

Strategic Workshop Assessment & Transformation Proposal

**PETIT Forestier | Prepared by: Delan Rajendran |
July 2025**

Strategic Workshop Assessment & Transformation Proposal

Prepared By: Delan Rajendran

Role Applied For: Workshop Manager

Assessment Conducted: 23rd & 24th July 2025

Location: Al Quoz Facility, Dubai, UAE

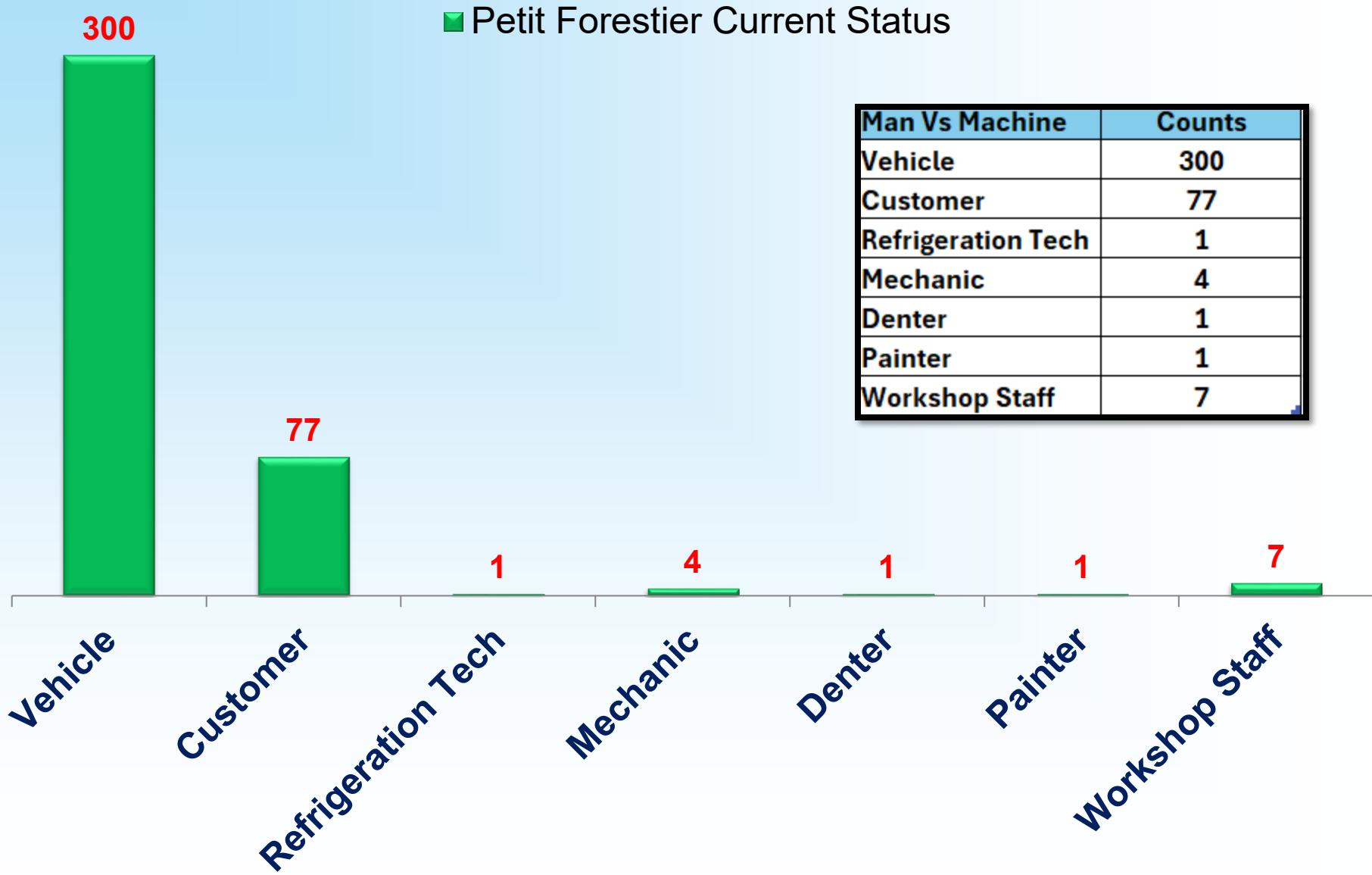
Executive Summary

Over a 2-day site visit to PETIT Forestier's Al Quoz facility, I performed a comprehensive operational assessment of the workshop and maintenance functions. Leveraging my 20+ years of proven leadership in fleet, transport, and cold chain operations across the GCC, I identified immediate risks, improvement areas, and strategic transformation opportunities. This report outlines my findings and provides a concrete roadmap for modernizing and professionalizing workshop operations to world-class standards.

