

An innovative and result-oriented professional with expertise in digital transformation, operating model design, strategy & planning, IT solution architecture, business development and portfolio management having over 19 years of experience. 6+ years spent with Big-Four Company "Deloitte". Possesses strong relationship management skills. Successfully managed IT practice units, delivered large bids and projects involving SAP and other packaged applications. Adept in defining the overall lifecycle of a solution involving software-applications spanning pre-project, project and post-project activities by applying best practice frameworks and methodologies.

A business-oriented technology savvy person focused on the big picture who can also understand and manage the technical details when required. Well versed with latest IT trends. Can manage all the consulting aspects of an opportunity from business development to engagement initiation and closure. Possesses excellent skills in managing the client, the team and the vendors. Spent almost 7 years servicing the client Saudi Aramco in different roles.

**Industries:** IT Professional Services, Owner Operator / EPC Capital Projects, Oil & Gas, Public Sector, Education.

**Qualifications:** MS Computer Science (LUMS), MA Economics (PU), B. Com (PU)

**Certifications:** P3O Foundation, PRINCE2 Foundation, TOGAF Foundation, ITIL Foundation, SAP FICO

### Skills

- Digital Transformation
- Operating Model Design
- Portfolio Management
- Solution Architecture
- PMO Setup & Execution
- Pre-Sales and Bids Management
- Systems and Vendors' Evaluation
- Business Development
- Strategy & Planning
- IT Estimation
- Frameworks and Methodologies
- Vendors Management
- Relationship Management
- Managing IT Organizational Units
- Business Analysis
- Business Intelligence
- Research and Writing
- Coaching and Teaching

### Professional Experience

#### Mar 2017 – Present Director Consulting, Al-Watania Information Systems (Awqaf Al Rajhi Group) KSA

##### Responsibilities:

- Lead the digital transformation initiative for the Awqaf Al Rajhi Group.
- Lead the operating model optimization initiative for WiSys.
- Service Line head for Organizational Capability & Consulting Department and responsible for Strategy Management, Portfolio Management and Process & Quality Management Offices.
- Manage the knowledge assets management initiative.
- Participate in the internal IT investment initiatives and define the process for such initiatives.
- Develop and maintain relationships with key vendors.

##### Key Achievements:

- Prepared the long-term vision for digital transformation for the whole Awqaf Al-Rajhi Group and translated that into digital governance, digital platform and initial plan to conduct the digital maturity assessment.
- Developed a strong capability and understanding of different digital models and frameworks.
- Prepared the long-term vision for WiSys considering solution providing, consulting, digital transformation and IT investments advisory.
- Developed the new operating model for WiSys aligning with current strategy and performance management framework.
- Developed an integrated plan to complete all the initiatives related to digital transformation, operating model optimization, knowledge and innovation management.

##### Initiatives:

Start	Title
Mar 2017	Digital Transformation Initiative for Awqaf Al-Rajhi Group [In Progress]
Apr 2017	Operating Model Optimization for Al-Watania Information Systems (WiSys) [Completed]
May 2017	WiSys Knowledge Assets Management [In Progress]

#### 2013 – Feb 2017 Senior Manager, Deloitte & Touche Saudi Arabia

##### Responsibilities:

- Ensure leadership effectiveness.
- Being a solution provider / trusted advisor in areas of relevant competencies.

##### Key Achievements:

- Maintained the highest pipeline of potential projects (\$2+ million) during FY17 in my service line.

- Create strong impact at client side resulting in sales & revenue generation.
- Establish industry, market and firm knowledge and insight.
- Develop and maintain key relationships with the clients and the vendors.
- Ensure service excellence.
- Develop and nurture others.
- Played the role of methods & tools lead for the Middle East and successfully delivered the Deloitte One initiative and received special appreciation from Global technology head.
- Established the operating model for SAP practice at Deloitte Middle East.
- Defined a reusable model to for estimating & pricing large IT implementation project. It was used for a project worth \$80+ million.

#### Key Projects:

- Aug 2016 SAP KSA Rollout Project; Role: Project Manager at a leading manufacturer of implants and biomedical instruments (based in US & Switzerland).
- May 2016 Development of Enterprise Architecture (EA) Policy, Standards and Procedures; Role: EA Subject Matter Expert for Bank Al-Bilad KSA.
- Apr 2016 IT Procedures Development; Role: IT Subject Matter Expert for Arabian Centers (ACCL) KSA
- Feb 2016 SAP Program Office Management (PMO) Design & Setup; Role: Solution Architect / Project Manager for Al Watania Information System (Wi-Sys) KSA.
- Oct 2015 Best of Enterprise Applications Platform; Role: SAP SME for Electric Holding Co. (EHC) Oman.
- Dec 2014 EPM (Enterprise Project Management) Project: Solution Architecture Support and QA; Role: Technical Solution Architect and Team Lead for Saudi Aramco.
- Oct 2013 EPM Project: Solution Architecture Optimization; Role: Technical Solution Architect and QA Lead for Saudi Aramco.

