



# MARAWAN ALZAROONI

## CONTACT

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|--|------------------------------|
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|  | Al Safa, Dubai, UAE          |

## PERSONAL INFO

|  |                      |             |
|--|----------------------|-------------|
|  | <b>Date of Birth</b> | 24 Dec 1986 |
|  | <b>Nationality</b>   | UAE         |
|  | <b>Social Status</b> | Married     |

## LANGUAGE

|               |                  |                |           |             |          |
|---------------|------------------|----------------|-----------|-------------|----------|
| <b>Arabic</b> | Mother<br>Tongue | <b>English</b> | Excellent | <b>Urdu</b> | Speaking |
|---------------|------------------|----------------|-----------|-------------|----------|

## SOFT SKILLS

Advance in MS office  
 Top management report writing  
 AutoCAD – 3D Engineering Modeling  
 Electro-Mechanical Design (Multi SIM, Fluid SIM)  
 Qualified QHSE  
 Good communicator, social & people skills  
 Project management

## REFERENCES

Available upon request

## OBJECTIVE

A visionary leader, and strategic thinker. Seeking to utilize 15 years of record of successful leading cross-functional teams and drive business growth. Desire to secure a management position where my abilities will be maximized.

## WORK EXPERIENCE

### July 2021 – Till Date

**Director – Maintenance & Services**  
Roads & Transport Authority – RTA

### Feb 2019 – July 2021 (2 years)

**Director - Operation & Commercial Department**  
Dubai Taxi Corporation

### March 2017 – Feb 2019 (2 years)

**Fleet Maintenance Manager**  
Dubai Taxi Corporation

### Sept 2010 – Feb 2017 (6 years)

**Maintenance – Snr. Superintendent / Acting Manager**  
Emirates Global Aluminum - EGA

### Oct 2008 – Sept 2010 (2 years)

**Operation Supervisor**  
Emirates Central Cooling System Corporation - Empower

### Oct 2005 – Sept 2008 (3 years)

**Admin Coordinator (HR, Procurements, Accounting)**  
Dubai Financial Market

## EDUCATION

|                    |  |
|--------------------|--|
| <b>July – 2019</b> | <b>Master of Engineering Management</b><br>University of Wollongong in Dubai |
| <b>Jan – 2012</b>  | <b>Bachelor Mechatronics Engineering – GPA 3.19</b><br>Dubai Men's College   |
| <b>Jan – 2010</b>  | <b>HD Mechatronics Engineering – GPA 3.54</b><br>Dubai Men's College         |

## ACHIEVEMENT

**Yearly Saving / Optimization: 5 to 15% \$ from approved budget**  
**Leading Corporate Emergency & Operations activity during pandemic 2020**  
**Utilizing Taxi vehicles for Delivery Service during COVID-19 Curfew 2020**  
**Leading various successful Feasibility Studies 360 – 2016 till date**  
**RTA – best HSE function award – 2018 (RTA level)**  
**Innovative Employee Award (NAMOS Award) – 2018 (RTA Level)**  
**Best Maintenance Function 2017, 2018 (RTA level)**  
**Ideas UK – Safety award Winner - 2013**

## LEADERSHIP & MANAGEMENT SKILLS

**Leading diverse core functional department (7 sections, 11000+ drivers, 300+ employee, 6000+ fleet)**  
**Managing & controlling budget of up to AED 1.75 Billion (PNL)**  
**Team player towards company goals objectives**  
**Inspiring & developing employees (couching, mentoring, succession plan, etc.)**  
**Lean & agile management style / Digital transformation & Innovation**  
**Leading special project committees and task forces on city level**

