

Hoda FAKHOURY

Business Innovation and Transformation Consultant

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Nationality: French - Lebanese

Insightful and forward-thinking Business Consultant with over 25 years of experience designing and implementing change initiatives to help organizations grow and keep them agile in changing markets. Collaborative leader with demonstrated knowledge of financial institutions and INGOs operations, partners and ecosystems.

AREAS OF EXPERTISE

- Project management
- Change management
- Analytical skills and Problem solving
- Quality Assurance
- Creative thinking
- Negotiation techniques

PROFESSIONAL EXPERIENCE

- Oct 2020 to present **Business Innovation and Transformation Consultant**
- Help organizations transform their business by developing strategies for growth, improving their organizational effectiveness and implementing sustainable solutions.
 - Reengineer business processes to improve productivity and deliver more value to the customer in different sectors (INGOs, services, banking,...)
 - Oct. 2020 - Jan. 2021: **GM's advisor** - SAF trading company (Lebanon)
Developed a reorganization strategy in response to COVID-19 breakout and Lebanon economic situation
 - Mar. 2021 - Aug. 2021: **Program manager** - Association EMA (France-Lebanon)
Developed and implemented EMA educational program in Lebanon in partnership with local NGOs and communities representatives
- Oct 2019 - Apr 2020 **Program Manager** "Education" and "Students transportation"
Georges N. Frem Foundation (GNFF), Lebanon
- Defined programs objectives and set the annual plan in line with the foundation strategy
 - Expanded the programs through innovative solutions' implementation and technical/financial partnerships
 - Supervised and controlled foundation's support functions, suggested improvements and drove changes throughout the organization
- Jul 2017 - Jun 2019 **Program Manager** "Vocational Education and Training" and "Guidance and Employment"
European Institute for Cooperation and Development (IECD), Lebanon
- Defined programs' strategies; Designed, planned, budgeted and implemented programs in response to youth identified needs
 - Developed close and effective relationships with institutional donors and program partners
 - Managed resources and ensured the overall quality and the smooth functioning of programs
 - Developed project managers skills through trainings and individual coaching
- Aug 2010 - Nov 2016 **Business Change Project Manager**
Byblos Bank, Lebanon
- Enhanced business performance in line with the Bank's vision and strategy through organizational reengineering, core processes and systems improvements
 - Managed Bank's key projects (requirements definition, Business Case, RFP, POC, solution selection, budget, plan definition and follow-up, resources allocation...)
 - FATCA compliance program: obligations analysis, heatmap and impact assessment, organizational alignment and readiness strategy definition, action plan preparation and FATCA information systems implementation for the Group
 - Business Process Management program: selection of BPM solution and its implementation for Retail products
 - Loan Recovery system: process re-engineering and solution selection

- Sep 2008 - Jul 2010 **Executive Manager**
Societe A. Fakhoury S.A.R.L.
- Established a sustainable governance framework
 - Improved supply chain process and established long-term relationship with suppliers
- Aug 2006 - Aug 2008 **Corporate Methods Manager**
BNP PARIBAS, Personal Finance, Paris France
- Established quality and project management related strategic plans and policies across BNP PARIBAS Personal Finance worldwide subsidiaries (28 countries)
 - Defined project management methodology for subsidiaries and supported its implementation through trainings and individual coaching
- Jul 2004 - Aug 2006 **Methods and Quality Assurance Engineer**
BNP PARIBAS, Personal Finance, Paris France
- Participated in defining and implementing Project Management unified methodology and software development improved process based on CMMI recommendations
 - Conducted system, process and project management related audit missions, provided corrective measures and supported their implementation
 - Provided project management methodology trainings
- Oct 2001 - Jul 2004 **Business Project Manager**
BNP PARIBAS, Personal Finance, Paris France
- Achieved a high degree of BNP PARIBAS Personal Finance's partners satisfaction in managing their business and IT projects (AXA Bank, Carrefour, Banque Populaire...)
- Nov 1997 - Oct 2000 **Cost Controller Assistant**
Bouygues/Bouygues Offshore Joint Venture, Beirut Sea Front Project, Lebanon
- Assisted in project budget elaboration and monitoring
 - Implemented necessary procedures to maintain adequate accounting records
 - Analyzed and prepared dashboards on project budget and cost variance
- Jun 1994 - Nov 1997 **IT Manager / Project Manager**
Ministry of Social Affairs, Rights and Access, Lebanon
- Established "Rights and Access" strategy and plan, including resource, systems, roadmap and financials to support the Ministry annual business objectives
 - Implemented 'Invalidity Card', 'Technical Aids', 'Institutions' information systems

EDUCATION

- 2010 **Executive MBA**
 ESCP Europe and ESA Lebanon
 Thesis: Knowledge Management and its implementation in multi-national companies in Lebanon
- 2001 **Master in Business and IT consulting and audit (DESS Informatisation des entreprises)**
 University of Paris IX Dauphine, Paris France
- 1997 **Master of Business Informatics**
 Saint Joseph University, Lebanon
- 1994 **Bachelor of Science in Business Computer**
 Saint Joseph University, Lebanon

LANGUAGES

English – Fluent
 French – Native
 Arabic – Native

CERTIFICATIONS and TRAININGS

- 2021 Procurement and Logistics certificate (The Chartered Institute of Logistics and Transport)
- 2017 Project Management Professional (PMP)
- 2004 Capability Maturity Model Integration (CMMI) training
- 2006 ITIL practices for service management training