Workshop Facility & Layout

- **1.1 Facility & Layout**
- **Leased rectangular** depot with inefficient use of workshop layout. The current shaded area consists of two non-insulated open steel roof blocks: the first measuring 20m x 12m (240 sqm) and the second 12m x 6m (72 sqm), totaling over 300 sqm of covered workspace.
- **Only two lifts serving** 600 technical components (vehicles and refrigeration units), requiring dual-discipline work for many jobs.
- **38 idle/unused vehicles** cluttering flow, with no categorization or signage.
- **Unsafe conditions:** scattered tools, oil hoses, electrical cords, gas cylinders unsecured.
- **No shade** or protection for external repairs in the open yard.

Vehicles - Customers - Workshop staff Actual Count As of July 2025



Depot Facility & Layout



Workshop Facility & Layout

Non-Insulated Workshop Structure-1



Workshop Facility & Layout

Non-Insulated Workshop Structure-2



Depot Facility & Layout

Obstructed Workflow from Unused Fleet -38 Nos



Workshop Facility & Layout

Two Lifts Straining to Support 600 Components



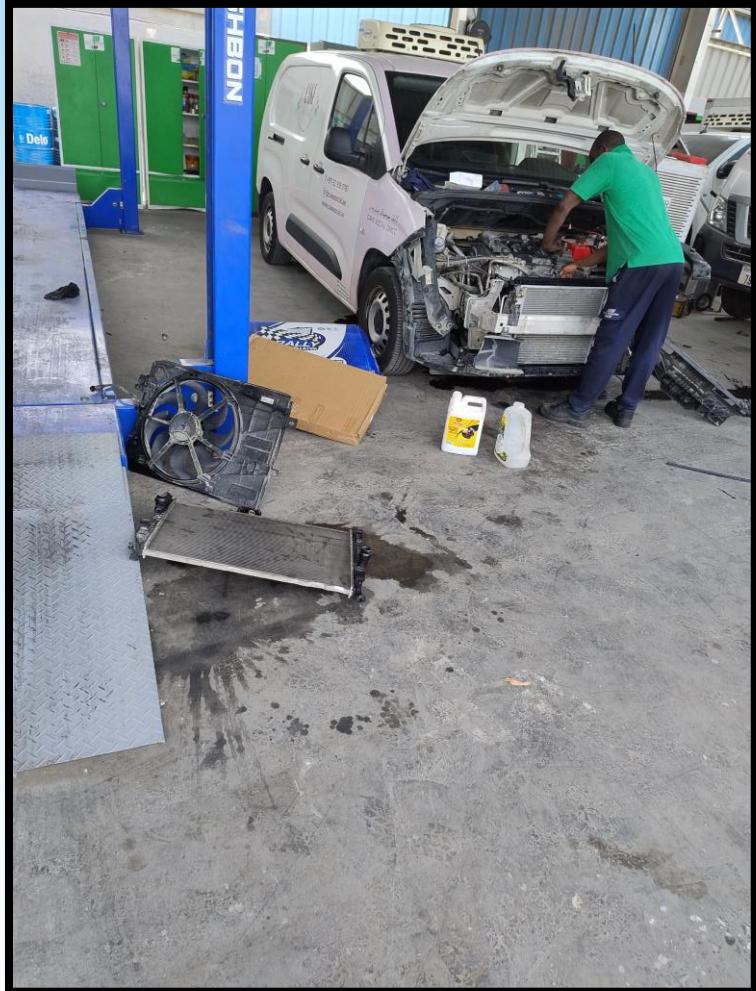
Workshop Staff & Workforce Utilization

1.2 Staff & Workforce Utilization

- **Only 4 mechanics** and 1 cooling unit technician are responsible for 300 vehicles and 300 refrigerated units — a combined 600 assets.
 - This is significantly below the industry standard of 1 technician per 40 assets, highlighting a critical understaffing concern.
- **Hours untracked**, No productivity tracking, work hour logging, or training records or KPIs are maintained.
 - This results in a lack of visibility, performance accountability, and structured staff development.
- **No active Workshop Manager** and Foreman to provide leadership oversight.

