

# MOHAMMAD IBRAHIM MALIK, PMP/PSM

Riyadh, Saudi Arabia | 📞 +966 560008672 | ✉ wincomand@yahoo.com  
<https://www.linkedin.com/in/ibrahimmalik>

An accredited Portfolio/Program management professional, with progressive **experience of around 18 years** in management of high profile/national level Business Transformation Programs and IT Systems with a track record of successful deliverance and multi-million dollar savings and benefits delivery. Extensive experience of successfully setting up Project Management Offices apart from leading & managing multi-million/multi-year Portfolios/Programs.

## Career Outline

### PricewaterhouseCoopers [PwC]

- Led and delivered Business Transformation Portfolio successfully in KSA's National Agenda Ministry, for **"Government Spent Optimizing" Portfolio**
  - Seizing the opportunities in reducing the KSA's national budget deficit by achieving **savings of more than SAR 85 BN** in 2017, impacting 15 governmental entities having largest spent.
  - Largest portfolio of ministry being US\$ 76 Million with managing multiple vendors having ~200 team size
- Played integral part in PMO setup at new entity to help in managing and executing the strategy by leading and managing 5 initiatives (from one of Saudi Vision 2030 Vision Realization Program) with total budget of SAR ~227 MN for 2018 and ensuring meeting the committed KPIs with VRP/Adaa
- Managed the **AI RPA** (Artificial Intelligence based Robotic Process Automation) implementations to have virtualized implementation for number of different PoC projects including
  1. Integration between two disconnected systems of different entities by posting data from one entity's system to other
  2. Generating PMO Assessment report to identify the quality assurance of the processes being followed by PMs and highlighting lacking in numerical way along with suggested corrective/preventive measures.
- Orchestrated the requirements, design and implementation of KSA's **largest National Subsidies System 'Citizen Account'**
  - Delivering subsidies to ~4 MN nationals from the same platform under unified policy
  - Monthly compensation amount ranging from SAR 4 BN – SAR 6 BN.

### Dubai Customs

- Managed major projects under the Reforms and Modernization Program to implement the new operating model that resulted in top 5 world-wide ranking in cross border trading for UAE.
  - 37% reduction in processing and clearance times
  - 23% increase in revenue and duty collection

## Domains Profile

Portfolio/Program/Project Management	Project Mgmt. Office (PMO) Setup	Vendor Management
Program/Project Risk Management	Digitization	UI/UX, Design & Delivery
Offshore Software Development Management		Standard and Agile Delivery Methodologies

## Education, Certifications, Trainings & Memberships

- **MCS** (Master in Computer Science) [**Silver Medalist**] - Hamdard University Karachi [*Islamabad Campus*] 2000
- **PMP** (Project Management Professional) PMI® [www.pmi.org](http://www.pmi.org)
- **PSM** Professional Scrum Master) Scrum.org
- **ITIL** (Info. Tech. Infra. Library) [www.itil.org](http://www.itil.org)
- **CLS** Designer Fundamentals [www.ibm.com](http://www.ibm.com)
- **SCJP 2** (Sun Certified Java Programmer) [www.sun.com](http://www.sun.com)
- "Negotiation Skills", PwC
- "Creative Problem solving & Decision Making", Dubai Customs
- **C-SBP** "Certified Strategy & Business Planning", KPI Institute
- **C-BSC** "Certified Balanced Scorecard", KPI Institute
- **MCP** [Impl/Des. db with SQL Server 7.0] [www.microsoft.com](http://www.microsoft.com)
- "Working with MS Project 2010", Knowledge Platform
- "Influencing Skills", PwC
- "Managing Conflict", Dubai Customs
- Member of **Dubai Customs** Standards & Practices comm.

## Professional Experience

### Manager (Portfolio & Program Management - PPM)

Aug 2014 – to date

#### PRICEWATERHOUSECOOPERS (PWC)

RIYADH, SAUDI ARABIA | [HTTP://WWW.PWC.COM/](http://www.pwc.com/)

Reporting directly to Engagement Leader, leading Portfolio/Programs/Projects and working with PMO team from Client and PwC to manage the quality delivery from vendor.

- Work with client to analyze the client need, design Project Management Office, implement and transfer it to client after proper capability building/shadowing to client resources.
- Consult with the business owners and highest authority of the client stakeholders to design and agree the main

elements of the program delivery

- Review project plans for consistency, accuracy and comprehensiveness. Guide/Assist project Managers to develop detailed project plans that account for all main elements of any transformation
- Establish a project performance management framework including KPIs pertaining to the scope, budget and time but also stakeholder expectations. Evaluate project results and deliverables.
- Provide learning & development advice, support team members to deliver best practice programs / projects
- Contribute to proposal development and business development through effective pitch presentation and conducting and attending workshops and brain-storming sessions with key stakeholders
- Develop and monitor project budgets and develop and deliver regular status reports.

