

TOYOTA

FourPL Helps Toyota Appoint Strategic Partner to Architect their 2030 ICT Operating Model Strategy

“We engaged FourPL to lead a selection process to find a partner to design our future IT strategy. The FourPL team were able to understand our specific needs for change and cultural fit to select a partner who could deliver an outcome of genuine value. The FourPL team were able to execute a very professional RFP process that led to a very successful outcome and throughout they were deeply engaged, responsive and proactive to ensure both the outcome was achieved and all stakeholders were effectively engaged – a really positive result and an enjoyable experience.”

Tom McDermott, Senior Manager, External Solutions ISD



ABOUT THE CLIENT

Toyota Motor Corporation Australia (TMCA) established in 1963, is headquartered in Melbourne, Australia. It is a wholly-owned subsidiary of Toyota Motor Corporation, based in Japan. TMCA is a leading automotive company, operating in the Motor Vehicle Manufacturing industry in Australia.

TMCA's key areas of operations include importing and distributing motor vehicles, manufacturing, assembly and replacements of accessories and parts for the domestic and international market. TMCA employs approximately 1500 people.

THE CHALLENGE

Since 2014, Toyota's digital capability has significantly transformed and grown. Tech Strategy and Capability is one of TMCA IT's 2020 Hoshin themes. Hoshin aims to achieve the overarching objectives of being aligned, agile, ready and in turn enable and support daily management objectives that are reliable and efficient. In Australia, Toyota has shifted its focus from automotive sales and distribution to be focus more on mobility, customer experience and innovation.

In support of this shift towards mobility and customer centricity, TMCA identified the need to define a more agile and competitive IT Operating Model that would support and challenge the changing business objectives.

OBJECTIVE

In 2020 Toyota wanted to go to market to identify a strategic partner who could help to refresh the IT Strategy, Roadmap and Operating Model.

TMCA required a strategic partner that would bring a cross-section of industry experience, be well versed in the design and development of transformational roadmaps and impactful Operating Models. The selected partner was required to define a future state ISD strategy, structure, capability and architecture to position ISD to meet current and future demands.

FourPL lead this engagement to appoint a strategic partner on behalf the CIO. The scope of this engagement at a high level was to conduct an initial market scan, identify potential partners, prepare a vendor briefing and requirements document, issue and facilitate the vendor evaluation and selection, and to support onboarding of the successful partner.

FOURPL'S ROLE

FourPL was engaged to:

- Lead the process of going to market and appoint a strategic partner on behalf of the TMCA CIO.
- Work with TMCA's Information Systems Department team to help define what comprises the 'right partner.'
- Advise and provide an unbiased analysis and weighted evaluation of vendors to ensure the most suitable partner for TMCA was selected.

OUTCOMES ACHIEVED

FourPL:

- Brought methodology, structure and process rigor to a strategically important selection decision.
- Delivered templates and utilised knowledge and experience to deliver the project on time and under budget.
- Developed a framework of evaluation tailored to the wants and needs of the client.
- Employed a structured and logical approach to identify the right partner with the right fit. This enabled TMCA's senior ISD team to confidently justify the partner selection for CIO endorsement.
- Of the initial 11 tier-1 partners contacted, 5 were shortlisted after due diligence for presentations, whereby 1 was nominated as the preferred with the most suitable experience, capability, team and commercials.

OUR APPROACH

FourPL utilized a well-practiced methodology and approach to guide Toyota through scoping and requirements definition, through to final recommendations and partner onboarding.

FourPL:

- Set about understanding the ISD's objectives, strategic context, scope and constraints related to the initiative.
- Determined the course of action and resourcing required to achieve the best outcome.
- Conducted a market scan, which led to the first pass shortlisting of prospective partners.
- Helped the client define the 'what' and the 'why' in terms of business and ISD requirements, which subsequently informed the Vendor Briefing document.
- Developed a comprehensive Briefing document for closed release to the shortlisted partners.
- Facilitated and assisted with vendor evaluation, selection and onboarding.
- Worked with TMCA to craft the Toyota-preferred communications and justification 'A3' document.
- Included templates and developed additional materials, such as status reports, presentations and evaluation matrices.

Throughout our approach, building a relationship and communication with the client was paramount. All work was done in a highly consultative and collaborative manner.

WHY FOURPL?

- **Cross-functional Capability** - FourPL team's broad experience, easy engagement and management meant a more effective team and output. The team utilised is small - drawing on individuals with client industry understanding, project management capability, together with business analytical skills.
- **Independence** - FourPL was able to provide honest, pragmatic and unbiased advice, stemming from wide industry insight and process experience.
- **Systematic Process** - FourPL's highly analytical and systematic vendor selection process is structured and designed to draw information to form educated evaluations, conclusions and recommendations to senior decision makers.
- **Strong Relationship with the TMCA Team** – FourPL has previously been involved in other engagements for TMCA. Our existing knowledge and understanding of the business, culture and practices allows for a more seamless and efficient process.



Rob Chilinski was responsible for project managing the ISD Partner Selection Process for Toyota Motor Corporation Australia. Rob has an extensive background in project management of supply chain and technology projects.

"As FourPL we were really pleased to be able to draw on not only powerful approach and process, but also vast experience to deliver a result that should help Toyota take that important next step to achieving their vision. An exciting time for a great client"

Rob Chilinski



We work with our Customers to review, source and implement workable and stable solutions for their ERP, supply chain and procurement software challenges.



FOURPL is Australian owned with offices in Brisbane, Melbourne & Sydney. Our team has extensive business, supply chain & system experience.



We are independent of systems and solutions - we work with a number of leading edge technology solution providers to provide our Customers with the best possible solution outcome for them.



Please contact us:
Brisbane 0411 476 999
Melbourne 0424 154 012
Sydney 0424 299 097
contactus@fourpl.com.au