

CSO · COO · CPO (Product)



Strategy and transformation operator with 25+ years in consulting and implementation across the GCC, MENA, Europe and Asia. Scaled a GCC consulting practice from 8 to 35 professionals, with full P&L accountability. Led a state housing fund's transformation, with loan uptake up around 17% in the first year. Designs operating models, stands up PMOs and transformation offices, and turns corporate strategy into executable programs.

EXPERIENCE	AT EXECUTIVE LEVEL	LARGEST TEAM	LARGEST ANNUAL BUDGET
25+ years	10–15 years	10–50 people	\$1–10M

KEY EXPERTISE

Growth & commercial

- Growth strategy
- New market entry
- Channel & partner strategy
- Pricing & profitability

Customer

- Customer experience & journey design

Product

- Product strategy & roadmap
- New product introduction

Operations

- Operating model design
- Process & cost redesign
- Scaling operations
- KPIs & performance management system
- Supply chain & procurement

Technology

- Technology strategy & roadmap

People & governance

- Organization design & restructuring
- Performance management & reward
- Succession & leadership bench
- Culture, engagement & change management
- Governance, board & localization

Leadership

- Build the function from zero

SELECTED MISSIONS

Senior Director, Consulting Solutions

Consulting practice · GCC

Scaled a GCC consulting practice into a business. Led it across corporate strategy, organizational design, digital transformation and business development for government, semi-government and private clients, personally running the most sensitive ministry transformation programs (housing, health, tourism, defense). Built the practice's first PMO and owned two AI-powered HR products from ideation to development.

Grew the team from 8 to 35 across four service lines, delivering 86 projects in a single year, and holding full P&L accountability of \$5.6M, with margins up from 22% to 35% at ~92% budget accuracy.

HAS OPERATED IN

Industries

Professional services
Public sector & government
Real estate & construction
Technology & software
Telecom

Company stages

Corporate / listed
Public sector / state-owned
SME

Company size

All sizes

Company revenue

Up to \$1B

Markets

Asia
Europe
GCC
Levant
North Africa (Maghreb)
Sub-Saharan Africa

ENGAGEMENT

Formats

Fractional, Project, Advisory

Pricing

Day rate, Monthly retainer

Works

Remote, on-site, open to travel

Based in

Beirut, Lebanon

Languages

Arabic, English, French

EDUCATION

Degree

MBA in Marketing; Bachelor of Science in Civil Engineering

Executive Advisor

Public sector · GCC

GCC government entities needing transformation delivered, not only designed. Led the transformation of a state real-estate development fund, heading 7 consultants across three streams: citizen experience, an end-to-end digital consumer journey and the set-up of the executive office. Before the transformation, the loan journey was analog and hard to navigate, so few citizens took up housing loans despite the large number of citizens without a home. Developed a National Digital ID framework for a GCC ministry from concept to implementation roadmap, and led another ministry's digital transformation roadmap (operating model, processes, technology enablement). Established strategic PMOs and implemented agile methodologies for a GCC telecom operator, driving structured delivery across complex, multi-stakeholder environments.

After the citizen-experience redesign and the end-to-end digital journey, housing-loan uptake rose by around 17% in the first year and by around 20% in the second year.

Principal Consultant, earlier Senior Consultant

Telecom vendor · global

Co-led the ideation and development of a blockchain-based data-centric security product: defined the product vision, built the business case, developed the tools and templates and pitched it to police, interior-ministry, telecom and banking clients across Europe and Asia. Led the development of the firm's expert analytics service offering, with its engagement model, use-case library and client-facing toolset, a first at the time, before today's AI tools existed. Managed cross-functional teams across Europe, Asia and Africa. Supported pre-sales pitches of the security product to five large commercial and government entities across Europe and Asia. Earlier, as senior consultant, led commercial strategy for two GCC smart-city initiatives, defining service offerings, infrastructure requirements and business models. Built the operational plan, medium-term commercial strategy and product lifecycle plan of a leading North African mobile operator to lift penetration and ARPU.

Contributed to a 5-year transition model for a pan-African operator that cut its global capex by 20%, and led the restructuring of a telecom institute in Asia, cutting operating costs by 10% while raising course capacity by 25%.

Associate Consultant

Telecom · GCC

A GCC incumbent telecom operator facing its first competitor. Produced two annual competitive reviews of the new entrant. Established its mobile operator's PMO from the ground up (structure, processes, job descriptions, reporting, agile project management), working directly with the CEO and CMO to embed it in daily operations. Developed three consecutive annual data and business services marketing plans across household, enterprise and government segments, with a third-party partnership strategy. Built a procurement market intelligence unit across landline, mobile and broadband to prepare a shared-services model.

The PMO dramatically improved the relationship between the operator's commercial and technical arms, so new services were ideated, built and launched in less time and at lower cost.