Workshop Staff & Workforce Utilization

Only 4 mechanics for 600Assets



Workshop Safety & Compliance

1.3 Safety & Compliance

- **Uneven slope and floor surface** – High risk of trips and falls; non-compliant with workshop safety standards.
- **Improper wheel securing** – Stone used instead of proper wheel chocks; unsafe during repairs, & No Support Trestles
- **Lubricants stored in open area** – **Fire Risk** due to direct sun exposure and lack of containment and a serious hazard.
- **Uneven tyre tread wear** – Indicates misalignment or poor preventive maintenance (PM) practices.
- **Low tyre air pressure (<50%)** – Increases risk of blowouts, premature wear, and reduced tyre lifespan.
- **Zero tread depth** – Severe safety risk; may lead to accidents and regulatory penalties (RTA non-compliance).
- **Trip Hazard – Unsecured Tools & Cables**
Loose tools, wheels, and cables on the floor increase risk of tripping and injury.

Workshop Safety & Compliance



Uneven Slope - High
Risk of Trips and falls -
Three sides Major Risk

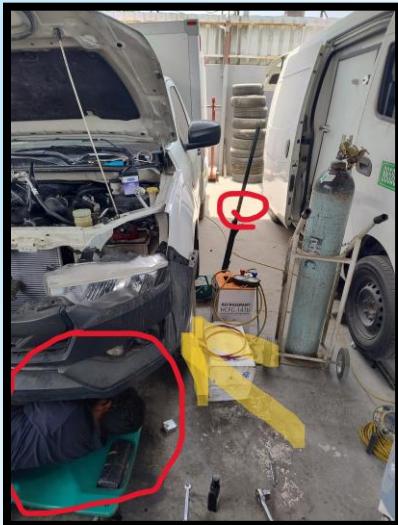
Workshop Safety & Compliance

Uneven slope and floor surface, Improper wheel securing, Lubricants stored in open area – Fire Risk, Uneven tyre tread wear, Low tyre air pressure (<50%), Zero tread depth



Workshop Safety & Compliance

Trip Hazard – Unsecured Tools & Cables, Unsafe Wheel Chocking & No Support Trestles,

