

## Hafil Services working with Weir make 31% saving

During a period of rapid growth, Hafil Services working with consultants Weir made 31% one off and 7% annualised savings in its Riyadh operation.

Hafil Services, responsible for repair & maintenance (R&M) of 1667 school buses that transport ~129,000 pupils per day to and from schools within a region which has a diameter of 700km. May to September 2013 the Riyadh fleet increased to 1,938 buses, which caused concern for Hafil over the resilience of its R&M operation and whether the 115 R&M staff working in two main workshops, Riyadh East and West plus 11 satellite workshops distributed throughout the region could cope with such rapid growth. Consequently, Hafil commissioned Weir to review its Riyadh R&M operation.

Weir's diagnostic captured a baseline of existing operations, and designed a target operating model, including metrics to measure and manage productivity, supply chain performance and asset utilisation.

Working with Hafil staff, Weir created a road map and practical programme to:

- Assess staff in line with job descriptions
- Manage the transition from the current to staff profile to the future, including redesigning the recruitment process
- Create and embed an improved work culture through consistent, repeatable standards and performance
- Set realistic goals to improve standards, performance, transparency and efficiency

Delivered through a major change programme, Hafil and Weir implemented the new operating model that delivered both cost savings and improvements in:

- Manpower and asset utilisation
- Management control and reporting
- Transparency of R&M operations
- Productivity

The key savings were:-

Description of savings	Saving
<b>Manpower</b> – 19% reduction in headcount of 22 from 115 to 93, despite the fleet increasing by 16% from 1,667 to 1938 during the lifetime of the project	<b>SAR 1.05m</b> – (Annualised)
<b>Supply chain</b> – Improved stock management	<b>SAR 4.9m</b> – (One off)

### About Hafil Transportation

1998 the Hafil Transportation Company, Saudi Arabia, part of Mohamed Yousif Naghi & Brothers Group was formed with an initial fleet of 800 buses. Now with a fleet of over 10,000 vehicles, workshops & service centres throughout the Kingdom, Hafil is one of the largest bus & coach companies in the Middle East.

[www.naghi-group.com/hafil-transport-company](http://www.naghi-group.com/hafil-transport-company)



### About Weir-tscs

#### Delivering Results, Reducing Costs

**Weir-tscs** has decades of expertise working with clients to convert strategy into optimised operational performance.

- **Reduce Costs** - practical approaches to operational improvement
- **Improve Efficiency** - order to cash, optimum systems, process and organisation design
- **Minimise Risks** - a total Sustainability approach backed by unique benchmarking tools
- **Competitive Advantage** - structural improvements to deliver organisations fit for the future

**Our clients get Further, Faster**

[www.weir-tscs.com](http://www.weir-tscs.com)