

Operational Excellence Proposal Model on Logistics Management: A Case Study in an Automotive Industry

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Abstract

The logistics sector of automotive companies often has operational deficiencies with impact to develop strategic and competitive advantages for the organization. The logistic sector has evolved over time and has been strengthened from globalization and technological development. This sector has been looking for improvements due to the importance of the operation for the production process and to raise the standard of operational efficiency. The research was limited to an automotive company operating in southeastern of Brazil, on Taubaté city, in order to identify potential problems and propose improvement on company strategy. The purpose of this paper is mapping of all activities of the logistics process in an automotive industry. The methodological procedure was the single case study as a viable methodology for logistic management. The main contribution of this paper is to provide a proposal model for new strategies to improve logistics management and to achieve operational excellence.

Keywords

Automotive Industry, Logistics, Operational Excellence, Strategy.

Biographies

Anderson J. Silva received his Bachelor from UNESP, the MBA on Project Management from USP and currently is MSc student at Sao Paulo State University. He has several professional certifications as Black Belt, SIMUL8, GM/BIQS, FORD/MMOG, Honda/QAV, VW/VDA. He is working as a Logistics & Continuous Improvement Manager at Gestamp Automoción S.L.

Claudemir L. Tramarico received his MSc in Production Engineering from Sao Paulo State University in 2012. He obtained his PhD in Production Engineering from Sao Paulo State University in 2016 and developed a post-doctoral research at Sao Paulo State University in 2017-2018. His works have appeared in International Journal of Analytic Hierarchy Process, Journal of Cleaner Production, Procedia Computer Science and several Brazilian journals on industrial engineering. He is Master CPIM Recognized Instructor at APICS. Currently, he is working as a Professor at the Sao Paulo State University and a Supply Chain Education Consultant. He is member of Association for Supply Chain Management (ASCM).

Fernando A. S. Marins received his Bachelor from UNESP in 1976, the MSc in Operations Research from Technological Institute of Aeronautics in 1981, his PhD in Operations Research from University of Campinas in 1987 and developed a post-doctoral research at the Brunel University-London in 1994-1995. Currently, he is working as a Full Professor at the Department of Production at the Sao Paulo State University. His works have appeared in several international journals related to the areas of operations research, supply chain management and logistics, analytic hierarchy process, and production research, among others.