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 sec- tor. Employing an abductive research design that combines theoretical frame- works 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 chal- lenges. For Moroccan automotive firms pursuing logistics-focused OpEx, this research emphasizes the necessity of transparent communication, focused train- ing investments, and proactive change management to navigate obstacles, partic- ularly cultural nuances, and ensure the long-term viability of operational im- provements. Future research directions include exploring the transformative po- tential of Artificial Intelligence and the principles of the circular economy within this context.

**Keywords:** Operational Excellence, Logistics, Automotive Sector.