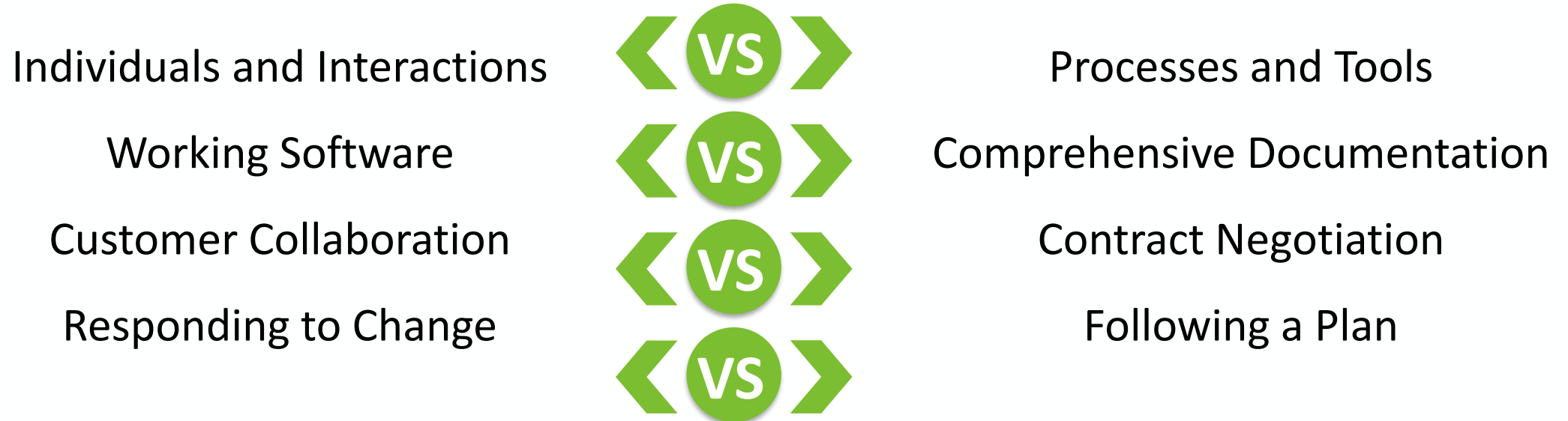
- Design, build, and deliver a Planning & Consolidation solution for Sales and Manufacturing that is integrated with S/4
- Create a tool to deliver functionality and reporting that is greater than current planning and consolidation capabilities
- Support improved data availability and data integrity across North America for planning and consolidation data

- Automate and align Sales & Manufacturing systems & processes
- Enable integrated North America planning drivers for volume, Gross Profit & Labor
- Drive efficiencies in reporting and analysis including standardization of Variance Analysis

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Execution

What is Agile per the Agile Manifesto

Individuals and Interactions **VS** Processes and Tools

Working Software **VS** Comprehensive Documentation

Customer Collaboration **VS** Contract Negotiation

Responding to Change **VS** Following a Plan

That is, while there is value in the items on the right, we value the items on the left more.

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Execution

Small Co-located team
made up of subject matter
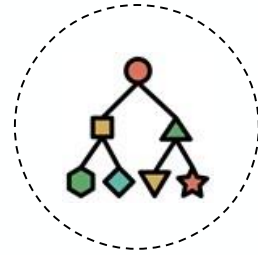experts from
Business and IT

Who, what and why
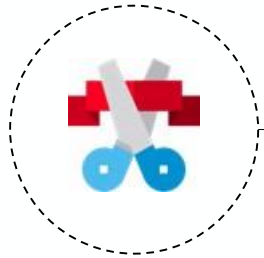
Kickoff

Initiate Product Backlog

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Execution

Preparing for the first Sprint
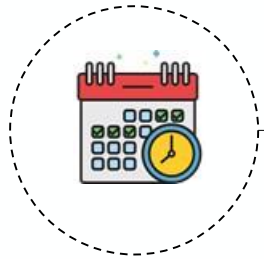
Breaking up the team

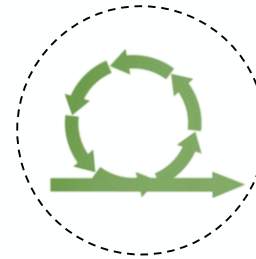Continuous Improvement

Developers, Scrum master and Product Owner

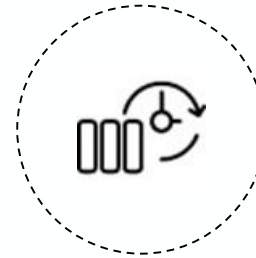Minimal Viable Product

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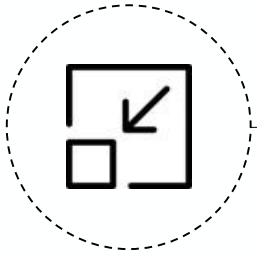
Execution

UAT and Production ready results in 3 weeks

Sprint Playback and Retrospective

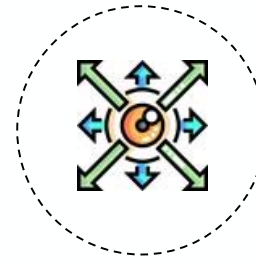Backlog refinement

Epics

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Execution

Regression Testing

Expanded team

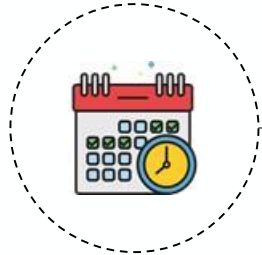Final prep

Backlog grooming
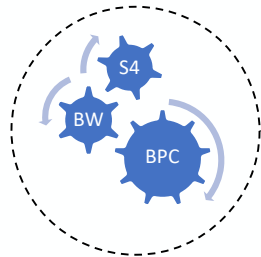
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Results

Results from Sprint 1

Regression Testing Results

Release 1

Product Backlog
Ready for Release 2

SAP Integration

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Presentation Materials

Access the slides from 2019 ASUG Annual Conference here:
http://info.asug.com/2019-ac-slides

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Q&A

For questions after this session, contact us at:

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