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| **Objectives** |

Joining a high impact organization to apply my proven expertise in operations excellence, performance improvement, and business turnaround across various organizations and industries

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| **Summary** |

* Results-oriented Executive with 17 years of experience in the **automotive industry**, and functional expertise in **after sales operations**, **supply chain management**, and **customer service**
* Field-proven abilities in leveraging best practices and operations improvement techniques to manage **bottom line improvements** and **customer satisfaction**
* Strong communication, problem-solving, and team management skills
* Target-oriented and self-motivated, able to deliver tangible results under pressure
* Ability to formulate strategies and lead successful implementation
* In-depth expertise with specialized systems (e.g. dealer management systems and ERP) like Orion, SAP, Kerridge/Autoline
* Languages (written and spoken): Advanced Levels in Arabic, English and French

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| **Work Experience and Achievements** |
| **Ali & Sons** (VW, Audi, Skoda & Porsche dealers in Abu Dhabi) |
| **Jan 2015-till date: After Sales Manager** for VW & Skoda |
| * Managing a team of **145 staff members** including 2 department managers, 4 team supervisors, technicians, sales, and administrators responsible for an **annual** business volume of about **AED 85 million**
* Mandate to improve after-sales **operational** **efficiencies** and **customer** **satisfaction** (this role covered the previous role in addition to the service center)
* Responsible for managing the **supply chain operations**, a **large-scale service center**, new cars **logistics center**, and **customer relationship management**
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| **Nov 2007 – Dec 2014: National Parts, Pre-delivery Inspection (PDI) & Logistics Manager** for VW, Audi, Skoda and Porsche |
| * Managing a team of 85 **staff members** including 3 department managers, 3 team supervisors, sales staff, and administrators responsible for an **annual** business volume of about **AED 75 million**
* Mandate to **increase spare parts sales** and **improve logistics**
* Responsible for managing **supply chain operations** and new cars **logistics** center
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| **Description of role:** |  |
| * Continuous operational optimization to improve both top-line (cross selling) and bottom-line (through efficiency)
* Designing and establishing quality management system
* Redesigning and implementing warehouse operations
* Building, leading, motivating and developing a highly successful team
* Managing the relationship with the manufacturers
* Building and managing relationship with the local business partners (e.g. retail network, independent workshops, insurance companies, etc.) and suppliers
* Continuous improvement of customer service and customer satisfaction
* Coordinating with IT to implement and optimize the ERP solutions
* Designing and implementing successful marketing campaigns targeting different segments of business partners and customers
* Conducting competitive market analysis and designing effective strategies to improve positioning
* Coordinating with the sales department to drive budgeting and growth planning efforts
* Designing and implementing new service offerings and pricing schemes
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| **Key achievements:** |  |
| * **Increased overall sales by 50% (2014-2015)** (doubled parts sales in less than 6 months, increased accessories sales from AED 200/ car to almost AED 500/ car) through:
* Redesigning services offering and pricing schemes based on elaborate market research and competitive analysis
* Reducing rate of lost opportunities by improving the timely availability of the parts and the picking rate (redesigned the whole supply chain and warehouse operations); reaching 93% timely order fill-rate
* Designing and implementing a multi-sales channel strategy
* Designing and introducing a customer loyalty program and coordinating with showroom sales to include in the original sales offer (e.g. introducing discount vouchers, financing solutions with local banks, mobile service, road-side assist)
* Launching marketing campaigns and improving service quality to attract more customers to use dealer services
* Renegotiating arrangements with insurance companies to increase coverage of dealer repairs to 3 years instead of 1 year
* **Turned around the performance of the department from breakeven** (net loss of AED 300K) **in the workshop to annual net profit of AED 1.4million and from AED 4million to AED 12 million in the parts department** through:
* Establishing effective performance reporting system (daily and weekly monitoring) to be able to detect issues and conduct proper diagnosis
* Improving stock turnover level to reach 3.5 per year
* Reducing emergency orders from 50% emergency orders to only 20%, hence achieving the 80-20 target and significantly reducing the cost of shipping
