



ORGANIZATION DEFINITION & ROLL-OUT



ABOUT THE CLIENT

Industry	Logistics Services
Revenues	\$2 billion
Employees	9,000
Location	United States
BSI Service or Solution	Operations Improvement

Key Challenges

- A series of acquisitions generated a multitude of divergent operational practices and procedures
- Emerging competitors threatened the client's leadership position, increasing the need for high customer service levels

Why BSI was Selected

- Deep operational experience with industry leading competitors
- Experience implementing the most robust transportation management system in the industry
- Highly structured approach that was well-suited to a pilot program and subsequent nationwide roll-out

Project Scope

- Transportation
- Warehousing
- Order management
- Field sales
- 5 pilot cities
- 23 major metropolitan areas

Project Approach

- Reorganized reporting relationships to centralize shared and efficiency-based functions while decentralizing customer-facing roles.
- Wrote detailed job descriptions for all operations staff including prerequisite qualifications, supervision, hours, and time allowances.
- Defined compensation and incentive bonus structures.
- Developed standardized work methods based on best practice in the industry.
- Developed standard activities, tasks, and sub-tasks, including optimal sequencing and timing using work sampling based on tens of thousands of onsite observations.

Financial Benefits Realized

- 25% savings identified in the planning stage and realized in the first pilot implementation

Operational Benefits Realized

- Standardized work enabled continued national and international growth