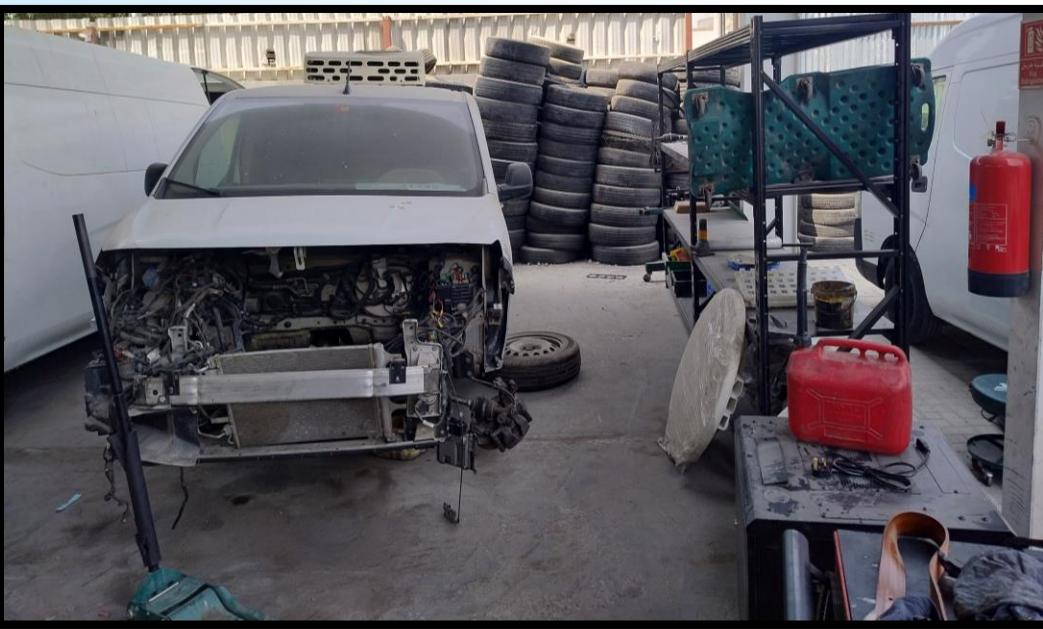


Workshop Maintenance Workflow

1.4 Maintenance Workflow

- No preventive maintenance system or scheduling board.
- Repair priorities and diagnostic protocols missing.
- Job cards manual, incomplete, and untracked.
- Reactive repairs dominate; preventive services delayed or skipped.

Workshop Maintenance Workflow



Workshop

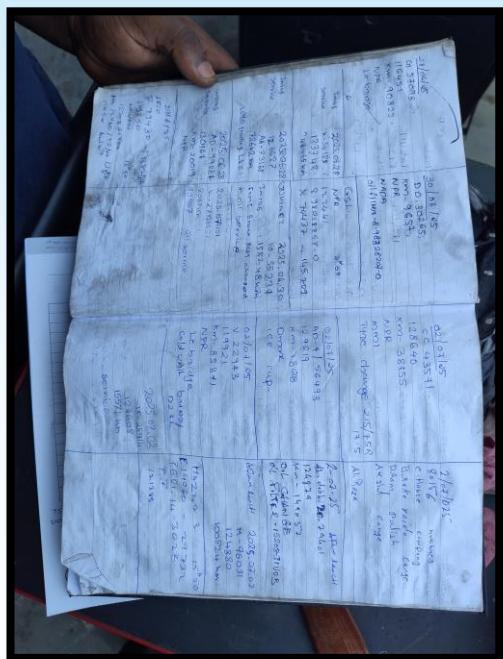
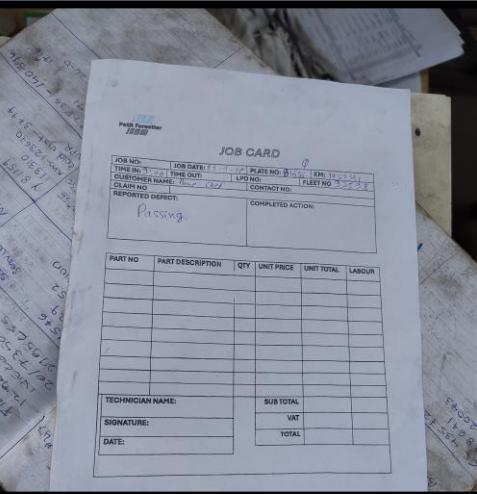


Workshop Spare Parts & Inventory

1.5 Spare Parts & Inventory

- Weak Inventory Controls & Stock Visibility Gaps
- AED 120,271 in stock with minimal control and parts held with **no digital tracking**
- No GRN validation or quality checks; tyre inventory unmanaged (2,600+).
- Frequent parts stockouts (filters, engine oil); undocumented trolley jobs.

SOPs Not in Place – Lack of Standardization and Process Discipline



Underutilized Storage Racks



1.6 Customer Experience & Vehicle Condition

- **Service delays of 4+ hours for basic jobs.**
- **Vehicles tested found unsafe (brake pull, alarm on dash, vibration).**
- **No technical review during check-in.**
- **No basic safety check protocol before delivery.**

Under Repair vehicles in Workshop



Immediate Actions Taken (During Assessment)

2.1 Implemented Two Whiteboard Trackers: Created two whiteboard trackers:

- **Vehicle In/Out Maintenance Tracker** – to monitor service flow and backlog.
- **Staff Productivity Tracker** – to measure daily technician output

2.2 Conducted staff coaching sessions focused on:

- **Productivity discipline, safety protocols, and accountability.**
- **Instructed the team to actively use and update the trackers as part of daily routines.**

