

CASE STUDY

Automotive OEM Logistics Center

[bu:st] developed a migration steering process to move parts and operations to a new logistics center.



THE PROBLEM

- Existing logistics structure had grown over time and reached its limit.
- Decision to build logistics center (~900K sqft) to consolidate offsite functions.
- Consolidation would require efforts from multiple departments over an extended period and consistent communication and steering of the process.
- No dedicated PMO role at the start of the project (resulted in multiple points of communication and confusion over responsibilities).

THE SOLUTION

- Communication was managed by a dedicated PMO.
- Created and maintained a project timeline in MS Project.
- Developed a migration checklist and steering team to account for all tasks required to be completed for a successful transition.
- Implemented KPIs and daily tracking for largest migration to gauge success.

THE RESULTS

Implementing the solution above resulted in:

- Cross-functional team of seven work packages was always aligned with updated project schedules which resulted in better task tracking.
- Introduced a migration steering process to assist with the formation of the checklist, and successfully steered 5 migrations over a period of 8 months.
- Daily KPI tracking enabled us to react quickly to problems and create constant transparency, allowing us to hold the migration team accountable.

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