## **Client Accounts:**

### **General Authority for Military Industries (GAMI) – KSA**

**PORTFOLIO MANAGER / PMO PERFORMANCE & COMPLIANCE MANAGER** Oct 2018 – till date

- Set up Project Management Office, conducted project maturity assessment and defined PMO methods, processes and tools to cover the gaps
- Leading and managing most critical deputyship related portfolio & utilizing my experience of portfolio/program management practitioner/consultant to ensure successful delivery and meeting the committed objectives
- Developed and leading the PMO compliance framework in monitoring and ensuring to achieve the set PMO KPIs

### **General Culture Authority (GCA) – KSA**

**INITIATIVES MANAGER / QUALITY CHAMPION** Feb 2018 – Oct 2018

- Set up Project Management Office, conducted project maturity assessment and defined PMO methods, processes and tools to cover the gaps
- Leading and managing 5 GCA Vision Realization Program (VRP) initiatives (consisting of multiple projects) with total 2018 budget of SAR ~227 MN & utilizing my experience of portfolio/program mgmt. practitioner/consultant to ensure successful delivery and meeting the committed KPIs with Adaa (Govt. Performance monitoring entity)

### **Ministry of Economy & Planning (MEP) – KSA**

**PORTFOLIO MANAGER / QUALITY CHAMPION** Aug 2015 – Jan 2018

- Led successfully **National Agenda Portfolio** and Program delivery.
- **Supporting ME Center of Excellence (CoE)** by leading/managing initiatives for enhancing the quality delivery.
- **Quality Assurance of program/project artefacts** and compliance with the PMO methodology and standards;
- Reporting and communications within MEP and to external stakeholders
- Manage the process for procurement until the closure of contract, and portfolio/program budget.
- **Support Ministry Vision Realization Office (VRO) in delivering Saudi Vision 2030 Strategic Objectives**
- Support Portfolio stakeholders to deliver projects based on the Portfolio transformation objectives & benefits
- **Staff Management** – Including coaching, performance monitoring, capacity building and knowledge transfer.

### **Human Resource Development Fund (HRDF) - KSA**

**PROJECT MANAGER** Aug 2014 – Aug 2015

- Leading multiple programs and projects ensuring that outcomes are delivered & benefits are realized by the client.
- **Setting up and Managing Quality Assurance function**
- **Leading Enterprise Project Management (EPM) operational support.**

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### **Senior Project Manager**

**Feb 2012 – Aug 2014**

**KNOWLEDGE PLATFORM**

ISLAMABAD, PAKISTAN | <http://www.knowledgeplatform.com>

Reporting directly to CEO, leading multiple internal/vendor teams comprising around 20 resources

- Accountable for the successful end-to-end delivery of **Content & facility Programs, e-Learning projects & client's Product** as **Product Manager** for development / enhancement of e-Marketing application
- Managing all functions of the Project Life Cycle from initiation through successful closure
- Leading requirements gathering including client site visit internationally
- Managing the Reforms & Modernization – Pakistan Education program initiative to launch KP eLearning product with complete content, HR for training/teaching and raising regional facilities.
- Vendor Management, ensuring in-time quality project
- Mentoring the junior project managers

## **PROJECTS:**

## Reforms & Modernization - Pakistan Education (RMPE) Program

### PROGRAM / PROJECT MANAGER

Jun 2013 – Aug 2014

- Managing program to successfully launch UBJ (e-learning product) in the schools, making them self-sufficient in use of latest technology and up-to-dated ways of teaching
- To meet the objectives of the program, multiple streams were being handled including **Facility Stream** to raise the facility, **HR Build** to have the staff roles/JDs/structure & training materials defined and to hire the staff and get them trained as per the staffing needs & **Content Creation Stream** to have the content prepared.

## Bayer Contact Online

### PROJECT / PRODUCT MANAGER

Feb 2012 – Aug 2014

- Managed the **system requirements & client satisfaction** through onsite multiple workshops in Germany
- **Managed vendor** effectively to deliver in time quality **multi-tenant business transformation** E-Marking product
- Developed **Product Vision & Roadmap** in collaboration with client's business dev./corporate strategy teams
- Participated in **pre-sales** activities including **proposal writing**, estimates & rollout activities.
- Managed maintenance releases with proper configuration management to ensure **service continuity** for clients
- Launched the system for France, Russia, Maghreb countries, Belgium, Spain and Latin America
- Conducted training at client's premises & online.

## Grade 9 English / Mathematics Digital Content Creation (Federal/Rawalpindi Boards of Educations)

### PROJECT MANAGER

July 2013 – Aug 2014

- Worked with virtual team members (international Educational SMEs) along with local SMEs assisting in **alignments, analysis, quality review & delivery** of digital content as per Pakistan schools requirements

## Offshore Team Manager/Senior Projects Manager

Feb 2011 – Jan 2012 (Contract)

### CIKLUM PAKISTAN

ISLAMABAD, PAKISTAN | <http://www.ciklum.com>

Reporting directly to onshore Team manager, leading a team of up to 12 resources

- Management leadership role accountable for the successful end-to-end delivery of project(s)
- Managing **SharePoint, CRM & Support** offshore teams
- Lead role in the requirements gathering & documentation
- Acquisition, assessment, assignment & management of resources required for project/team