### 2010 – 2012 **Manager, Deloitte & Touche Saudi Arabia**

#### Responsibilities:

- Ensure management excellence.
- Provide exceptional stakeholder management and service excellence.
- Demonstrate solution expertise.
- Demonstrate distinction from peer group for impact and positive contribution.
- Developing client relationships whilst on engagements.

#### Key Achievements:

- Worked on an opportunity from RFI stage, led the proposal development and won the project (\$9+ million) which was the largest technology project for Deloitte.
- Recognized as extra-ordinary professional at client side and promoted from consultant to architect grade on the project.
- Initiated the SAP practice development activities in the organization which were base for further work.

#### Key Projects:

- Mar 2013 EPM Project: Software Selection & Proposal Development; Role: Technical Solution Architect for Saudi Aramco.
- Oct 2012 EPM Project: Target Operating Model Development Phase; Role: Technical Solution Architect for Saudi Aramco.
- Apr 2012 EPM Project: Project Planning Phase; Role: PMO Lead for Saudi Aramco.
- Jul 2011 National Databank Project; Role: PMO/Technology Consultant for General Authority for Statistics, Saudi Arabia.

### 2008 – 2010 **Managing Consultant, EJADA Systems Saudi Arabia**

#### Responsibilities:

- Establish and maintain the technical and program management office to manage the IT application development projects.
- Hire and coach the resources to service the clients in Eastern province.
- Lead pre-sales activities from technical perspective.
- Play the role of delivery manager and solution architect for the bids & projects.

- Contributed to win around \$8 million worth of business for the company through bids/proposal development.
- Developed more than 20 project proposals for the company with a hit ratio of 50% for overall project winning and 90% for technical qualification.
- Delivered two major SAP projects proposals; one worth \$20+ million, other worth \$10+ million.
- Prepared the blueprint of "SAP Practice at EJADA".
- Got the company pre-qualified at SABIC for .NET and SharePoint projects.
- Established a resource management system for national (Saudi) resources which helped the company maintain

#### Key Achievements:

- Established the PMO for SAP projects and supervised the attainment of CMMi level 3 for the company.
- the required Saudization percentage on Saudi Aramco projects.

#### Key Projects:

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| Saudi Aramco   | 2010, SAP Healthcare Business Intelligence Dashboard, Role: Delivery Manager.<br>2009, SAP Business Intelligence B2B Dashboard Reporting, Role: Delivery Manager.<br>2009, Establishment of the PMO, Role: Solution Architect.<br>2009, SAP Land Records Management System, Role: Delivery Manager. |
| Saudi Railways | 2008, Online Passengers Reservation and Ticketing and Cargo Information System, Role: Solution Architect / Project Manager.                                                                                                                                                                         |

### **2005 – 2010 Senior Consultant, EJADA Systems Saudi Arabia**

#### Responsibilities:

- Support the development of proposals and pre-sale activities.
- Help establish the SAP practice in the organization.
- Provide the project management expertise for executing SAP projects.
- Help hiring the resources for the practice in the Eastern province.

#### Key Achievements:

- Helped win the first SAP projects for the organization which started the application development delivery business in the Eastern province.
- Delivered the initial projects at Saudi Aramco with high quality which improved EJADA's image and contributed for winning further business.
- Coordinated and help prepare the pre-qualification for IT applications development contract at Saudi Aramco in 2007 which enabled the company to receive RFPs of worth SAR 100 million each year for 7 years.

#### Key Projects:

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|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Saudi Aramco | 2008, SAP Hydrocarbon Information System, Role: Solution Architect / Project Manager.<br>2007, SAP Shipshore Comparison Re-Design Project, Role: Project Manager.<br>2006, SAP BW Training Historical Data Migration Project, Role: Project Manager. |
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### **Apr to Jul 2005 Projects Lead, Millat Tractors Limited (MTL) Pakistan**

MTL is the top tractor and agricultural products manufacturing (public limited) company in Pakistan. Hired as project lead to deliver two projects. Performed the role of solution architect and project lead for these projects at IT department. Initially developed the project plans, hired the team and successfully delivered the projects:

- SAP GAP Analysis Project.
- MTL Business Intelligence/Data Warehouse Project (using Microsoft & Oracle BI platforms).

### **2002 – 2005 Senior Research Associate, Al-Khwarizmi Institute – UET Pakistan**

Started working as research associate and then promoted to senior research associate in 2003. The organization is a prestigious research organization in Pakistan. It is an institute for advanced and high quality applied research working in collaboration with industries and other academic institutions on national and international levels. Performed the following activities at this organization:

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| <ul style="list-style-type: none"> <li>Identified the research issues in the area of digital rights management applications and analyzed the current systems.</li> <li>Prepared proposals for research projects and grants.</li> <li>Analyzed current techniques and algorithms in the said domain and develop new algorithms.</li> <li>Used Java to implement the solutions.</li> </ul> | <ul style="list-style-type: none"> <li>Won research grant of PKR 7.2 million for the project "Development of a DRM System based on Pakistani needs".</li> <li>Published 3 research papers in international conferences (details of papers provided at the last of this CV).</li> <li>Spent one year as Ph.D. scholar.</li> </ul> |
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### **2001 – 2002 Faculty Member, PCIT – Punjab Group of Colleges Pakistan**

Designed and taught different courses to graduate level students. Also supervised several final year projects.

