



Dispatching Solutions Inc.

CASE STUDY

Dealer



“A recent survey concluded only 1 of 20 Coordinators and Managers would return to ‘Pre-DSI’ operational structure.” - Dean Huddleston, Transportation Manager, Hawthorne CAT



QUICK FACTS

Number of Trucks: 20

Culture & Organization: Hawthorne CAT was decentralized. Each coordinator dispatched their own trucks with little communication between branches.

Call off-to pick-up PRE DSI:

5-7 days

Call-off to pick up POST DSI:

1.5 days

Pre-DSI Transportation Landscape

Rental Coordinators would dispatch their own trucks that were assigned to that store. The dispatchers would take the rental and/or off rents and write them in a logbook. Whatever pickups were left over from that day would be forwarded to the next day. There was little communication between branches resulting in a lot of dead haul miles.

In What Divisions Was DSI Deployed?

We started with rentals, now we also transport for sales, service, new & used equipment and our lift division. Currently, we are not providing transportation service for our Power Systems Division.

Describe Control Phase Culture Changes & Adaptations Made

Like all new things, there is always going to be opposition to having to learn a new way of doing things. As a whole the company has now gotten through the learning curve. The rental coordinators, sales personnel, etc., now have more time to respond to the needs of our customers. A recent survey concluded only 1 of 20 Coordinators & Managers would return to Pre DSI. The average time from call off to pick up now is 1.5 days.

Describe the Post-Deployment Organizational Structure. Did You Add Positions?

Our Dispatch Team consists of 1 Transportation Manager, 1 dispatch supervisor, 1 dispatcher and 1 administrative assistant. The Transportation Manager was a rental store manager. The supervising dispatcher, the dispatcher and the administrative assistant were rental coordinators. The three coordinator positions had to be backfilled.

“Unbelievable! Efficiency at its best! I was the biggest opponent to centralizing dispatch...but I’m blown away by our performance now. We got so efficient so quickly that our excess capacity for transport had to be shared with other divisions...much sooner than we’d planned”

Contact Information:

Hawthorne CAT

Dean Huddleston, Transportation Manager

dhuddleston@hawthornecat.com

760.740.2900

DSI

6 Sigma Black Belt and DSI/CAT Program

sales@dispatchingsolutions.com

909.460.6404

****Hawthorne completed their 6 Sigma project that recommended centralization and the DSI solution a couple of years ago. By the time they deployed the solution, they chose not to formally track benefits in a control phase. This case study reflects qualitative observations and reports from the transportation department.**