

**CLIENT: TOYOTA TSUSHO****Challenge**

TTSPH were already using Hyperion Financial Management and Hyperion Planning to complete their Annual Plan, Revised Annual Plan and Monthly Forecasts. Due to growth over time, each scenario contained different models and levels of granularity. For example, the Annual Plan was developed at a detailed country, branch and business level using Hyperion Planning. However, the Revised Plan and Monthly Forecasts were set at a country and business level only, using a combination of Excel and HFM.

This led to repeated effort and little re-use of information during each budgeting cycle. It also made budget accountability a difficult culture to enforce as staff were unable to, at times, explain their high level numbers to management.

Another issue faced by TTSPH was that due to extensive growth of the business, the timing of new employees starting or existing employees leaving significantly impacted salary costs. On top of this, the parent company, Toyota Tsusho Corporation (TTC) had stringent reporting requirements in the context of workforce planning. A lot of time was consumed manually tracking and reporting headcount and salary costs.

Other challenges included differences between Financial and Commercial data (e.g. Finance Vehicle Sales dollar values not reconciling to Marketing Vehicle Sales unit values) and various sources of information being loaded to Hyperion Planning and HFM without a streamlined process.

Approach

Taysols worked with the TTSPH team and agreed to a number of goals for "Project Paradigm Shift". The mission of Project Paradigm Shift, was that at completion, business managers will have access to enhanced information, on a timely basis.

This would be the key enabler for TTSPH's objective of budget accountability at branch and department level, driven by availability of granular level information.

COMPANY DETAILS:

Toyota Tsusho South Pacific Holding (TTSPH) markets and fully supports the Toyota, Yamaha and Hino brands, as well as other high profile products throughout the South Pacific region. While the TTSPH administrative Head Office is in Brisbane Australia, its operations are in seven key South Pacific markets.

EMPLOYEES:

1,570

INDUSTRY:

Automotive

PROJECT TIMELINE:

5 months

TECHNOLOGIES:

Financial Consolidation & Reporting
Budgeting, Planning & Forecasting
System Integration & Warehousing

SERVICES:

Consulting
Support

KEY BENEFITS:

The creation of one Hyperion Planning application for all budget scenarios provides TTSPH end users a central location for all planning and reporting needs.

Actual data loads are now automated and simplified, with a monthly forecasting process in place.

Reduction in time required to plan allows TTSPH to be responsive to stakeholder needs and focus on analytics.

Hyperion Workforce Planning module has enforced tight controls over budgeting for headcount and employee-related expenses. It also allows to plan for and respond to market changes.

“Taysols' consolidation expertise added great value to reforming our group reporting processes; jointly we designed and deployed a solution that is future-proof and forms the basis of an ongoing strive towards better a Business Performance Management practice. Taysols' dedication to this project was remarkable.

Dinesh Chand,
Group MIS Manager



CLIENT: TOYOTA TSUSHO**Solution**

Project Paradigm Shift was split into 3 phases.

Phase 1 focussed on building a new, standard set of models for each business (i.e. Vehicles, Services, Parts etc), that could be used for the Revised Annual Plan and the Monthly Forecasts. As these models were now at a detailed financial level, automated processes for loading "Actual" commercial data such as "Vehicle Sales" were developed to execute, regardless of the budgeting scenario in progress. These new models were used in the FY12 Revised Annual Plan process.

Phase 2 involved extending the new models to the Annual Plan process. A major component of this phase was the implementation of the Hyperion Workforce Planning module. A standard workforce planning model was developed to be used regardless of the budget scenario. WFP Planning as well as the new business models were then used for the FY13 Annual Plan process.

Phase 3 saw the introduction of Enterprise Performance Management Architect (EPMA) to streamline Actual data loads from the various source systems to the EPM applications. Prior to Project Paradigm Shift, actual financial and commercial data was manually loaded to HFM and then pushed to Planning for the Annual Plan process. Planning data was then pushed back to HFM for consolidation purposes. To eliminate this bi-directional flow of data, all data is now loaded to Hyperion Planning. This enables detailed Actual v Budget comparisons of financial and commercial data. This same data set (i.e. Actual and Budget data, when a budget scenario is complete) is then pushed to HFM for translation and consolidation purposes. EPMA handles this process in an automated, seamless manner.



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