

Resume of Dato' Haji Mubarak Ali bin Gulam Rasul

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Personal Details

Born : Kuala Lumpur, 15.10.1967

Marital Status : married with 4 children (Ages 15 to 26)

Health : Good

Summary of Qualifications:

Mubarak Ali, MBA in General Management, brings over 30 years of extensive experience in the service industry. Demonstrates strong business acumen, leadership and communication skills. Recognized for setting high standards, a detail-orientated approach and successful P&L management. He is able to interact well with all level of staff and stakeholders. He practice Management by Walking Around (MBWA)

Personality Test Result (HR Management Consulting)

My Emotions: Thoughtful, serious and deep, genius prone, talented and creative, sensitive to others, self-sacrificing, philosophical, artistic or musical, idealistic

Me At work: Perfectionist, sets high standards, very schedule-oriented and detail conscious, neat and tidy, do things persistently and thorough, sees the problems, often finds creative solutions, a chart maker and planner, faithful and devoted, willing to listen to complaints, can solve others' problems

And combination of the following:

My Emotions: Dynamic and active, strong-willed and decisive, unemotional, independent, compulsive need for change.

Me at Work: Born leader, not easily discouraged, goal oriented, organizes well, often sees the whole picture and seeks practical solutions, spontaneous, insists on production, stimulates activity and thrives on opposition, is usually right, often excels during emergencies, has little need for friends but will work for group activity, optimistic.

Industry Experiences:

- Supply Chain and Logistics
- Ground, Air and Sea Transportation
- Cargo Handling
- Solid Waste Management
- Fleet Management Services
- Port Management

Education:

- 2009 Malaysian Institute of Management (MIM) Role of General Manager
- 2004 The Greenwich University MBA - General Management
- 1984 Sekolah Menengah Selayang Baru Sijil Peperiksaan Malaysia (SPM)

Working Experiences:**A. Mar 2015 – current**

Employer : Lumut Maritime Terminal Sdn Bhd – Lumut Port

Nature of Business : Seaport

Position : Chief Executive Officer reporting to the BOD

Responsibilities

- Delivering the company's vision and mission
- Ensuring day-to-day operations of the company are efficiently and effectively coordinated and implemented
- Ensuring in delivering the company revenue and profit as agreed in the annual budget
- Responsible for achieving company Key Performance Index including financial, operational and efficiency targets
- Ensuring the company is in full compliance with the relevant laws, rules and regulations

Projects Handled and Achievements

- Prepare and execute a 10-year Business Strategic Plan for Lumut Port
- Increased company's revenue by 55% from 2015 to 2023
- Improved throughput by 66% from 2015 to 2023
- Improved port operations productivity by 177% from 2015 to 2023
- Negotiated new Operations and Maintenance Agreement with Tenaga Nasional Berhad for another 25 years with estimate revenue of RM1 billion.
- Develop and currently under construction a new port Lumut Port 2 to add capacity by 7 million ton to cater new business. Estimate completion on Aug 2025. Investment of RM350m.
- Develop Lumut Maritime Industrial City (LuMIC) project. This project is a large scale project to cater as EU Global Hub with Port of Antwerp as the strategic partner and shareholder. LuMIC span around 40,000 acres with GDV of RM72b over the period of 25 years.

B. Aug 2011 – Aug 2012

Employer : Konsortium Logistik Berhad

Nature of Business : Logistics and Supply Chain

Position : Senior Vice President Business Development reporting to CEO

Responsibilities

- Heading the group business development division
- Seek and develop new business for both domestic and international clients
- Develop new product and services
- Increase market share in FMCG, Distribution, Oil & Gas and Projects
- Increase business in government projects

Projects Handled and Achievements

- Secure British American Tobacco account worth RM15m for 3 years and potential to grow to RM10m per year.

- Managed to secure Percetakan Nasional Bhd account worth RM12m for 3 years and potential to grow to RM5m per year.
- Implementing new service Halal Logistics.

C. Mar 2007 – Aug 2011

Employer : Spanco Sdn Bhd

Nature of Business : Fleet Management Services

Position: General Manager Commercial reporting to CEO

Responsibilities

- Maintain good working rapport and networking within Federal Government ministries and agencies
- To continuously build efficient, effective and meaningful operational deliverables and service level to all ministries throughout Malaysia
- Seek and develop new business within Federal Government ministries and agencies
- Liaising with relevant stakeholders such as LPKP, JPJ and Customs
- Managing supply chain from procurement and delivery of cars to end users
- Maintain data integrity in the Fleet Management System (FMS)
- Management of customers feedback and complaints

Projects Handled and Achievements

- Managed to increase the fleet from 5,200 to 9,000 by developing few projects mainly with Police DiRaja Malaysia (PDRM)
- First project is additional 2,000 cars for Investigation Officer (IO) with revenue of RM40m per year.
- Managed to include the police patrol car into Spanco business in 2010 with potential of 4,000 new cars in the next 3 years. Potential revenue of RM100m per year.
- Increase revenue by 114% from 2007 to 2011
- Reduce the car delivery time from 4 months to 2 weeks.