## HOBBIES

Fishing, diving, biking, camping, DIY, agriculture, skiing, shooting

## WORK EXPERIENCE

July 2021 – Till Date

**Director – Maintenance & Services (Public Bus)**  
Roads & Transport Authority – RTA

- **Maintaining & Servicing Fleet** (Public Bus) over 1700+ buses with various types of international brands.
- **Manage and maintain assets efficiently** in line with RTA Assets Management System (AMS) requirements and continually ensuring asset information quality within AM technical system.
- Provide, develop, and maintain direction of **fleet maintenance & service** functions that includes Fleet maintenance depots, Public Bus maintenance and Inter-City Transport maintenance management through the Emirates of Dubai.
- Manage to measure the performance of Bus fleet service & maintenance operational capability, performance of technical inspection and ensure that the fleet service & maintenance activities done as per the **contractual obligation with the contractors**.
- **Forecast, manage & control budget** and special projects including the activities of outside vendors and contractors; develop project budget and track expenditures for compliance; and review and approve special requisition.
- Ensure all the environmental aspects in the area of responsibility are identified and actions are taken prior to ensure compliance to the **Health & safety Environment HSE standards**.
- Manage to forecast all **Technical inspection** for Dubai Bus which can help increase performance and quality.
- **Stakeholder management** (internal, external) to develop budgets, schedules, and action plans for the various elements of cross functional project, team and/or committee, etc.
- Establish fleet service & maintenance **standards**, and supervise on standard evaluation conducted by other dealers/contracting company.
- Oversee fleet service & maintenance data on bus under operation to keep bus **availability** higher as possible.
- Develop and provide a comprehensive **strategic plan, objectives and KPI** for all activities, projects implemented and to ensure its implementation effectively and efficiently as per RTA vision, policy, rules and regulation
- Managing continuous improvement through **Lean & Operational Excellence** tools and technique i.e.: LEAN SIX SIGMA, 5S, Visual Management, Time Motion Study, KAIZEN, Suggestion Scheme, WOT, Error Proofing method (POKA-YOKE), etc.
- Plan, forecast and control the **fleet replacement strategies (replenishment)** and monitor the accuracy of executing the disposal plan.
- Review & direct the **engineering studies and reports** based **big data analyses** to be raised to the op managements in both language (English & Arabic)
- Lead the capital excises for **acquiring assets** (buses) based on additional or replacement plan of the fleet starting from feasibility studies, initiations, technical specs, - till commissioning and mobilization based on Asset life cycle methodology.

- **Managing Fleet** (Taxi & Limousine) over 5800+ various types of assets which includes a Bus Fleet of over 440+ (School & Commercial Transport) assets
- **Leading & managing** 12,000+ Taxi, Limo, Bus Drivers in addition to the 150+ Employees
- **Leading 7 sub functions** (Section Managers): 1. Taxi Operation, 2. Control Center & Data Analyses, 3. Limo & E-Hail, 4. Airports Operations, 5. Bus Operation, 6. Sales & Marketing, 7. Customer Happiness.
- Lead development of overall **asset operationalization and commercialization strategy** which will lead to achieve the desired financial, operational & customer objectives
- Ensure clear business plan is developed with **financial forecast** by segments, channels and business lines
- Managing the Continues Improvement through **Lean & Operational Excellence** tools and technique i.e.: LEAN SIX SIGMA, 5S, Visual Management, Time Motion Study, KAIZEN, Suggestion Scheme, WOT, Error Proofing method (POKA-YOKE), etc.
- **Prepare and forecast the annual budget (1.7 Billion + Revenue)** for the Department to secure financial resources necessary to execute action plans to achieve the targets revenue
- Ensure department's **annual manpower plan** is fully quipped and facilitate deployment of highly qualified, competent, motivated, and performance-driven workforce
- Ensure right set of **customer segments** are defined and identified, including retail customers, premium customers, and B2B customers or events
- Lead development of **tailored value proposition for each segment** to achieve the desired financial, operational and customer objectives
- Ensure **new business lines** (from **feasibility Studies** initiations till implementation) and streams of non-operating revenues.
- Lead design and deployment of **key customer initiatives** with key objective to enhance customer experience (Customer Net Promoter Score)
- Ensure **customer acquisition and retention strategy** are designed and deployed, including managing customer database, identifying potential customers across segments, developing attractive customer loyalty programs, and driving initiative to maximize customer share-of-wallet
- Ensure both traditional / **digital marketing strategy** are designed and deployed, with key objectives to drive customer acquisition, measure and enhance marketing ROI, and facilitate revenue generation
- Ensure implementation of **optimal levels of fleet scheduling** by leveraging cutting-edge platforms (technology, people and process) with key objectives to maximize engagement rates and asset utilization
- Lead end-to-end management of **E-Hailing Platform**, including daily reports management, rejection rate monitoring, ETA, and resolving technical issues if any
- Facilitate in enhancing **driver satisfaction** by assisting in key areas such as engagement rates, driver career path, and other critical driver related processes
- Manage the **team's performance** by setting **SMART** (specific, measurable, achievable, realistic, timely) annual performance objectives

