

Logistics and Operational Excellence: A Moroccan Automotive Industry Study

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Abstract. This paper investigates the integration of Operational Excellence (OpEx) within the logistics operations of Morocco's burgeoning automotive sector. Employing an abductive research design that combines theoretical frameworks with empirical insights gathered from 269 automotive companies, this study examines the current state of OpEx adoption, key drivers, and significant impediments. A notable 83% questionnaire response rate underscores the sector's engagement. Findings reveal that while productivity enhancement is a primary perceived goal of OpEx, effective strategic communication is crucial. Logistics is identified as a vital enabler for profitability and cost reduction. Successful OpEx implementation hinges on targeted training, robust change management, and clear strategic vision dissemination. However, cultural factors, the pursuit of short-term gains, and insufficient sustainability strategies pose substantial challenges. For Moroccan automotive firms pursuing logistics-focused OpEx, this research emphasizes the necessity of transparent communication, focused training investments, and proactive change management to navigate obstacles, particularly cultural nuances, and ensure the long-term viability of operational improvements. Future research directions include exploring the transformative potential of Artificial Intelligence and the principles of the circular economy within this context.

Keywords: Operational Excellence, Logistics, Automotive Sector.