

AHMED NASR

Senior Digital Transformation Consultant | Strategy & Program
Governance Leader

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PROFESSIONAL SUMMARY

Senior transformation executive with **20+ years** of experience leading **end-to-end digital transformation engagements** for government and enterprise clients across the GCC. Background in **management consulting** (McKinsey & Company) combined with hands-on program delivery expertise. Proven track record in digital maturity assessments, transformation roadmap design, operating model re-design, and program governance at scale. Expert in establishing PMO structures, milestone tracking, risk management, stakeholder alignment, and executive reporting. Successfully delivered large-scale transformation programs across government, healthcare, telecom, and financial services sectors. Bilingual in English and Arabic with deep understanding of GCC market dynamics and regulatory environments.

CORE COMPETENCIES

- **Digital Transformation Strategy** — End-to-end strategy development, digital maturity assessment, transformation roadmaps
- **Operating Model Design** — Target operating models, process re-engineering blueprints, organizational change plans
- **Program Governance** — PMO establishment, milestone tracking, risk management, stakeholder alignment, executive reporting
- **Business Case Development** — ROI models, financial modeling, executive steering committee presentations
- **Change Management** — Stakeholder engagement, organizational transformation, capability building
- **Technology Enablers** — Cloud, automation, AI/ML, data analytics, digital platforms
- **Delivery Methodologies** — Agile, Lean, Hybrid, Scrum, Waterfall, SAFe principles

PROFESSIONAL EXPERIENCE

Director of PMO & Regional Engagement

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

Leading digital transformation across 15-hospital network in KSA, UAE, and Egypt — a \$50M+ enterprise transformation program for government-affiliated healthcare organization.

- **Digital Transformation Strategy:** Led end-to-end digital transformation engagement from strategy development through execution at scale across 3 countries
- **Digital Maturity Assessment:** Conducted comprehensive digital maturity assessments identifying transformation opportunities across operations, patient experience, and business models
- **Operating Model Design:** Designed target operating models and process re-engineering blueprints for clinical and administrative functions
- **Program Governance:** Established program governance framework with milestone tracking, risk management, stakeholder alignment, and executive reporting structures
- **Multi-Workstream Management:** Managed multi-workstream transformation program with cross-functional teams across clinical, IT, finance, and operations
- **Technology Enablers:** Advised on and implemented cloud migration, automation (AI-powered analytics), data governance, and digital platform initiatives
- **Business Case Development:** Developed business cases and ROI models achieving \$400,000+ annual savings; presented to executive steering committee quarterly
- **Change Management:** Led change management and stakeholder engagement activities ensuring adoption across 15 facilities
- **Results:** Improved project success rate from 72% to 94%; reduced reporting overhead by 80%; achieved 97% efficiency gain in status reporting

Chief Operating Officer

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

Led operational transformation for \$2B+ GMV digital platform across 8 GCC countries — a large-scale enterprise transformation program.

- **Transformation at Scale:** Led digital transformation enabling 233x operational scale growth while maintaining service excellence
- **Operating Model Re-design:** Designed and implemented target operating models for logistics, technology, and customer operations across multiple markets
- **Program Governance:** Established PMO delivering 300+ transformation initiatives with structured governance, risk management, and milestone tracking
- **Process Re-engineering:** Led process optimization and re-engineering achieving operational excellence across the network

- **Technology Strategy:** Drove technology enabler adoption including automation, AI/ML for demand forecasting, and digital platform enhancements
- **Stakeholder Management:** Managed relationships with C-level executives, board members, and regional government stakeholders across GCC
- **Financial Modeling:** Developed business cases and ROI models for expansion initiatives; presented to executive steering committees and board

Senior Program Manager

Network International | Dubai, UAE | 2015 - 2018

Enterprise transformation for MENA's leading payment solutions provider — a regulated financial services environment.

- **Large-Scale Programs:** Led enterprise-wide transformation programs for payment processing modernization across UAE and Egypt
- **Program Governance:** Established and ran PMO structures with governance frameworks meeting regulatory requirements
- **Operating Model:** Designed target operating models for digital payment services and process optimization
- **Stakeholder Engagement:** Managed executive stakeholder relationships including C-level and regulatory bodies
- **Delivery Methodology:** Implemented hybrid delivery methodologies combining agile and waterfall approaches

Engagement Manager

McKinsey & Company | Middle East Practice | 2012 - 2015

Management consulting for government and enterprise clients on digital transformation, strategy, and operational improvement.

- **Digital Transformation Consulting:** Led digital transformation strategy engagements for government entities and Fortune 500 enterprises across GCC
- **Digital Maturity Assessments:** Conducted digital maturity assessments and designed transformation roadmaps for banking, healthcare, and government clients
- **Operating Model Design:** Advised clients on target operating model design, organizational restructuring, and capability building
- **Business Case Development:** Developed business cases, ROI models, and executive presentations for steering committee approval
- **Change Management:** Led organizational change initiatives and stakeholder engagement for large-scale transformation programs

- **Government Clients:** Delivered transformation programs for GCC government entities including ministries and public sector organizations

Earlier Career

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

- Built foundation in program management, process optimization, and technology transformation across financial services and technology sectors
- Developed expertise in agile methodologies, business case development, and cross-functional stakeholder management

EDUCATION

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

CERTIFICATIONS

- PMP — Project Management Professional
- CSM — Certified Scrum Master
- CSPO — Certified Scrum Product Owner
- CBAP — Certified Business Analysis Professional
- Lean Six Sigma (Green Belt)
- PRINCE2 Practitioner

TECHNICAL EXPERTISE

- **Methodologies:** Agile, Scrum, Lean, Hybrid Delivery, SAFe Principles, Waterfall, PMBOK, PRINCE2
- **Technology Domains:** Cloud Migration, AI/ML, Automation, Data Analytics, Digital Platforms, ERP Systems
- **Tools:** Power BI, Tableau (Executive Dashboards), Jira, MS Project, Asana, Confluence
- **Frameworks:** Operating Model Canvas, Business Capability Modeling, Process Mining, Digital Maturity Models

KEY ACHIEVEMENTS

- Led \$50M+ digital transformation program across 15 healthcare facilities in 3 countries
- Scaled operations 233x through technology-enabled transformation while maintaining service excellence
- Improved project success rate from 72% to 94% through enhanced program governance

- Delivered \$400,000+ annual ROI through process optimization and automation initiatives
- Established PMO structures delivering 300+ transformation initiatives with consistent governance
- Reduced risk identification time by 93% through predictive analytics implementation

ADDITIONAL INFORMATION

- **Location:** Dubai, UAE (Immediately available; flexible for hybrid and on-site)
- **Languages:** English (Fluent), Arabic (Professional/Native)
- **Industries:** Government, Healthcare, Telecom, Banking, Financial Services, Technology
- **GCC Experience:** UAE, KSA, Egypt, Qatar, Kuwait, Bahrain, Oman — Government and enterprise clients
- **Travel:** Available for GCC travel as required