- Ensure all key processes are streamlined, with key enablers in place (**e.g. automated or digitized workflows**), seamless technology integration wherever applicable, minimized hand-offs and paperwork, and minimal process and operational inefficiencies and waste
- Develop **innovative leadership initiatives** aimed at achieving long-term strategic objectives and driving higher performance and service levels
- Ensure the alignment with Quality, Health, Safety and Environment (**QHSE**) through management practices, procedures, policies, specifications and standards are defined and followed per the overall organization's standards
- Ensure key **audit findings** are timely reviewed and resolved

**Feb 2019 - Oct 2019**

**Director – Fleet Operations & Maintenance Department**  
Dubai Taxi Corporation

- Leading day-to-day **Operation & Maintenance** of 5500 + fleet size with 15+ various vehicle type
- **Plan and forecast** the yearly fleet expansion requirement based on economic trends, and higher management business directions
- Prepare and **forecast the annual budget** for the Department to secure financial resources necessary to execute action plans to achieve the target revenue
- **Lead 5# Sections** within the Department and direct their efforts to achieve the Corporation targets related to the revenues of Fleet Operation, VIP Limousine Operation, Ports Operations, Fleet Maintenance, and Fleet Services
- Review & Analyze the **technical & business feasibility studies and financial analysis** for the potential commercial opportunities.
- Manage the **innovation process** within the Department using modern and smart techniques to achieve a leading position locally and globally
- Lead and initiate **department plans**, tactical and operational objectives to the Section Managers.
- Oversee the Technical activities by monitor and control the implementation of **Operation & Maintenance plans** effectively.
- Monitor and control the **QHSE** activities by reviewing and following up on the corporation culture development in terms of quality, environment, occupational health and safety standards
- Lead **projects and development initiatives** by monitoring the adherence to the plans, projects progress and targets achievement levels
- Prepare and submit high level periodical **reports** and deliver high level presentations according to the guidance of the CEO and presenting to the board of directors
- Manage the **team's performance** through setting annual objectives, and evaluating their performance, also create continuous learning and development environment by encouraging and motivating the team to develop their skills and capabilities
- Lead and manage various **committees** within internal or external boundary of DTC & RTA

- Manage day to day **maintenance, accident, planning** activity for the 5800+ asset fleet size with 15+ difference types of vehicles.
- **Execute maintenance** & accident unite strategies and action **plan**.
- Prepare, arrange, and direct the maintenance operations which ensure the most **effective return on assets**.
- Major involvement in initiating **technical feasibility studies** for various objectives: future strategic plane, expansions purposes, Hire or Rent, outsourcing, etc.
- Implemented **cost effective** management and Maintenance planning system through controlled and selective outsourcing jobs, controlling on planned jobs performance, Controlling on overtime, effective use of spares etc. Monitoring product standards and implementing quality-control programs
- Developed **succession plan** for recruited Emirates nationals as well as a extensive training plan to ensure that they are taking an active role in the organization
- **Manage the external resources (Supply Chain)** among different departments i.e.: Contract & Procurement, HR, Finance, etc.
- Plan, forecast and control the **fleet replacement strategies (replenishment)** of the total fleet and monitor the accuracy of executing the disposal plan
- Monitor and Control activities between **In-house and Outsourced accident** repair jobs with respect to the in-house capacity and alliance with insurance policy
- Monitor and control the **QHSE** KPI's by implementing international safety standards: TRA for All SOP's, 5mintues Toolbox Talk, Hazard & Near Miss & Safety Violation Notifications system, Daily & Weekly Walk downs, General & Specific safety awareness, mock drills, etc.
- Prepare and generate **technical studies and reports** to the op managements in both language (English & Arabic)
- Implementing **continuous improvement on maintenance** floor and approaching low cost management strategy by applying **LEAN** tools such as 5S, Visual Factory, Autonomous Maintenance through TPM, KAIZEN, Suggestion Scheme, WOT, Error Proofing method (POKA-YOKE), A3 thinking.
- Initiate & Review Standard Operating Procedures (**SOP**) through Work Observation Techniques (**WOT**)
- Overseeing the Maintenance process and framing (Short-term, long-term, minor and major) schedule to **remodel the maintenance style**
- Continuously innovate to ensure that the maintenance activity is **cost-effective**, example: Migrant from ordinary maintenance method (PM & CM) to **predictive, proactive and RBM maintenance style**.
- Formulate, update, and communicate the **operation & maintenance schedules** among all stake holders.
- Preparation of **annual budgets (CAPEX, OPEX, Manpower)** and established monitoring system to maintain unit cost as agreed in Strategy objectives.
- **Develop technical specification standard** and requirement for equipment acquirement based on the strategic and procurement plan
- Continuous Improvement and Audit the **maintenance management system** (SAP, Oracle JDE)

