

AHMED NASR

PMO Leader | Digital Transformation Program Director | Enterprise Governance Architect

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EXECUTIVE SUMMARY

Senior PMO leader with 20+ years delivering large-scale digital transformation programs across multi-country, multi-vendor environments. Proven track record designing governance structures, leading globally distributed teams, and ensuring delivery excellence for \$25M+ enterprise programs. Deep expertise in S/4HANA implementations, enterprise roadmaps, and process transformation within complex, regulated industries. Known for executive presence, pragmatic problem-solving, and driving measurable outcomes through structured PMO operations and RAID management.

CORE COMPETENCIES

- **PMO Leadership & Governance:** Designed and implemented PMO governance structures from scratch; established charters, RACI matrices, decision rights, escalation paths, and steering committee frameworks
- **Programme Delivery:** End-to-end accountability for multi-million dollar transformation programs; structured RAID management, status reporting, dashboards, and delivery health checks
- **Digital Transformation:** Led S/4HANA enterprise implementations, AI-driven solutions, data warehouse initiatives, and process modernization programs
- **Multi-Country Operations:** Managed programs across UAE, KSA, and Egypt; experienced with globally distributed teams and offshore delivery coordination
- **Multi-Vendor Management:** Coordinated cross-functional teams across vendors, partners, and internal stakeholders in matrixed environments
- **Executive Stakeholder Engagement:** Regular engagement with C-suite executives, board members, and ministry officials; skilled at translating complexity into executive summaries
- **Risk & Compliance:** Instituted risk frameworks, quality gates, and control mechanisms; proactive issue identification and resolution

PROFESSIONAL EXPERIENCE

Acting PMO Director & Regional Engagement Lead

TopMed (Saudi German Hospital Group) | UAE, KSA, Egypt

June 2024 – Present

\$25M+ Transformation Portfolio | Multi-Country Delivery | Reports to Group CEO

- **Programme Delivery Leadership:** Direct accountability for enterprise digital transformation across three countries, ensuring high standards of quality, timeliness, and measurable impact
- **Governance Architecture:** Designed portfolio governance model including charters, RACI, decision rights, escalation paths, and quarterly business reviews with executive steering committee
- **PMO Operations:** Run PMO routines including status reporting, executive dashboards, delivery health checks, and structured RAID management with timely resolution of issues and dependencies
- **Multi-Vendor Coordination:** Lead cross-functional teams across technology vendors, implementation partners, and internal stakeholders in complex matrixed environment
- **Digital Transformation Delivery:** Oversee enterprise data warehouse implementation, AI-driven clinical decision support systems, and process automation initiatives
- **Executive Reporting:** Prepare and present executive summaries, program status, and strategic recommendations to C-suite leadership and board members
- **Risk Management:** Institute risk frameworks and quality gates; conduct independent health checks and manage dependencies across workstreams

Country Manager & VP Strategic Advisor

PaySky / El Araby Group | Egypt

2019 – 2022

FinTech & Consumer Electronics | Full P&L Ownership | Enterprise Transformation

- **S/4HANA Implementation:** Led end-to-end SAP S/4HANA enterprise transformation from strategy through execution, managing cross-functional teams and vendor partnerships
- **Enterprise Roadmap Development:** Developed multi-year IT strategy and technology roadmaps aligned with business objectives; presented to board for investment decisions
- **Process Transformation:** Drove process modernization across finance, HR, and supply chain functions through ERP implementation
- **Governance & Compliance:** Established governance frameworks for technology risk, vendor management, and regulatory compliance
- **Change Management:** Guided organization through major change initiative, building stakeholder alignment and driving adoption

PMO Section Head

EMP (Network International) | Egypt

2014 – 2017

African Banking Portfolio | 300+ Concurrent Projects | Built PMO from Scratch

- **PMO Design & Implementation:** Built PMO governance structure from ground zero; established methodology, planning standards, RAID management, benefits tracking, and change control processes

- **Portfolio Governance:** Designed and ran portfolio governance model serving C-level visibility into program performance across 300+ concurrent projects
- **Delivery Excellence:** Drove 3x net profit increase through structured program management, data-driven decision frameworks, and continuous improvement
- **Dashboard & Reporting:** Implemented executive dashboards and analytics using Microsoft Project Server, enabling informed investment decisions
- **Quality Assurance:** Instituted quality gates, tollgates, and independent health checks across delivery portfolio

Product Development Manager

Talabat (Delivery Hero SE) | Egypt

2017 – 2018

Consumer Tech Scale-up | 230x Growth | Global Coordination

- **High-Growth Program Management:** Managed rapid scaling from 30K to 7M daily orders, maintaining delivery quality and operational excellence through hypergrowth
- **Global-Local Coordination:** Served as focal point between Berlin headquarters and MENA operations, balancing global strategy with regional execution
- **Cross-Functional Leadership:** Coordinated product, engineering, and operations teams toward shared delivery goals

KEY PROGRAMME ACHIEVEMENTS

- **\$25M+ Enterprise Transformation:** Leading multi-country digital transformation with AI, data warehouse, and process automation components (TopMed)
- **SAP S/4HANA Implementation:** End-to-end enterprise ERP transformation covering finance, HR, and supply chain (PaySky/El Araby)
- **PMO Governance Build:** Designed PMO from scratch serving 300+ projects, contributing to 3x profit growth (Network International)
- **230x Operational Scale:** Program management through hypergrowth from 30K to 7M daily transactions (Talabat)

TECHNICAL EXPERTISE

- **Enterprise Systems:** SAP S/4HANA, SAP ECC, Enterprise Data Warehouse, ERP Architecture
- **PMO Tools:** Microsoft Project Server, Jira, Power BI, Executive Dashboards
- **Process & Analytics:** Power Platform (Power Apps, Power Automate, Power BI), SQL, Tableau
- **AI/ML:** AI-driven decision support systems, predictive analytics, automation engineering
- **Methodologies:** Agile/Scrum, Waterfall, Hybrid; RAID Management; Benefits Realization

EDUCATION

MBA (In Progress) — Sadat Academy for Management Sciences | Expected 2026

BSc. Computer Sciences & Business Administration — Sadat Academy | 2006

PROFESSIONAL CERTIFICATIONS

- Project Management Professional (PMP) — Project Management Institute
- Certified Business Analysis Professional (CBAP) — IIBA
- Certified Scrum Master (CSM) — Scrum Alliance
- Lean Six Sigma — Yellow Belt

LANGUAGES

English: Professional Working Proficiency | **Arabic:** Native

INDUSTRY EXPERIENCE

Deep experience in regulated, complex industries including Healthcare, FinTech, Banking, and Consumer Technology. Proven ability to apply governance and delivery expertise across sectors, with transferable skills in managing enterprise transformation programs regardless of industry vertical.