D. 2001 – 2007

Employer : Alam Flora Sdn Bhd

Nature of Business : Solid Waste Management

Position : Senior Manager reporting to CEO

Responsibilities

- Spearhead Kuala Lumpur Service Area (KLSA) operations and responsible for the P&L with total annual revenue of RM130 million and 1.5 million customers
- To continuously build effective and excellent working relationship with Dewan Bandaraya Kuala Lumpur and other government agencies
- KLSA is the biggest service area in Alam Flora Sdn Bhd in terms of revenue, profit and size of operations
- Total staff strength is 1,981 with 8 managers and 33 senior executives/executives and 86 supervisors
- Managing 43 contractors providing collection and cleansing services
- Total waste handled 2,100 tonnes per day

Projects Handled and Achievements

- Improved the service level and operations deliverables and reduce the customer complaints from 9,000 to 680 per year or 92% within 14 months

- Setting-up Customer Satisfaction Unit to perform direct customer interaction such as customer survey, site inspection, educating customer on proper Waste management and others.
- Implement Back-Up Team to rescue any service failure
- Implemented comprehensive Contractors evaluation system to monitor the performance of appointed contractors
- Achieved first profit in 2003
- Implemented Business Development unit to handle the commercial and industry waste business. The profit margin for commercial/industry is 40% to 60% higher than the local authority.
 - Instead of relying on walk-in customers, Sales Executives was employed to do outdoor sales.
 - Developing sales kit in 2 languages (English and Chinese)
 - Using the current logistic to support the Commercial/Industry business.
 - Sales increased from RM642,000.00 to RM3,081,000.00 per year
- Optimization of Compactor Routes
 - Re-engineered the collection routes and reduce it from 82 to 71 routes or 33% reduction with total savings of RM1.8m/year
- Increased the profit from 2.7% in 2004 to 18% in 2007

E. 2000 – 2001 Malaysia Airlines System Berhad

Nature of Business : Air Cargo and Ground Handler

Position : Cargo Operations and Resource Management Manager reporting to Vice President Cargo

Responsibilities

- Ensure terminal service level at more than 95% (import, export and transshipment)
- Ensure minimum damages and thefts (under 0.1% of volume)
- To ensure 100% availability of equipments
- To ensure 100% availability of manpower
- To maintain worldwide inventory for loose equipments such as unit load device, tractors, forklift, dollies and others
- To continuously review and update work procedure and process
- To ensure effective usage of warehouse space and to optimize the floor usage
- To ensure smooth and effective running of maintenance department
- To ensure proper spending within the budget
- To prepare annual management plan (AMP)
- To promote and involve in the Service Quality Group

Projects Handled and Achievements

- Setting-up Resource and Planning Management department
- Restructure the ULD, Maintenance and Operations Administration
- Setup a new sections – Industrial Engineering and Floor Management
- **Relocation of Middle East Freighter Hub**
 - I was the Project Manager to relocate the Middle-East Hub from Dubai to Sharjah, United Arab Emirates. This move was mainly for economical and service level reasons.

MASkargo saved around RM7 million per year in operating cost and RM4.5 million in jet-fuel expenses.

- This project took 3 months and activities involved are liaison with Sharjah Civil Aviation Dept, Sharjah Airport Authority, Sharjah Air Cargo Association, trucking vendors and etc. Project was completed on time and was officially officiated by the Chairman of Sharjah Airport Authority and MASkargo Vice President Cargo.
- **Re-structure the Unit Load Device (ULD) Inventory System**
 - Clean up the ULD inventory system and improve the database of worldwide ULD Setup and implement a new procedure for ULD inventory.
- **Setting up MASkargo & Securiforce Logistic Joint Venture**
 - Setting up of MASkargo & Securiforce Logistic operations and SLA which consist of Hi-Tech warehouse with security and trucking for intact cargo movement (Truck Flight)
- **Setting up cargo nets repair facility**
 - Previously thorn cargo nets will be written-off. Each of this cargo net cost RM850.00 and it is purchased from United Kingdom. MAS spends nearly RM1.5m a year in replacing the nets. Managed to get the net supplier to conduct training to our staff in the workshop on "How to repair the cargo net" and saved nearly 60% of the purchase cost.
- **Converting diesel to battery operated forklifts**
 - For many years MASkargo was renting 60 diesel forklifts in the cargo terminal. Serviceability was below 60% on daily basis. The rental cost is about RM1.4 million per year.
 - An Operating Committee paper was prepared to purchase 39 new battery operated forklift with 3.5 years Return of Investment (ROI). Since the warehouse is a fully automated and enclosed, it is not viable to use diesel forklift due to the staff health and sensitive electronic parts. With the new forklifts, the terminal efficiency improved with cost savings.
- **Improving ULD (Unit Load Device) Inventory**
 - Re-structure the ULD Control System. 60% of ULD not counted in the system. Turnaround is about 3 months. After re-structuring, the ULD Inventory increase to 93% within 5 weeks. Manage to recover 23% un-located ULD with estimated savings of RM3million.
- **Overtime Control**
 - Introduce pre-approval of overtime with justification. Before implementation, the overtime payment is about RM0.5 million per month. After implementation, reduce to RM0.2 million per month.
- **Setting-up Central Store**
 - Set-up a central store to manage all the loose equipment such as scanners, walkie talkie, forklifts, tractors, lifts truck and etc. Objective of the central store is to hold the user accountable for the equipment and to maximize the usage of the equipment.
 - Prior to this, the staff will keep the equipment in their lockers and prevent other staff from using it. There is no proper accountability for damaged and lost. Equipment serviceability was at 43% and availability was at 45%.