- **Plant Maintenance management** of Carbon Plant and port areas equipment's
- Execute **production, maintenance strategies** and action plans to ensure that facility supports company's strategic initiative.
- Prepare, arrange, and direct the manufacturing and maintenance operations which ensure the **most effective return on assets**.
- Implementing **continuous improvement on maintenance** floor and approaching low cost management strategy by applying LEAN SIX SIGMA tools such as 5S, Visual Factory, Autonomous Maintenance through TPM, KAIZEN, Suggestion Scheme, WOT, Error Proofing method (POKA-YOKE), A3 thinking.
- Reviewing Standard Operating Procedures (**SOP**) through Work Observation Techniques (**WOT**) and continuous follow up to close out recommendation
- Initiate plans and processes which **minimize manufacturing cost** through effective utilization of manpower, equipment facilities, materials and capital.
- Overseeing the **production process, engineering drawing** up a production and maintenance (Short-term, long-term, minor and major) schedule.
- Continuously **innovate** to ensure that the production is cost-effective.
- Daily initiate the **production/maintenance summary reports** and monitoring production output to adjust the resources towards minimizing cost.
- Prepare, update, and communicate the **production & maintenance schedules**.
- Preparation of **annual budgets** as well as establishing a monitoring system to maintain unit cost as agreed in Strategy objectives.
- Implemented **cost effective management and Maintenance planning system** through the employment of contract labors, controlling system on outsourced jobs, controlling on planned jobs performance, Controlling on overtime, effective use of spares etc.
- Monitoring product standards and implementing **quality-control program** to achieve ISO9001 certifications for the products.
- Developed **succession plan** for recruited Emirates nationals as well as a extensive training plan to ensure that they are taking an active role in the organization
- **Taking an active role among different departments** which include Supply chain, HR, Project team, different managers etc. for the services/support as and when necessary for the plant production.
- **Developed detailed specification of maintenance major requirements** for example, maintenance shop layout, Service Level Agreement (SLA), Operating principles and management strategy for **Mechanical, Electrical, Instrument & Automation fields**.
- Being responsible for the **selection of new machine/equipment** and maintenance of equipment

Sept 2010 – Oct 2014

**Maintenance – Workshop - Snr. Engineer**  
Emirates Aluminum (Emal)

- Managing **day-to-day shop floor workshop activities**: material specification, tools, machines, engineering drawing, modification, improvement, and solving technical issues,
- **Crane equipment's overhauling** (hook, titling mechanism, PTM Crane, Hydraulic System)
- **Crane inspection** (load test, beam, rope, certification, third party)
- Managing Non-Destructive Test (**NDT**) activities and Lifting Gear Inspection.
- **Planning** the daily, weekly, monthly, yearly jobs.
- **Welding & fabrication** tasks (MIG, TIG, ARC, Special welding)
- **Machine shop** tasks (Lathe, Boring, Milling, Drilling, Slotting, etc.)
- Equipment Repair tasks (**pneumatic & hydraulic, gears, pumps, compressors, etc.**)
- Implementing and streamline **lean manufacturing** tools and technique 5S, Visual Management, Kaizen, SDCA, PDCA, etc.
- Mechanical Equipment **designing and re-engineering (AutoCAD, Fluid SIM)**
- Attending planed & un-planed **shutdowns** and breakdown activity in the smelter
- Unit **Budget** planning, initiation & controlling (CAPEX, OPEX, Manpower)

