

Case study

Global Logistics Provider Lowers Overheads and Scales OTM Operations with a Build-Operate- Transfer Model



Overview

A global logistics and supply chain provider was rapidly scaling its operations, and its shift to a hosted Oracle Transportation Management (OTM) environment demanded specialized OTM expertise for a smooth transition. Talent gaps and delivery posed as bottlenecks.

To address them and rapidly scale capabilities, the provider partnered with Tech Mahindra to build a dedicated OTM Center of Excellence (CoE) under a Build-Operate-Transfer (BOT) model. The model focused on strategic talent acquisition, fast-track onboarding, delivery governance, and specialized operations. The CoE strengthened execution agility, advanced global transportation programs, and ensured business continuity, enabling the provider to innovate continuously.



Challenges:

Leading logistics provider struggled to scale specialized OTM-enabled operations



Solution:

A BOT model was adopted to build a scalable OTM delivery ecosystem



Impact:

The client successfully scaled OTM teams to support both cloud migration initiatives





Client Background and Challenges

The client needed stronger transportation management capabilities to support a large-scale OTM transformation. With a footprint across 220 countries and 18,500 locations, the provider struggled to scale resources amid migration and business-as-usual programs. This created several challenges:

Immediate demand for OTM talent: OTM cloud migration and business-as-usual operations required immediate demand for talent

Lack of specialized talent: Identifying, recruiting, and retaining experienced OTM talent at scale proved difficult

Inadequacies in operations and administration: Growing workforce required better governance, performance monitoring, and administration

Need for standardized practices: The provider needed a playbook for integrating methods, tools, and technology

Stunted scalability and growth: Migration, testing, rollout, and support had to be executed flexibly without disrupting operations



Our Approach and Solution

We used a BOT model to create a scalable OTM delivery ecosystem, streamlining operational complexity and workforce management.

Dedicated OTM Center of Excellence

- Focused on expertise, governance, and delivery control
- Developed a formal operating model for resource planning, performance management, and execution oversight
- Implemented OTM practices successfully in the system to provide uniformity of transportation programs

Targeted Talent Acquisition

- Identified and recruited OTM specialists to meet specific client capability needs
- Created dedicated teams on our payroll to ensure a reliable and scalable talent pool
- Delivered targeted onboarding, knowledge sharing, and role-specific training for quicker deployment readiness

Program and Delivery Management

- Implemented performance monitoring, governance, and operational controls
- Supported migration, testing, customer onboarding, rollouts, and BAU operations
- Set up a dedicated PMO to orchestrate delivery across OTM workstream

Technology and Operational Enablement

- Ensured smooth execution by providing infrastructure, connectivity, and operational environment
- Standardized OTM tools, practices, and SLA-led delivery mechanisms
- Supported efficient implementation of upgrades, enhancements, rollouts, and AMS activities

Business and Community Impact

The BOT engagement helped the provider scale OTM capabilities faster, simplify workforce operations, and enhance delivery economics across a diverse transportation landscape. Key outcomes included:

- **Saved Resource Management Costs:** Reduced cost and effort of sourcing, onboarding, and managing specialized OTM talent
- **Lower Administrative Overheads:** Streamlined workforce administration through centralized resource management, governance, and operational controls
- **Enhanced Delivery Capacity:** Scaled OTM teams to support both cloud migration initiatives and ongoing business operations
- **Multi-Industry Support:** Led one OTM delivery model across automotive, manufacturing, oil and gas, and other industries, delivering consistent, tailored transportation support



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