

COO · CCO · CMO

Senior operator with 30+ years in telecommunications and internet businesses across the GCC, Levant and Europe. Fifteen-plus years in C-suite seats as COO, CCO and CMO, with three commercial turnarounds and an internet company taken from loss to positive EBITDA. Since 2021, runs transformation programs for CEOs and governments, through to launch.

EXPERIENCE	AT EXECUTIVE LEVEL	LARGEST TEAM	LARGEST ANNUAL BUDGET
30+ years	15+ years	200–1,000 people	Over \$250M

KEY EXPERTISE

Marketing & brand

Positioning & messaging

Brand build or refresh

Digital marketing & e-commerce

Marketing organization & MarTech

Growth & commercial

Growth strategy

Sales organization & coverage

Pricing & profitability

Customer

Retention, loyalty & lifetime value

Service & contact center operations

Operations

Process & cost redesign

Leadership

Turnaround

AI in the function's workflow

SELECTED MISSIONS

Chief Operating Officer

Media & entertainment · GCC

A Gulf-based internet company that needed growth and a path to profitability. As COO, owned the P&L and developed a new growth strategy.

Revenues tripled in two years, the company turned to a positive EBITDA, and spend optimization delivered a 50% budget saving.

Chief Marketing Officer

Telecom · GCC

A Gulf mobile operator with \$1.95B in revenues, in need of a commercial turnaround. Ran the planning, products, pricing and CVM, marketing communication and innovation/digital departments (a 50+ team).

Led the commercial turnaround program that returned the company to profitability and raised monthly revenues by 10%.

Chief Commercial Officer

Telecom · GCC

A Gulf mobile operator that was loss-making. Ran the marketing, sales and contact center departments (a 500+ team). Built a strong brand that climbed to second place in the market and led net gains at the launch of mobile number portability.

In five years, revenues grew from \$215M to over \$900M, the business moved from loss to \$140M+ in profit, mobile value share rose from 18% to 35% and subscribers from 0.8M to 2.5M.

HAS OPERATED IN

Industries

Banking
Media & entertainment
Public sector & government
Retail & e-commerce
Technology & software
Telecom

Company stages

Corporate / listed
Scale-up

Company size

All sizes

Company revenue

Over \$10M

Markets

Europe
GCC
Levant

ENGAGEMENT

Formats

Fractional, Interim, Project

Pricing

Hourly, Day rate, Monthly
retainer, Project fee

Works

Remote, on-site, open to travel

Based in

United Arab Emirates

Languages

Arabic, English, French

EDUCATION

Degree

MBA; Bachelor of Engineering
in Computer and
Communications Engineering

Chief Marketing Officer

Telecom · Europe

A European mobile operator taking on a new group brand. Launched the brand (a re-branding of the existing operator) and led the turnaround.

Revenues grew from €25M to €80M, the business moved from loss to profitability, mobile market share from 10% to 27% and subscribers from 80K to 200K.

Senior PMO Advisor

Public sector · Telecom

Advised a Levant government on the market entry of a satellite broadband provider into a complex regulatory environment — navigating legislation, licensing, governance and security requirements across multiple stakeholders.

Ran the program as senior PMO advisor over a 12-month mandate, coordinating workstreams through to a successful product launch.

Digital Transformation Advisor to the CEO

Digital banking · GCC

Advised the CEO of a Gulf digital-only bank on repositioning for growth. Led competitive benchmarking and a market study, assessed the existing product and brand, then designed a new product concept and creative brief for relaunch.

The redesigned product has since launched and is live in market.

Senior Transformation Advisor to the CEO

Retail & real estate · GCC

Advised the CEO of a major GCC retail and real estate holding, listed on its national exchange and operating 20+ retail facilities.

Led the rebrand of two operating companies within six months, unifying them under a single brand architecture and extending it into e-commerce, supporting value creation for the publicly listed group.