Oct 2008 – Sept 2010

**Operation Supervisor**  
Emirates Central Cooling System Corporation - Empower

- Manage & Control **District Cooling Plant (DIFC, JBR, Busines Bay)** operations are as per set KPI's & SOPs.
- Day to day hands on activity ensuring that all equipment's (**chillers, Pumps, Cooling Towers, Heat exchanger, control panels, etc.**) are operating within defined parameters
- Manage **complex external operations activities** within the facility (maintenance, projects, contractor, etc.) to ensure plant safety, reliability, and efficiency
- Issue **Permit to Work**; prepare equipment for maintenance or repair work and after work is completed to review maintenance work and test equipment and prepare it for operation.
- Manage **24/7 shift logs**, i.e.: plant conditions, instructions, work to be carried out, and check the logbooks kept by the Senior Operators & Operators.
- Monitors and controls all activities within my assigned area of responsibility are conforming to "**HSE standards & guidelines**" standard.
- Maintain sufficient & healthy **supply chain** of the operational resources
- Conduct **risk assessments** for any nondaily or new activity.

- Coordinating the **tender flouting** request to the approved suppliers based on purchase request initiated by end users.
- Managing and monitoring all recorded **contracts**
- In charging of the **building & admin facility management** coordination's
- **HR services** for the new joiners and existing employee
- **Facilitating** all organization gathering, services, give away gifts, events, etc.
- Working closely with accounts sections for raising **LPO**, Payments documentation, Broker office yearly rental process flow.

## TRAINING

### Management Training

|   |            |
|---|------------|
| Leading in Crisis   | Aug 2020   |
| Business Analysis Foundations   | Aug 2020   |
| Body Language for Leaders   | July 2020  |
| Leading Effectively   | May 2020   |
| Aligning Sales and Marketing  | May 2020   |
| FIDIC Contracts Claims<br>International Federation of Consulting Engineers              | Nov. 2016  |
| Fundamental of asset management<br>(PAS55, ISO55000, Institute of Asset Management IAM) | Oct. 2016  |
| Finance for non-Finance Professional & Budgeting  | Sept. 2016 |
| Advance Maintenance Leadership in RCM   | Oct. 2014  |

### Specialized Training

|  |            |
|--|------------|
| Marketing Communications   | July 2020  |
| Lean Six Sigma: Define and Measure Tools                               | May 2020   |
| Social Media Marketing Foundations                                     | April 2020 |
| Inspection of Lifting Equipment's Accessories (Lloyds British)         | Oct. 2010  |
| Welding Technology: Welding, Fabrication & Inspection (AWS, ASME, API) | May 2011   |
| Level II NDT Certified (PT&MT)   | June 2011  |
| Basic & Advanced Hydraulic (FESTO)                                     | Sept. 2012 |
| Basic & Advanced Pneumatic (FESTO)                                     | July 2012  |
| Over Head Crane Inspection – TUV - Certified                           | Dec. 2012  |
| Gear Box Selection, Trouble Shooting, Analyses, Inspection & Repair    | Sept. 2013 |
| Detailed Engineering Drawings, Codes & Standards                       | June 2014  |



### **Industrial Safety Standard & Procedures Training**

|                                       |            |
|---------------------------------------|------------|
| Hot work Operator                     | Sept. 2010 |
| Lifting Equipment Inspection          | Oct. 2010  |
| Confined Space (Entrant & Attendant)  | Oct. 2010  |
| Lifting Tackle Training               | Dec. 2010  |
| Hot work Permit 1A                    | Dec. 2010  |
| Molten Metal Explosion Course         | April 2011 |
| Basic Heat Stress                     | April 2011 |
| Fire Warden and Extinguisher Training | May 2011   |

### **Industrial Skills Training**

|  |            |
|--|------------|
| Problem Solving Basic - A3 & RCA       | April 2011 |
| Time Management                        | Sept. 2011 |
| Visual Management                      | Sept. 2011 |
| Professional Business Writing Level 1  | Oct. 2011  |
| Quality Planning and Preventive Action | July 2012  |
| TPM + Autonomous Maintenance           | March 2013 |
| ISO 29990 Awareness Course             | June 2014  |