## Manager Projects West Region

Jun 2010 – Feb 2011 (Contract)

### STC (SAUDI TELECOM COMPANY) VIA JWAN CO

JEDDAH, SAUDI ARABIA | <http://www.stc.com.sa/>

Reporting directly to CEO, leading a team of up to 22 resources

- Planning, Stakeholder Requirements Management, Team/Client Management & Reporting
- Processes definition for all areas in Project Management & mentoring/coach staff & clients
- Worked with Executive Management and other key stakeholders to facilitate prioritization, planning and budgeting of business and requirements and projects
- Resource planning/management ensuring strategic objectives/targets are achieved, within stipulated timeframe

## Project Manager

Mar 2007 – May 2010

### DUBAI CUSTOMS

DUBAI, UAE | [www.dubaicustoms.ae](http://www.dubaicustoms.ae)

Reporting directly to Program Manager, leading a team of up to 20 resources

- Accountable to lead the project teams for timely and developing quality solution for projects under **RMP Business Transformation program's** to deliver core capabilities incrementally. Delivered IT, HR alignment, processes for the program under various projects, fundamentally improving them as per program's needs.
- Managed the Organizational Change for RMP paperless concept through program level change mgmt. program.
- Managing all functions of the Project Life Cycle from initiation through closure.
- Supervising **Project Change Management board** to assess & implement the changes, *to achieve intended goals*.
- Manage Program and Project Risks & Issues using **AS/NZS 4360:1999**.

Reporting directly to PMO Manager:

- Defined and setup PMO methods and processes, including the Program / Project Management method, Workflows, Integration, Reporting and Governance
- Executed organizational change management activities by conducting multiple awareness and training sessions

with all PMs across the organization with the PMO standards to follow and conducting compliance audits

## **PROJECTS:**

### **RMP - Reforms and Modernization Program (5 Domains – 15 projects)**

To implement RMP as online Declaration & Risk Analysis system in light of **WCO (World Customs Organization)**, **DGeP (Dubai Govt. e-Program)** based on **EFQM (European Foundation for Quality Management)**, I:

- Managed program and project risks/issues, execution of mitigation/resolution plans & evaluating effectiveness for proactive realignment for around 15 major projects RMP Program
- Manage & report on Program Quality plan ensuring consistent approach to quality for the whole program & monitoring identified corrective/preventive actions for alignment

### **Electronic Gateway**

Planned, Managed for B2G integration with Couriers like DHL, FedEx etc. enabling them to submit declarations seamlessly with simplified & efficient declaration processing.

### **Mirsal2 Situation Appraisal (*Kepner-Tregoe Method*)**

Identifying issues for *delay in Declaration Processing Project (DPP) delivery and non-agreement of stakeholders on going paperless (processes & Technology wise) in DPP*, Clarifying & Prioritizing them, identifying root causes and resolutions with Executive Directors & RMP management & developing/maintaining Resolutions Action Plan

### **Inspector Capabilities Project**

Managed team & vendor to establish knowledge/skills required by Inspections Staff, processes/systems to accredit them with knowledge & skills based on competency assessment. Established training material overcoming gaps

### **VAT – Value Added Tax Program**

Supporting 4 project streams in program by implementation & maintaining guiding principles for VAT in UAE, Facilitated in standards for management of projects/programs. Actively engaged in Vendor Selection activities, assisting in **RFP prep.**, Evaluating response, scoring, bidders conference & contract awarding

### **Project Manager**

**Oct 2006 – Mar 2007**

**TEO (PVT.) LTD.**

ISLAMABAD, PAKISTAN | [www.teo-intl.com](http://www.teo-intl.com)

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Reporting directly to Country Manager, leading a team of up to 10 resources

- Project Planning, Managing stakeholder expectations, Project Plan Execution, analyzing all end-to-end scenarios to make trade-off decisions
- Development of organizational strategies as a member of the Senior Management Team; also involved in formulation of key decisions leading to improved IT project efficiency/delivery time

### **Software Development Manager/Project Manager**

**Aug 2005 – Sep 2006**

**MOBIZONE PAKISTAN**

ISLAMABAD, PAKISTAN | <http://www.arpuplus.com/>

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Reporting directly to Country Manager, leading a team of up to 11 resources

- Project Planning, Task Assignment, Monitoring & Control, Stakeholder Requirements Management, Client Communication, Manage Service Delivery and Support
- Visited Egypt to train resources over VAS development and designing.

### **Team Lead/Snr. Software Engineer/Snr. Business Analyst**

**Aug 2001 – Aug 2005**

**PI SIGMA GROUP (PSG)**

ISLAMABAD, PAKISTAN

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- Onsite / offsite Requirement gathering/Analysis, Design & Development Applications, Project Planning & execution, Client Communication
- Visited multiple times to Denmark in project management consultant role at client end

### **Software Engineer**

**Jan 2001 – Aug 2001**

**SEVEN SEGMENTS**

RAWALPINDI, PAKISTAN

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Project Planning, Client Communication, Plan Execution, Managing app testing

## **References**

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Reference shall be furnished upon request