



Toyota Motor Sales

www.toyota.com

Industry:

Automotive

Annual Revenue:

\$105,228 million

Employees:

317,716

Products & Services:

IMS Professional Project Management Services

Oracle Partner:

Innovative Management Solutions (IMS)

www.ims-web.com

About Toyota Motor Sales

Toyota Motor, the world's largest automotive manufacturer (overtaking GM in 2008), designs and manufactures a diverse product line-up that ranges from subcompacts to luxury and sports vehicles to SUVs, trucks, minivans, and buses. Its vehicles are produced either with combustion or hybrid engines, as with the Prius. Toyota's subsidiaries also manufacture vehicles: Daihatsu Motor produces mini-vehicles, while Hino Motors produces trucks and buses. Additionally, Toyota makes automotive parts for its own use and for sale to others. Popular models include the Camry, Corolla, Land Cruiser, and luxury Lexus line, as well as the Tundra truck. Asia generates almost 40% of sales.

Business Challenge

IMS was engaged to provide professional project management services for Toyota's mission critical Claims Processing System development project for the past two years. The purpose of the five year seventy-five million dollar Raven Project is to develop a flexible, state of the art, web based Claims Processing System that efficiently processes vehicle warranty and other types of claims in the complex and rapidly changing Toyota Business environment.

Solution

At its peak, IMS coordinated the project team which was composed of a staff of over ninety-five client, contingent and consulting personnel from over a half dozen internal department and over a half dozen external suppliers. Application development was managed using the Rational methodology and toolset. The technical project scope is composed of approximately 100 databases, 50 individual J2EE applications, 60 system scheduler programs, 100 Extract-Transform-Load (ETL) programs, 25 Cobol programs and 25 BRIO reports. The application has been developed and deployed using solutions from over a dozen different vendors including Novell eDirectory, Netegrity SiteMinder, Apache Reverse Proxy, BEA Weblogic, IBM MVS Informatica, Redwood, Hyperion BRIO, ConnectDirect and Fair Isaac Blaze.

Impact

IMS overcame the many project management challenges presented by a disparate workforce, ill-defined requirements and a high degree of technical complexity to ensure project success for Toyota. Included among the many project management related services provided are; the initial project management assessment of the project, project leadership to turn the project around from a state of failure to a resounding success within the first four months of engagement, budget preparation and analysis, Cocomo based parametric estimating in support of a project estimates-to-complete, long range application release management planning, detailed work schedule preparation, monitoring, analysis and control, VP & C level project strategy and status discussions, resource management of personnel from multiple contingent workforces and consulting companies, cost management, meeting facilitation for project strategy workshops, project management related coaching and mentoring of client associates during the transition phase of the project, and scope change management.