

## PROFESSIONAL EXPERIENCE

### **ABC sal, Lebanon, 1,200 employees**

**Oct 2005 – May 2019**

#### **Head of Malls Operations / Malls Operations Director**

**Aug 2016 – May 2019**

- Member of Executive Committee reporting to CEO and Head of Leasing and Operations
- Set the Malls Operations strategy for the group with clear KPIs and deliverables
- Developed and followed up on the pre and post opening planning of Verdun Mall
- Led and managed the operations teams in 3 flagships, Call Center and Head Office towards achieving customer excellence and high profitability
- Worked closely with CFO and financial control team on budgets, profitability, costs, optimization and other financial metrics
- Established solid relationship with tenants monitoring performance, ensuring compliance to standards, tackling complaints and operational issues
- Aligned and managed utility providers to ABC standards in all locations (cleaning, parking, security, etc.).
- Oversaw the coordination with the marketing team on the implementation of the yearly events calendars, CRM program, communication and digital activations ensuring alignment with operations strategy
- Audited customers, safety and preventive reports and followed up on action plans and implementations ensuring proper alignment and standardization of practices.
- Collaborated and implemented a security protocol in all flagships and coordinated with key officials on political, safety and security issues
- Created and launched the crisis management procedure for the group and was assigned Crisis Manager for ABC

**Functions Supervised:** Operations, Customer Service, Gift Cards, Playgrounds, Call Center, CCTV, Security & Safety, Cleaning, Parking Management  
**Team:** total of 103 in 3 flagships, Call Center and Head Office

#### **Human Resources Executive**

**Apr 2014 – Jul 2016**

- Member of the Executive Committee, reporting to Chairman and CEO
- Coordinated the CEO succession planning with foreign experts and agencies
- Led all the functions of HR setting strategy for the division ensuring alignment with organization vision
- Led the right sizing project with objective to reach a lighter yet better performing organization
- Coordinated the efforts of the Strategy & Performance Measurement (SPM) project for the organization
- Developed and coordinated the HR Planning of the 3<sup>rd</sup> flagship, ABC Verdun
- Handled the recruitment of C level suite, senior managers and directors
- Initiated and launched the ABC Training-Academy curriculums for front liners
- Initiated and designed the ESA management program for ABC managers

**Functions Supervised:** Organization Development, Compensation & Benefits, Employee Relations, Training & Development, Recruitment & Selection  
**Team:** 12 members

#### **Human Resources Manager**

**Jan 2013 – Mar 2014**

- Reporting to Chairman and CEO
- Handled the change management project and played the role of agent of change within the organization
- Led different HR projects (Employee surveys, 360 appraisals, performance management, HR Audits, HR department restructuring, organizational design, competency frameworks, etc.)
- Addressed issues such as succession planning, workforce development, key employee retention, workflow efficiency and change management
- Led the process optimization process for the HR division along with the automation efforts
- Developed and implemented a recruitment strategy for ABC challenging existing systems and procedures
- Handled the recruitment of supervisory and managerial levels

- Created HR dashboard and KPIs for follow up on key metrics

**Functions Supervised:** Organization Development, Compensation & Benefits, Employee Relations, Training & Development, Recruitment & Selection  
**Team:** 12 members

#### Deputy Human Resources Manager

Jan 2011 – Dec 2012

- Monitored and oversaw the yearly HR budget for the organization
- Managed and lead key C&B exercises including salary and bonus reviews, salary benchmarking and benefits surveys, salary grading and design of incentive packages
- Created and implemented a new salary and benefits structure for front liners
- Audited and approved payroll and all indemnities, reports and payments on monthly, quarterly and yearly basis
- Coordinated senior management coaching activities with external parties and followed up on their performance and development plans
- Coached, mentored and developed key managers and directors
- Supervised the implementation of the Performance Management cycle, developed and handled training sessions and the shadowing program for managers and above to ensure objectivity and proper implementation of PM
- Reviewed and approved the content of the internal newsletter

**Functions Supervised:** Organization Development, Compensation & Benefits, Employee Relations

**Team:** 8 members

#### Organization Development and Training Manager

Sep 2009– Dec 2010

- Oversaw all training activities of the department
- Fully managed and monitored the OD and Training budget
- Delivered complex HR projects related to ABC expansion in Jordan, Tunisia, Algeria, Bella Russia
- Handled the pre & post opening planning both recruitment and training for ABC department store in Jordan
- Coordinated and launched the first Climate Survey, developed and implemented action plan
- Designed and developed the ABC competency framework
- Coordinated and executed ABC assessment and development centers MANGROVE I, II and III
- Developed HR policies and procedures for all functions
- Developed and standardized all job descriptions following a job analysis and evaluation exercise
- Coordinated and implemented all HR related activities and events
- Handled the content of the internal newsletter