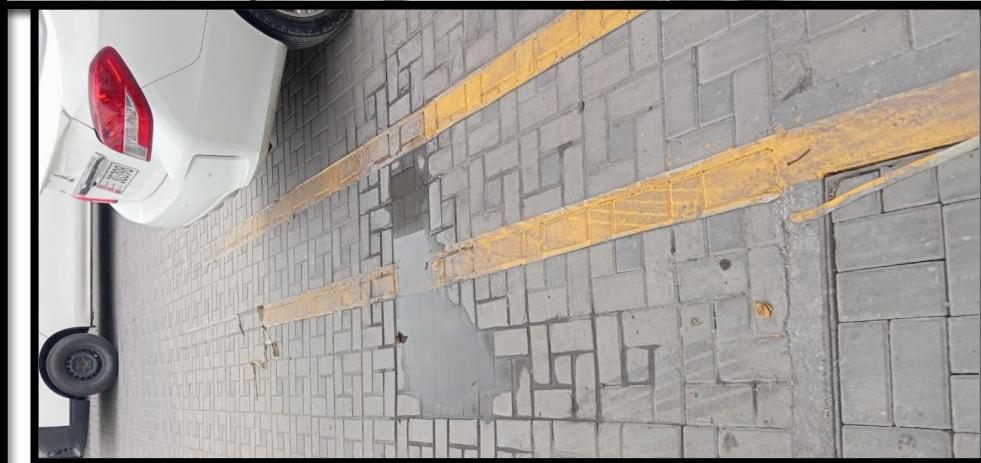
2.3 Line Marking & Bay Zoning

- **Action: Implemented bay zoning and line marking using cost-effective paint rollers—defining work bays, walkways, and tool zones.**
- **Benefits to PETIT Forestier: Smoother workflow and space clarity, Improved safety and technician accountability, Faster turnaround with reduced risk of accidents.**

Immediate Actions Taken (During Assessment)

Implemented Vehicle In/Out Maintenance Tracker Staff Productivity Monitor, Line Marking & Bay Zoning

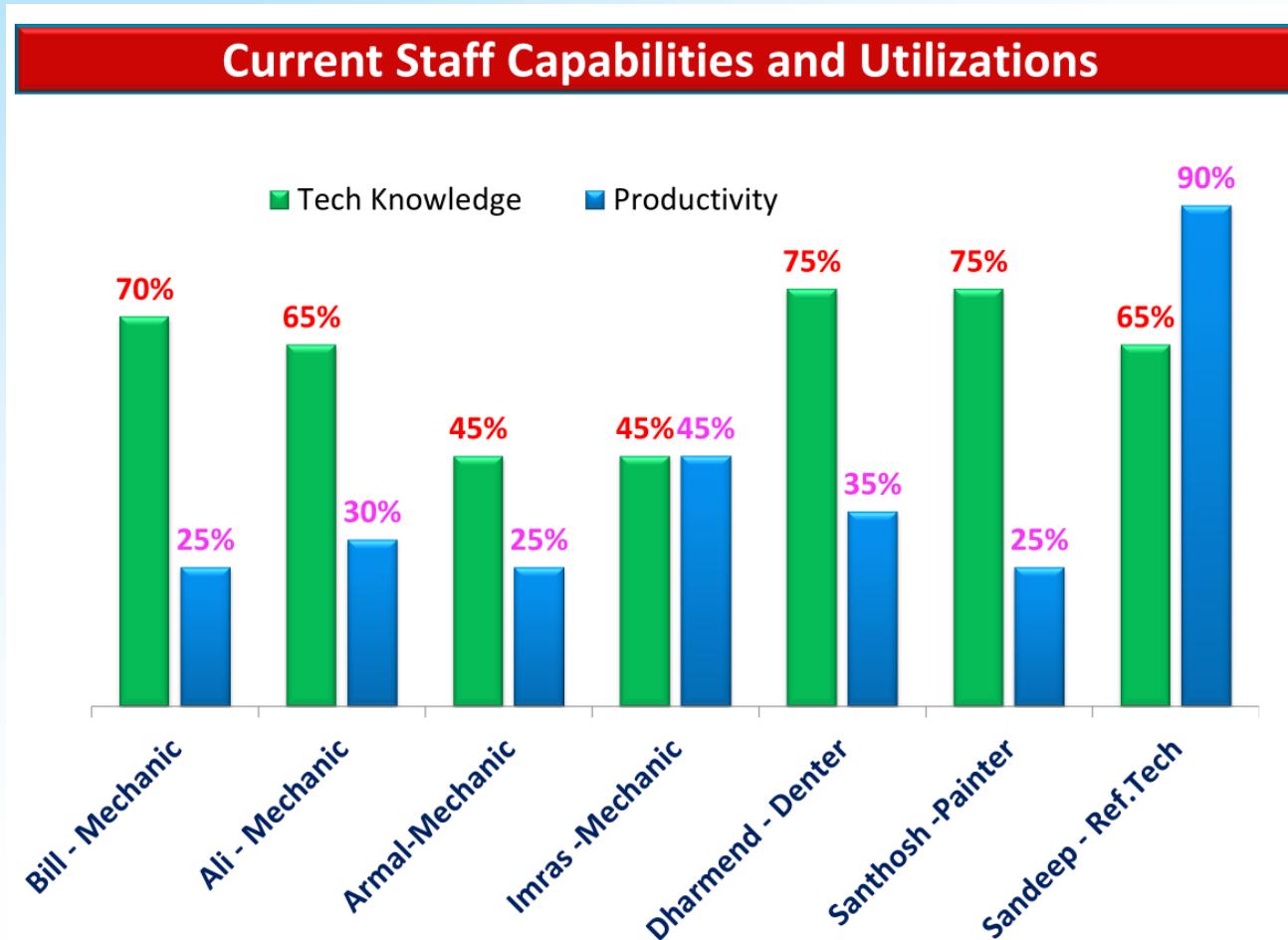
SL NO	NAME	MOBILE NO	POSITION	STANDARD WORKING HRS			ACTUAL WORKING HRS			PER MONTH SCHEDULE
				PER DAY	PER MONTH	PER DAY	PER MONTH	PER DAY	PER MONTH	
①	BILL	05220574983	LAB MECH							
②	SANDEEP	052-3087064	REF TECH							
③	RAJESH KUMAR	052-4425337	MECH							
④	IMRAS	05224224131	MECH							
⑤	ALI	052-4217376	MECH							
⑥	KUMAR	971-8118455233	DENTER							
⑦	SANTOSH KUMAR	0522823370	PAINTER							



