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Microsoft Undergoes Digital Transformation in Vehicle Fleet Management Process

The operations team and Paul Egger left their joint review meeting in 2019 reflecting on Microsoft's campus vehicle fleet management process in the Puget Sound region in the state of Washington. Egger, one of the company's Center of Innovation leads, had been discussing improvement strategies with Seema Tyagi, the center's strategy and governance director, and John Trujillo, director of Puget Sound operations.

Together they knew Microsoft's regional fleet management process had opportunities for modernization and were excited to explore the possibilities of enhanced technology. The Puget Sound region's on-campus shuttle operations were critical for employee mobility, food service, and mail distribution. If Egger's team could augment Trujillo's work in this area, together they would be able to optimize internal fleet processes and improve overall employee mobility.

Trujillo's team inside Microsoft's Real Estate and Security (RES) group managed the Puget Sound's corporate fleet operations. The fleet, comprised of about 800 vehicle types, carried out four functions; shipping and receiving, facilities services, catering and beverage services, and employee commutes. RES managed each of the functions independently through outside suppliers.

Microsoft's corporate values stated the company's most precious asset was its employees, so Egger's team wanted to ensure employee satisfaction as well as operational efficiency through improvement in mobility and fleet management. The RES group's performance directly contributed to employee satisfaction and efficiency by providing pre-scheduled and on-demand shuttle services, and also mail and food deliveries and maintenance. RES had introduced improvements to its on-demand shuttle service prior to the team's 2019 meeting and had experienced positive results. However, Egger's team believed they could improve even more and achieve world-class status throughout the four fleet management functions.

Egger, Trujillo, and Tyagi recognized the urgency of the situation and wanted to focus on what they called "overall effectiveness" (OE) in the vehicle fleet management process. They enlisted a Tauber Institute

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