nexthink

Toyota Motor Europe

Driving Employee Experience Forward

How employee experience plays a crucial role in Toyota's mission to become the world's most successful and respected car company.

For decades, Toyota has relied on a special approach to manufacturing and management known as 'TBP' (Toyota Business Practise). More recently, this foundational business philosophy has been able to finally exert its full influence on Toyota employees' digital experience, thanks to its partnership with Nexthink.

By removing obstacles to productivity, and empowering employees with the best tools and experiences, TME's IT team has been able to make a truly strategic contribution to the wider business.

Nexthink was able to help Toyota implement a center of excellence for experience management and accelerate productivity across the user base.

This is their story...

THE TOYOTA WAY TO EXPERIENCE MANAGEMENT

In TBP, the concept 'Genchi Genbutsu' means quite literally "go and see" – to, "collect facts and data at the actual site of the work or problem". While this dictated the companies' approach to problem solving across multiple vectors, when it came to IT, there remained severe limitations on the ability to really see what user experience amounted to.

In this, of course, they were like many large organizations prior to the recent past.

"We had a lot of perception feedback from our end user, this is slow, this is not working, this is crashing," explains Arnaud Pire (Senior Manager IT, Service Delivery And Operations, Toyota Motor Europe). "But we were never able to understand the real condition on the PC."

> (Before Nexthink) Nobody had a real understanding of what was happening on the PC. No facts about the number of bluescreens or crashes, all of that was invisible.
>
> **– Toyota Motor Europe employee**

In other words, the experience of Toyota Motor Europe's user customer base remained an enigma. What understanding they had was based on incomplete data and anecdotes. In an industry reliant on delivering cutting edge engineering to its customer base, this kind of absence has consequences for the whole organization.

Another cornerstone of TBP is Kaizen, "continuous improvement in working practices". This means that, whatever improvement is made in the Toyota professional environment, TBP dictates that it is essential the improvement is sustainable.

However, without the capacity to measure digital employee experience, to benchmark it, and to manage it, the ability to impact it, let alone to build upon that impact, would remain elusive.

TME's Key Problems

- Hidden and Unknown Assets
- Inability to Measure their Digital Employee Experience
- Incomplete Patch-ing
- Burdened Help Desk Agents
- Process Deviation
- Costly Software Resources

THE TURNING POINT

Things began to change for the better in 2017.

TME planned a major restructure and tasked their IT department to consolidate all of their 14,000 devices and 10,000 software licenses under one support hub. Arnaud Pire, TME's Senior Manager of IT, sought to unify the company's service delivery teams and merge their disparate hardware, images, packages, software, and management support teams. In addition, Pire and his team decided to roll out several important technology business apps that would improve their employees' productivity, and they wanted to double-down on protective security features from cyberattacks and ransomware (like the infamous WannaCry events).

The IT department's goals were clear and they had the desire to improve. Now they just needed a solutions platform that could turn those dreams into reality.

> Here at Toyota, if we make just a 1% improvement, we aim to make that sustainable, to never concede our forward progress.

Arnaud Pire,
Senior Manager IT,
Toyota Motor Europe

CLEAR TECHNOLOGY RESULTS, CLEAR BUSINESS BENEFITS

Nexthink partnered with TME to help their IT department resolve a number of distinct technology challenges that were holding their business back.

Here is a list of some of those key accomplishments:

Finding the Signals in the Noise

One of TME's first objectives was to return time lost to employees by slicing their laborious logon times. Using the Nexthink portal, Pire's team was able to quickly identify several Active Directories (AD) that were suffering from failed connections. Drilling down further they discovered that 18 specific AD servers were unreachable for many devices, and this broken connection forced many devices to search for the next AD server available and so on, thus extending logon times for many users. Working off this information from Nexthink, Pire's team estimates that they'll be able to drop their average logon duration by several percentage points and return it to a more acceptable level.

Repairing TME's Asset Management Health

Several of TME's key software (SCCM, SNOW, TRAPS, etc.) were encountering issues and failing on employee devices. This became a significant issue for Pire's team because each software made up a critical component of their CMDB project. In order to eliminate this problem, Pire's team used the Nexthink platform to track and initiate self-healing remote actions on these applications at scale. In less than three months, he was able to drastically reduce the number of clients and agent failures and bring TME's IT tools up to a health status of 97%!

Hitting a Clear Benchmark for Patches and Security Updates

Targeting 100% compliance for their solution patches, TME also used the Nexthink platform to stabilize their devices' performance. After just a few weeks, Pire's team was able to boost deployment compliance to 96% on their critical knowledge base. In other words, of the known issues in their IT architecture, Pire's team used Nexthink to deploy patches to help solve nearly all of them!

They were also able to quickly isolate and rectify a handful of Toyota locations that were reporting error messages when attempting to reach their CCM servers. Toyota's IT team now has the ability to track their compliance progress and ensure they are not deviating from their baseline.

Measuring and Boosting the Employee Work Experiences with Precision

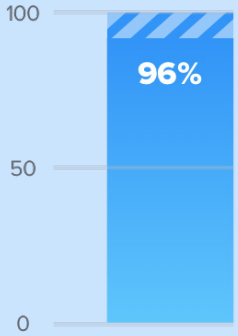
Finally, Nexthink's Digital Experience Score (the Score) allowed TME to find that one comprehensive metric that can tell them exactly what is going on in their digital workplace. This one index, tallied on a scale of 1 – 10, collects information across 6 key digital experience areas: Business Apps, Device, Productivity & Collaboration, Security, Web Browsing, and Employee Satisfaction.

Arnaud Pire, Toyota's Senior IT Manager used the Score to identify key technology weaknesses, fix them, and track the department's daily progress. After just a few months, the work Pire's team carried out with Nexthink's remote actions and drill-down features resulted in a 14% boost in TME's overall Digital Experience Score (from 6.29 to 7.14)!

By The Numbers

14,000 Devices & 10,000 Software Licenses Covered

14% Boost in DEX Score... 6.29 to 7.14



96% Patch Compliance on Devices

Being able to track progress and see the fruits of their labor in real-time made all the difference for Pire's team and their adherence to the 'Toyota Way'.

LIKE NIGHT AND DAY

The progress that TME's IT department has made since 2017 is like night and day. Nexthink helped bring them forward by expanding their insight into critical device, application and end-user computing problems that they never even knew existed. Ultimately, those issues robbed employees of their time and disrupted important business transactions and projects. Now, with the help of Nexthink their IT department can reconcile technology issues before they become serious problems. TME's employees are more productive than ever and they experience the same great digital environment regardless of what company location they work from.

NEXTHINK

Nexthink is the leader in digital employee experience management software. The company gives IT leaders unprecedented insight into employees' daily experiences of technology at the device level – freeing IT to progress from reactive problem solving to proactive optimization. Nexthink enables its more than 1,000 customers to provide better digital experiences to more than 10 million employees. Dual headquartered in Lausanne, Switzerland and Boston, Massachusetts, Nexthink has 9 offices worldwide.

> The ability to measure is something that's extremely important to Toyota's workplace culture. We want to know that we're making real improvements and making a difference for the end user's perceptions.

Arnaud Pire,
Senior Manager IT,
Toyota Motor Europe

Want to read more stories like this?

CONTACT US