Immediate Actions Taken (During Assessment)

2.4 Staff Capability Review

- Conducted a hands-on skills assessment and initiated a **capability matrix** to map strengths and gaps. **Team Assessed:**



Immediate Actions Taken (During Assessment)

2.5 Tyre Safety Initiatives.

- Identified **critical tyre inflation safety risks** during the assessment—several vehicles showed improper air pressure, risking blowouts and uneven wear.
- Launched air pressure awareness for mechanics
- Instructed mechanics to check and record tyre pressure during every service



Strategic Transformation Plan Upon Joining

3.1 Operational Vision

- **"To deliver world-class refrigerated fleet maintenance aligned with PETIT Forestier's brand promise: Refrigeration You Can Trust."**

3.2 My Strategic Approach

- **90% on-floor leadership: Hands-on process mapping, technical coaching, and team building**
- **10% system-driven strategy: SOPs, metrics, and continuous improvement tools**

3.3 7M Model Implementation

➤ **Man (People)**

- **Redesign roles and responsibilities, define Job Descriptions & KPIs for all workshop personnel.**
- **Implement Training Needs Analysis (TNA), Individual Training Plans (ITP), skill matrix, and reward systems.**
- **Recruit 5 new specialists—Auto Electrician, Tyre Technician, Scheduler (DPC), Refrigeration Technician, and Foreman—bringing total staff to 12 to manage 600 technical assets.**

Strategic Transformation Plan Upon Joining

3.3 7M Model Implementation

➤ Machine (Fleet & Tools)

- Deploy a preventive maintenance (PM) matrix—A/B/C service levels.
- Acquire two scissor lifts (approx. AED 25,000) and construct a shaded minor-repair bay using in-house resources.
- Audit current fleet condition; recommend replacements where necessary.