**Team:** 4 members

#### Training Coordinator

Oct 2005 – Aug 2009

- Designed and delivered training courses for all front liners
- Designed the ABC School for Sales
- Conducted the yearly training needs analysis and set the development plan and calendar
- Coordinated external training activities with local, regional and international institutions
- Implemented an e-learning program for all staff
- Created and issued reporting, manuals and procedures:
  - ABC Internal Regulations for ABC Lebanon and Jordan (2008)
  - First Internal training procedures (2007 - 2008)
  - First Induction Booklet (2008)
  - First Employee Handbook (2007)

**Team:** 4 members

#### Bassel Fuleihan Institute, Ministry of Finance

Jul 2001– Sep 2005

##### Training Coordinator

- Coordinated training agendas and related logistics with team members, trainers and trainees
- Identified and analyzed training needs, developed adequate training programs and calendars
- Planned, designed and executed training activities for MOF's directorates and departments
- Designed and overlooked the new MOF recruits training programs (more than 1,000 per year)

- Managed a team of consultants, experts and trainers and established relationships with business partners at the Institute and the Ministry
- Participated in organizing and hosting international and regional conferences and workshops
  - 2004: Fiscal Reforms in the Arab Countries & the Near East
  - 2002: Forum sur la formation continue dans le secteur public
  - 2003: Xième Colloque International des services du Trésor
  - 2001: G24, technical meeting
- Wrote articles on trainings and development for the internal newsletter Hadith el Malia
- Developed brochures and other publications:
  - 2005: Catalogue de Formation de l'IdF
  - 2004: L'Institut des Finances: 8 ans déjà
  - 2003: Protocole de Formation de l'IdF

**Team:** 3 members

## EDUCATION

<b>BA in Finance</b> , Holy Spirit University	<b>2005</b>
<b>Master in Translation</b> , Holy Spirit University	<b>2001</b>
<b>BA in Languages</b> , Holy Spirit University	<b>1999</b>

## PROFESSIONAL TRAININGS & CERTIFICATIONS

<b>Retail week Live</b> , O2 London	<b>2018</b>
<b>IADS Human Resources Directors' Meetings</b> <ul style="list-style-type: none"> <li>○ The department store organization of tomorrow, El Corte Ingles, Madrid, 2015</li> <li>○ Change Management and HR as business partner, Galeries La Fayette, Paris, 2013</li> <li>○ Employer value proposition, Stockmann, Helsinki, 2011</li> <li>○ Building a high performing executive department store team, Galeria Kaufhof, Frankfurt, 2009</li> <li>○ HR Strategy, tools and structure, Pyrenees, Andorra, 2007</li> </ul>	<b>2007 - 2015</b>
<b>International Certificate in Evaluating Truthfulness and Credibility (ETaC)</b> , Paul Ekman International PLC	<b>2015</b>
<b>Project Management Professional</b> , Amideast	<b>2014</b>
<b>HR Retail Summit</b> , London	<b>2014</b>
<b>European Test User Certificate (Level 2): Work and Organizational Assessment</b> , The British Psychological Society, efpa accredited	<b>2012</b>
<b>Coaching to improve performance</b> , Phi Management	<b>2011</b>
<b>Exercising Leadership and Mobilizing People and Organizations</b> , Cambridge Institute for Global Leadership	<b>2010</b>
<b>Developing Competencies</b> , Hay Group	<b>2009</b>
<b>Job Evaluation</b> , Hay Group	<b>2009</b>
<b>Conflict Resolution and negotiation skills</b> , Lebanese Conflict Resolution Network, LCRN	<b>2009</b>
<b>Managerial Skills</b> , Phi Management	<b>2009</b>
<b>Coaching and feedback</b> , Lead International	<b>2008</b>
<b>Reframing Leadership</b> , Lead International	<b>2008</b>
<b>How to use KPIs to measure the effectiveness of HR</b> , ICTN	<b>2008</b>
<b>Managerial Coaching</b> , Wydner Coaches	<b>2007</b>
<b>Interviewing Skills</b> , Phi Management	<b>2007</b>
<b>L'ingénierie de la formation</b> , IGPDE, France	<b>2005</b>
<b>Gestion des Ressources Humaines et Management dans la Fonction Publique</b> , ENA, France	<b>2004</b>
<b>Formation de Formateurs</b> , ENI, France	<b>2001</b>