- After implementation of Central Store, the equipments availability increased to 98%. Once the after-sales-service process improvement done with the service provider, the serviceability increased to 85%.
- This improvement has a direct link to the improvement of staff productivity and service level. Estimated savings to MASkargo is around RM936, 000.00 per year (each scanner cost around RM22, 000 per unit)
- **Improved Manpower Distribution and Service Level**
 - The old duty roster, which was not, changed for 12 years was revised to incorporated peak and lean hours and distributed the work force according to the projected daily volume. The new duty rosters were customized to individual departments instead of a one-duty roster covering the whole terminal.
 - Manage to save 15% of contract work force resulting in savings of RM2, 160,000.00 per year. With the improvement in work force distribution, the productivity increased by 30% and the service level improved by 14% to 82%.

F. 1988 - 2000 United Parcel Service (M) Sdn Bhd

Nature of Business : Intergrated Air Express Courier

Last Position : Operations Manager reporting to Country General Manager

Position: 1988 to 1994 Finance Clerk and Supervisor
 1994 to 1997 Operations Supervisor and Industrial Engineer
 1997 to 2000 Operations Manager

Overall Responsibilities

- Maintain a high quality of image by ensuring cleanliness of vehicle and facilities and staff appearance
- To provide consistent service level of more than 98%
- To quickly resolve customer complaints and provide service recovery
- Perform regular internal audit under ISO 9002
- Facilitate group meetings to discuss service enhancement and productivity
- Reviewing cost on monthly basis
- Prepare division annual management plan
- Customer visits with Account Executive to increase sales

Projects Handled and Achievements

- **Microsoft Services, Singapore Pte Ltd – Logistic**
 - Develop and implement warehousing and distribution services for Microsoft Singapore. This is an online system with Microsoft Singapore office. Revenue generated US\$340,000.00 per annum
- **Motorola – Sg Way and Senawang**
 - Set up on-site operations in Motorola factories for international drop-ship program. Revenue generated US\$12 million per annum
- **Thailand – Billing and Accounts Receivable System**
 - Implement new billing and A/R system for UPS Thailand. Project was completed within 4 months against actual plan of 6 months.

- **Operations improvement**

- Implemented Inline key entry to achieve smart scan for scanning purposes and reduces the miss-sort frequency tremendously.

- **Develop and implement Driver/Rider Incentive Plan (DRIP)-Industrial Engineering**

Condition of Operations dept before DRIP:

- Average 15-25 service failures per day
- Average 4-6 absenteeism per day
- Average 15-18 customer complaints per week
- Employee turnover rate was at 56%
- Productivity was at 3.9 stops/hour

How does DRIP work

There are 4 elements the driver/rider are monitored and each of the element carries an incentive payment.

The elements:

- Service incentive – RM150.00 is paid provided there is no service failure.
- Productivity incentive – RM150.00 is paid if the staff achieves planned stops/hour
- Attendance incentive – RM100.00 is paid to staff with full attendance.

Penalties:

- 1st sick, unpaid or emergency leave deduct RM100.00
- 2nd to 6th day – deduct RM50.00 each day from the service and productivity incentive.
- Safety incentive – RM60.00 is paid to staff without any avoidable accident.

Overall Result:

Service level increased to 96% from 64%, customers are more confident with UPS service, service recovery expenses dropped, productivity increased thus reducing overall department cost. The company saved around RM230,000.00 to RM300,000.00 per annum

Improving A/R collections – Finance & Accounting

Set-up credit controls section with 4 staff and 2 bill collectors.

Redesign the collection reporting system and designed an Online Collections System.

Design a collection incentive plan for the staff achieving their goals.

Results after 8 months:

The monthly collections increased from RM450,000 to RM1.25 million and reduce the A/R condition from 120 days to 65 days

- **Improving Day One clearance % for inbound cargo in Airport Operations**

Restructure the brokerage department in Kul and Pen and realign the clearance procedure.

Results after 4 months

Improved the % day one clearance from 65% to 93%.

Reduced department cost from US\$5.50/shipment to US\$3.20/shipment and cut down the overtime hours from 1,100 hours per month to below 400 hours per month. With the improvement of inbound non-doc clearance, the volume has increased by 16% comparing 1997 vs. 1998 volume

THE END