Peugeot vehicle performance will be critically reviewed for operational suitability. During the assessment, **38% of the 16 vehicles currently under repair belong to the Peugeot brand**, signaling possible reliability issues. The following units were flagged: Plate No: 21745 / Fleet No: 121068, Plate No: 18659 / Fleet No: 99305, Plate No: 96819 / Fleet No: 101184, Plate No: 80160 / Fleet No: 115127, Plate No: 77825 / Fleet No: 115122, Plate No: 81702 / Fleet No: 120230, Recommendations will follow based on performance and cost-effectiveness

- Optimize use of the mobile service van for scheduled routine checks—targeting 77 clients, 10 vehicles/day.

Strategic Transformation Plan Upon Joining

3.3 7M Model Implementation

➤ Materials (Spare Parts)

- Clean and reorganize store; classify parts into fast, slow, and non-moving categories. Reconcile stock and audit inventory accuracy.
- Implement Spare Parts SOPs: FCM 023 (Procurement), FCM 024 (Issuance), FCM 025 (Stock Control)—covering PR → PO → GRN → Job Card process, triplicate slips, bin coding, shelf labeling, and invoice handling.
- Enforce GRN validation, issue slips, min/max reorder levels, supplier credit terms, and proper storage practices.
- Deploy a cost-effective ERP/IMS system (freelance-based, with future SAP integration) to ensure zero-variance stock control.
- Introduce barcode-based inventory tracking and implement consignment/bulk procurement for filters, tyres, and lubricants.

Strategic Transformation Plan Upon Joining

3.3 7M Model Implementation

➤ Method (SOP Implementation Plan)

I will implement a structured, field-tested SOP framework aligned with refrigerated fleet operations to drive efficiency, safety, and compliance at PETIT Forestier

➤ Key Actions:

- Introduce SOPs for:
 - Job handover, downtime logging, and visual inspections
 - Fleet servicing, cooling unit repairs, accident handling, and parts control
- Deploy full SOP suite including:
 - FCM 004–005: Vehicle & Cooling Unit Servicing
 - FCM 009–010: Breakdown Handling
 - FCM 012–013: Fleet Repairs & Damage Control
 - FCM 023–025: Spare Parts Procurement, Issuance, and Stock Control
 - FCM 026–027: Training & Fleet Audit
 - FCM 031–034: Calibration of Equipment & Cooling Units
 - SQA 050–057: Service Checklists, Breakdown & Job Card Forms

Strategic Transformation Plan Upon Joining

3.3 7M Model Implementation

Method (SOP Implementation)

➤ **Expected Results:**

- **Faster repair turnaround and reduced vehicle downtime**
- **Improved safety, service consistency, and audit compliance**
- **Clear technician accountability and KPI-based monitoring**
- **Foundation for ISO 9001/45001 readiness and SLA excellence**

Strategic Transformation Plan Upon Joining

3.3 7M Model Implementation

➤ Money (Cost Optimization)

- I am confident we can achieve the following results at PETIT Forestier's Al Quoz facility:
- **Reduce Repair & Maintenance (R&M) costs by 25–35%** through in-house capability enhancement, process control, and supplier optimization.
- **Minimize tyre abuse** via **driver sign-off protocols** and usage tracking across the refrigerated fleet.
- **Benchmark and manage cost-per-kilometer** by vehicle category for full cost visibility.
- **Increase revenue** by bringing accident and damage repairs in-house, and by monetizing **scrap, old parts, and tyres**.
- Establish **budget forecasting vs. actuals** for **CAPEX, OPEX, and R&M** with structured tracking:
 - Daily, weekly, monthly, and annual cost monitoring.
- **Outcome:**
 - Transform the PETIT Forestier workshop into a **cost-efficient, revenue-generating profit center**.
 - Boost **customer satisfaction and retention** through faster service, higher quality, and reduced SLA penalties.

Strategic Transformation Plan Upon Joining

3.3 7M Model Implementation

➤ Measure (KPIs)

- Uptime > 95%, First-time fix > 90%, Inventory accuracy > 98%
- PM compliance > 98%, Cooling uptime > 98%, MTBF for refrigeration units
- Breakdown response closure within 90 min (UAE-wide)
- Staff productivity recorded daily; tyre cost per km by brand monitored

➤ Market (Customer Service)

- Implement check-in vehicle condition SOP with before/after photos.
- Launch emergency repair hotline with real-time status updates.
- Introduce a **Vehicle Care Induction Program** for all customer drivers, covering basics of maintenance, defect reporting, and vehicle abuse awareness.
- Guarantee free breakdown response within 90 minutes or provide replacement vehicle—enhances trust and reduces SLA penalties.