- Courses Taught: Software Engineering, Object-Oriented Systems Analysis and Design using UML, Distributed Object-Oriented Technology (RMI, CORBA, and J2EE), Java Programming, Web Programming using JSP.
- Projects Supervised: Students Admission and Registration System, Simulation of a Web-based PKI System, Online Examination System. Used Java, J2EE and JSP for implementation.

## 2000 – 2001 Co-Founder & Director, Lumensoft Technologies Pakistan

Established this company as a startup with other class-fellows. Today, it is one of the major software products company in Pakistan ([www.lumensoft.biz](http://www.lumensoft.biz)). It caters the needs of retail industry by offering solutions to thousands of single and multi-store chains. LumenSoft also provides retail consultancy regarding industry best practices which maximizes value for investment made by the customers.

Initially built the business plan of the company, invested funds and managed the operations for 1 year with the team. Also prepared proposals for potential projects and interacted with clients for projects delivery. Performed requirements analysis, programming (using Java, HTML, and Visual Basic).

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### Educational Qualifications

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2002 – MS Computer Science, Lahore University of Management Sciences  
1999 – PGD Software Development, Software Export Board, Pakistan  
1998 – MA Economics, Punjab University, Pakistan  
1995 – Bachelor in Commerce, Punjab University, Pakistan

Certifications & Training:  
2015 – TOGAF I Certification  
2005 – SAP FICO Certification  
2008 – PMP Training

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### Tools, Technologies, Methods and Frameworks

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- Good knowledge of methods and frameworks: TOGAF, COBIT, ITIL (Basic Knowledge), SAP ASAP, SAP Activate, PMBOK, Deloitte EVDs for EA, SAP, PIM, SI, Deloitte SAF.
- Worked on projects with these SAP and related products: FICO, MM, SD, SAP CRM, SAP BI/BW, SAP RCM, SAP MDM, SAP J2EE, ABAP, IS-Oil, IS-Health. EMC Documentum, Adobe Flex, Xcelsius.
- Has very good exposure to niche applications like Primavera P6, ProCon 8Over8, Deltek Cobra, AVEVA, ARES Prism G2, Oracle Unifier and Intellex Safety Management System.
- Has an understanding of middleware tools like Oracle SOA, Webmethods and SAP PI.
- Worked in CASE modelling tools like Sparx Systems Enterprise Architect, UML, Rational Rose, and Visio.
- Programmed in Java, JSP, Servlets, XML, C++, JavaScript, Visual Basic and SQL.
- Designed websites using WordPress, HTML, Front Page, SharePoint Portal, Adobe Photoshop and Dreamweaver. Has used databases and data warehouse solutions like MS Access, MS SQL Server, Oracle, Microsoft Business Intelligence and Analysis Services. Extremely proficient in day to day tools like Microsoft Office (Word, Excel, and PowerPoint) and Windows.

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### Memberships

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- PMI (Project Management Institute) – [www.pmi.org](http://www.pmi.org)
- The Open Group – [www.togaf.org](http://www.togaf.org)
- The Association of Enterprise Architects (AEA)
- AXELOS, ITIL Professional Development Programme
- IASA (An Association for All IT Architects) – [www.iasaglobal.org](http://www.iasaglobal.org)
- SCN (SAP Community Network) – [scn.sap.com](http://scn.sap.com)
- ISACA (for COBIT) – [www.isaca.org](http://www.isaca.org)

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### Publications & Talks

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- “Electric vehicles: is Saudi Arabia plugged-in?” Deloitte Middle East, Point of View, Fall 2015.
- "The Internet of Things really is things, not people," Technology, Media & Telecommunication Predictions 2015 Middle East.
- “Saving private project,” Deloitte Middle East Point of View, Summer 2014.
- “Career in Solution Architecture” Talk at King Saud University and KFUPM, 2016.
- “Change Management in ERP Projects” Talk at King Saud University and KFUPM, 2016.
- “SAP Integration,” Talk at SAP Users Group (SUGMENA) 2009
- “Governance for SAP Projects,” Talk at SAP Users Group (SUGMENA) 2008
- “Software Protection: The Last Line of Defense against Piracy,” Proceedings of International Workshop on Frontiers of Information Technology (FIT03), Islamabad, Pakistan – Dec 2003.
- “State-of-the-Art in Software Watermarking and its applications for Pakistan,” Proceedings of International Workshop on Frontiers of Information Technology (FIT04), Islamabad, Pakistan – Dec 2004.
- “A Robust Technique for Copyright Protection of BMP Images,” Proceedings of the IASTED International Conference on Signal and Image Processing, SIP 2004, Honolulu, USA, Aug 2004. “Development of Digital Certification Authority in Pakistan,” Proceedings of IEEE-INMIC international multi-topic conference, Lahore, Pakistan, Nov 2001.