* Improving the productivity of the technicians by 10% (e.g. redesigning workflow, delivering spare parts to their working bays, improving scheduling of appointments and workshop loading)
* Reducing repeat repairs from 5% to 2% through coaching and training of supervisors and technicians, introducing daily staff performance management system, and designing an new performance-based incentive scheme
* Revised and implemented a proper stock accounting solution to effectively manage the stock (e.g. FIFO & Average costing)
* **Improved customer retention from 67% to 86% within one year time** through:
* Introduced customer feedback system and ensured corrective actions are implemented
* Designed products based on elaborate market research
* Introduced call-center service and proactive follow-up with customers
* **Achieved 100% win rate in consumer protection and court cases** due to:
* Process management excellence and proper documentation
* Proper technical expertise
* Application of high standards in workshop operations
* **Recognized thought leader and innovator:**
* Methodologies and tools developed were applied to other after sales departments in Ali & Sons and adopted by VW with other dealerships in the GCC
* Achieved 100% score on VSAP - VW Program (VW’s quality excellence program including mystery shopper tests)
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| **Al Fahim Group** |
| **Aug 2002 – Nov 2007: Western Motors** (Jeep and Fiat dealers in Abu Dhabi) **After Sales Manager** and **Quality Management Representative** (ISO9001: 2000) |
| * Managing a team of **67 staff members** in spare parts department and workshop responsible for an **annual** business volume of about **AED 30 million**
* Mandate to increase the **cost-efficiency** and **responsiveness** of the spare parts department and improve **compliance** with company **quality standards**
* Optimizing operations across marketing, pricing, ordering, logistics, warehousing, parts sales and workshop
* Leading the ISO 9001:2000 re-certification effort
* Formulating sales strategy
* Formulating resource plans, and associated budgets
* Guiding, directing and motivating team to work to their best potential and display high levels of customer service orientation
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| **Jun 2001 – Aug 2002: Central Motors** (Bosch and Michelin dealers in Abu Dhabi) **Assistant Sales & Marketing Manager** |
| * Analyzing marketing aspects throughout the UAE for specific product groups
* Managing competitive and market analysis (including customer segmentation)
* Designing marketing, channel and product pricing strategies
* Planning and delivering training programs for sales team
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| **Key achievements:** |  |
| * **Increased** parts **sales** from AED 5 million to AED 24 million per year; held top parts sales performer across Daimler Chrysler GCC dealer network for three consecutive years
* **Increased** workshop department **profitability** from AED 300K to AED 1 million per year
* Achieved **93% customer satisfaction** level
* **Recognized as leading quality management professional**; selected as Sheikh Khalifa Excellence Award (SKEA) Assessor
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| **Bassoul Hneine Co.** (BMW, Renault & Alfa Romeo dealers in Lebanon) |
| **Sep 2000 – Feb 2001: Workshop Manager** |
| * Managing the workshop and providing technical expertise
* Increasing efficiency and labor sales turnover
* Improving operating procedures and practices
* Participating in effort to accomplish corporate identity across dealership
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| **Key achievements:** |  |
| * **Decreased return jobs by 85%**
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| **Lebanese Army** (military service) |
| **Sep 1999 – Sep 2000: Lieutenant** (Lebanese Commandos Group) |
| * Managing the equipment and vehicles workshop and ensuring operational readiness
* Delivering training (math, science, language subjects) to non-commissioned officers to prepare them for promotion tests
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| **Key achievements:** |  |
| * **Increased** vehicle **operational** **readiness** to 80% within 3 months
* **Passed** the demanding “**Commando** **Endurance** **Training**” 3 weeks program
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| **Education** |
| **1994 – 1999: Notre Dame University** (Lebanon) **Bachelor of Mechanical Engineering** |

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| **Trainings and Certifications** |
| * Audit management
* Finance & accounting
* Supply chain and purchasing management
* Marketing management
* Sales and service management
* Customer care management
* General management
* Human resources management
* Project management
* Quality management including ISO 9001:2000 and Internal Quality Management System Auditor, IRCA 2180
* Various technical training (Daimler Chrysler, VW, Bosch, Mobil, Michelin, Garrett, Monroe)
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