Mirroring My Proven Success into PETIT Forestier

Company	Project Highlights	Outcome
Almarai	Cold Chain Management System (CCM) with emergency vehicle dispatch support	Implemented a structured cold chain management system that mirrored Almarai's 'Quality You Can Trust' model to align with PETIT Forestier's 'Refrigeration You Can Trust'. Introduced tiered PM protocols for cooling units: A-Service every 250 hours (inspection, leak check, alarm code troubleshooting), B-Service every 500 hours (includes oil change, calibration), and C-Service every 750 hours (major overhaul including A+B, full 3-hour run/pressure test, data logging, and performance recording). Achieved 99.9% uptime
Nada Dairy	EV/HV workshop + Preventive Matrix	95% uptime, 50% fewer breakdowns (Proper and structural preventive maintenance, Pre- trip/Daily/Weekly/Monthly inspection and Audit & Corrective actions)
Intergulf / IFFCO Group	In-house Tyre Lifecycle Optimization + Digital Fleet Tyre Management (Bridgestone App Integration)	Managed 9,500+ tyres across multiple vehicle categories using structured in-house R&M protocols. Introduced tyre tracking, rotation plans, brand benchmarking, tread-depth audits, and abuse prevention measures. Delivered safety and cost savings by preventing tyre theft, mismatches, and on-road failures. Transitioned from Excel-based control to Bridgestone's digital tyre monitoring application—implemented at zero cost.
NMC Group	Route & technical optimization and fuel-efficiency program	20% cost reduction, 99% delivery SLA

First 90-Day Plan (If Selected)

5. First 90-Day Plan (If Selected)

➤ Day 1–30: Foundation & Team Alignment

- Conduct hands-on technical and safety training for all existing staff
- Formalize workshop zoning to improve safety, space efficiency, and workflow clarity
- Prioritize urgent recruitment of required technicians (Auto Electrician, Tyre Tech, Scheduler, Refrigeration Tech, Foreman)
- Realign current staff roles, assign KPI-based responsibilities, and build accountability structure

➤ Day 31-60:

- Launch Preventive Maintenance (PM) Tracker and implement Job Card Control System to ensure visibility and structure in all maintenance activities
- Spare Parts inventory - reorganize store; classify parts into fast, slow, and non-moving categories. Reconcile stock and audit inventory accuracy

First 90-Day Plan (If Selected)

5. First 90-Day Plan (If Selected)

➤ Day 61-90:

- Deploy KPI dashboard for real-time monitoring
- **Deploy a real-time KPI dashboard** to enable full operational visibility and performance tracking
- Ensure Cold Chain Management (CCM) compliance and maintain the PETIT Forestier brand promise: “*Refrigeration You Can Trust*”
- **Initiate ISO 9001 / 45001 preparation** to align with international quality and safety standards
- Formally launch **UAE-wide 90-minute breakdown response guarantee** to improve SLA compliance and client satisfaction
- **Urgently finalize recruitment of 5 key technical positions**

Auto Electrician	Tyre Technician	Refrigeration Technician	Foreman	DPC-cum-Spares Controller (combined workshop stock and planning role)
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Conclusion & Commitment

➤ 6. Conclusion & Commitment

- This proposal reflects both my **detailed assessment** of PETIT Forestier's Al Quoz facility and my **unwavering commitment** to building a **safe, efficient, and accountable** workshop operation.
- With 20+ years leading major GCC fleets, I bring **proven systems, hands-on leadership**, and a track record of **turnaround success**—ready to be implemented at PETIT Forestier.
- I am confident in my ability to transform the **Al Quoz workshop into a benchmark operation** for refrigerated fleet maintenance in the UAE.
In addition, I can **support and lead future expansion** across the GCC, backed by my **in-depth regional experience and operational familiarity** with GCC markets.
- I am available to join **immediately** and am fully aligned with PETIT Forestier's values and next phase of operational excellence.

Thank you

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