

# AHMED NASR

Director of Business Excellence | Enterprise Risk & Governance  
Leader

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## PROFESSIONAL SUMMARY

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Senior executive with **20+ years** of experience in **Business Excellence, Enterprise Risk Management, Internal Control, and Operational Governance** across complex, regulated, and asset-intensive environments. Proven track record developing and implementing enterprise-wide Business Excellence frameworks that integrate risk management, internal controls, and process excellence. Expert in defining standards, policies, methodologies, and governance structures at group level. Demonstrated success partnering with Strategy, PMO, IT, and Transformation teams to embed risk and control considerations into major initiatives. Experienced reporting to Executive Management and Audit & Risk Committees on risk insights, trends, and emerging risks. Track record of driving organizations from reactive issue resolution to preventive and systemic improvement.

## CORE COMPETENCIES

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- **Business Excellence Framework Development** — Enterprise-wide standards, policies, methodologies, governance structures
- **Enterprise Risk Management (ERM)** — Strategic, operational, financial, regulatory, and reputational risk assessment
- **Internal Controls & Compliance** — Control framework design, audit readiness, regulatory compliance
- **Process Excellence & Optimization** — Continuous improvement, Lean Six Sigma, maturity assessment
- **Operational Governance** — Cross-functional alignment, risk-aware decision making, control assurance
- **Executive & Board Reporting** — Audit & Risk Committee engagement, risk trend analysis, mitigation planning
- **Transformation Partnership** — Strategy, PMO, IT integration, risk-embedded initiative delivery

## PROFESSIONAL EXPERIENCE

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### Director of PMO & Regional Engagement

Saudi German Hospital Group (SGH) | Dubai, UAE | 2022 - Present

Leading Business Excellence and digital transformation across 15-hospital network in KSA, UAE, and Egypt — a complex, asset-intensive healthcare environment with stringent regulatory requirements.

- **Business Excellence Framework:** Designed and implemented enterprise-wide Business Excellence framework integrating risk management, internal controls, and process excellence across all functions, business units, and 3 geographies
- **Enterprise Risk Management:** Built and continuously enhanced ERM framework; facilitated enterprise-wide and functional risk assessments covering strategic, operational, financial, regulatory, and reputational risks
- **Internal Controls:** Established structured internal control environment ensuring risks are identified, assessed, documented, and managed through appropriate mitigation plans
- **Executive Reporting:** Consolidated and reported risk insights, trends, and emerging risks to Executive Management and Audit & Risk Committee on quarterly basis
- **Continuous Improvement:** Assessed Business Excellence maturity across risk management, internal controls, and processes; drove organization from reactive issue resolution to preventive and systemic improvement
- **Cross-Functional Partnership:** Partnered with Strategy, PMO, IT, and Transformation teams to ensure risk and control considerations embedded into all major initiatives; ensured process changes did not introduce unmanaged risk
- **Process Excellence:** Led enterprise-wide process optimization initiatives achieving 80% reduction in reporting overhead and 97% improvement in status reporting efficiency
- **Governance Standards:** Defined enterprise-wide standards, policies, methodologies, and governance structures adopted consistently across all functions

### **Chief Operating Officer**

Talabat (Delivery Hero) | Dubai, UAE | 2018 - 2022

Led operations and operational governance for \$2B+ GMV business across 8 countries — a high-growth, asset-intensive logistics and technology environment.

- **Enterprise Governance:** Established enterprise-wide operational governance framework ensuring consistent Business Excellence practices across all geographies and business units
- **Risk Management:** Implemented comprehensive risk assessment protocols covering operational, financial, regulatory, and reputational risks across GCC operations

- **Internal Controls:** Built internal control framework with automated compliance monitoring supporting audit readiness and regulatory requirements
- **Process Excellence:** Drove continuous improvement culture achieving operational excellence and 233x scale growth while maintaining control effectiveness
- **PMO Partnership:** Established PMO delivering 300+ projects with governance structures ensuring risk considerations embedded in all initiatives
- **Executive Reporting:** Developed comprehensive reporting framework for Board and Executive Management on operational performance, risk posture, and control effectiveness

### **Senior Program Manager**

Network International | Dubai, UAE | 2015 - 2018

Enterprise program management for payment solutions leader — a regulated, compliance-intensive financial services environment.

- **Program Governance:** Led enterprise-wide program management with structured governance ensuring regulatory compliance and risk management
- **Risk Assessment:** Implemented risk assessment protocols and mitigation planning for high-value payment processing initiatives
- **Process Optimization:** Drove business process excellence improving operational efficiency and regulatory compliance adherence
- **Control Framework:** Established control frameworks meeting PCI-DSS and financial regulatory requirements

### **Engagement Manager**

McKinsey & Company | Middle East Practice | 2012 - 2015

Management consulting for Fortune 500 clients on Business Excellence, operational governance, and transformation.

- **Business Excellence Consulting:** Advised clients on Business Excellence framework design, operational restructuring, and governance enhancement
- **Enterprise Risk:** Designed risk management frameworks for government, banking, and private sector clients in complex regulatory environments
- **Process Excellence:** Led Lean Six Sigma and continuous improvement programs delivering measurable operational improvements
- **Transformation Leadership:** Partnered with client Strategy, PMO, and IT teams to embed risk considerations into transformation initiatives

## Earlier Career

Progressive roles in Program Management, Business Analysis, and Technology Leadership | 2004 - 2012

- Built foundation in process excellence, project governance, and operational improvement across technology and financial services sectors
- Developed expertise in enterprise systems, business process optimization, and cross-functional stakeholder management

## EDUCATION

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- **Master of Business Administration (MBA)** — Finance & Strategy
- **Bachelor's Degree** — Engineering / Computer Science

## CERTIFICATIONS

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- PMP — Project Management Professional
- CSM — Certified Scrum Master
- CSPO — Certified Scrum Product Owner
- CBAP — Certified Business Analysis Professional
- Lean Six Sigma (Green Belt)

## TECHNICAL EXPERTISE

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- **Frameworks:** COSO Internal Control Framework, ISO 31000 (Risk Management), COBIT, PMBOK, PRINCE2, Agile/Scrum
- **Methodologies:** Lean Six Sigma, Kaizen, Business Process Reengineering, Maturity Assessment Models
- **Tools:** Power BI, Tableau (Executive Dashboards), Jira, MS Project, SAP, ERP/Governance Systems
- **Domains:** Enterprise Risk Management, Internal Audit Support, Regulatory Compliance, Process Mining

## KEY ACHIEVEMENTS

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- Reduced risk identification time from 3 weeks (reactive) to 3 days (proactive) through predictive ERM framework
- Improved project success rate from 72% to 94% through enhanced governance and control mechanisms
- Achieved 80% reduction in budget variance through systematic risk and control improvements
- Delivered \$400,000+ annual savings through process excellence and operational governance initiatives
- Successfully scaled operations 233x while maintaining control effectiveness and audit readiness

## ADDITIONAL INFORMATION

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- **Location:** Dubai, UAE (Currently based; immediate availability)
- **Languages:** English (Fluent), Arabic (Professional)
- **Industries:** Healthcare, FinTech, Technology, Logistics, Financial Services, Government
- **Geographic Scope:** UAE, KSA, Egypt, Qatar, Kuwait, Bahrain, Oman  
— Enterprise/Group level experience