




Shadi Ezzeddine

Senior Director | Programme Management and Digital
Transformation Office | IoT & AI Industry Solutions | 
(Formerly Etisalat Group)

Doctor of Management- Transformation and Sustainability, Masters,
BSc, Certified Management Consultant (CMC), DMC, PRINCE2, CMgr,

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EDUCATION

Doctor of Management Swiss Management University- SMC, Switzerland. Special emphasis on digital business transformation and ESG & Sustainability transformational programmes

Chartered Management Consultant (CMC)

Institute of Management Consulting, CMI, London, UK

Diploma in Management

Consulting (DMC) - IBC, London, UK

Change Management Practitioner (CMP)

Change Management Centre- Denver, Colorado, USA

Masters, special emphasis on mobile consumer experience and user interaction, Royal Roads University- Victoria, British Columbia, Canada

BSc, Mathematics, Minor Computer Science, University of Calgary- Alberta, Canada

IDDS, Interactive Digital Design Studies, Grande Prairie Regional College- Alberta, Canada

OBJECTIVE AND INTERESTS

Seeking SVP or VP position in strategic digital transformation programmes, business technology and strategic portfolio transformation initiatives to execute on strategy and deliver innovative and disruptive customer, and client experiences setting sail to sustainable and accelerated growth at speed and scale; portfolio and programme management client delivery; post-merger integration (PMI); M&A deal management office; E2E customer journey transformation and digital consulting services with special emphasis on strategic transformational initiatives and key industries: security, smart city, IoT and AI industry solutions, finance, smart digital entertainment, medtech, digital health, energy, education, metaverse, and smart 5G technology services.

PROFESSIONAL PROFILE

- Holds over 23 years of professional experience in consulting, advisory and delivering large and mega scale digital transformation programmes- overlooking some of the critical, demanding, and visible transformational programmes and verticals from digital entertainment, smart theme parks, health transformation, civil defense & security, and digital experience services to delivering holistic E2E value propositions and benefits realization
- Demonstrated leadership skills and experience at senior level in managing and overseeing **400+ people** in full life-cycle strategic transformation large and mega programmes within the ICT and Digital industries with special focus on customer journey
- Responsible for securing, managing and executing large/**mega ICT and digital transformational programmes worth of AED 3B**; some of the key notable flagship transformational programmes: **Mol UAE nation-wide smart digital fire alarm system "Hassantuk" and Meraas Smart Digital Dubai Parks & Resorts**
- Worked with company boards, C-suits and senior executive Management to establish and lead the long terms Digital transformation initiatives from strategy to realization
- Provide regular transformation programme executive updates **to Ministers, Undersecretaries, company boards, and Etisalat GCEO, CXOs,** and senior leaderships on programme status, performance, challenges, and additional support requirements
- Lead and overseen **launch of Digital Entity** from strategy formulation, go-to-market, delivery model, full P&L and Business case design and formalization, finance plan, resource planning and mobilization, organization, and support functions (HR, finance, contracts, and procurement, etc), equity partnerships, partners ecosystem setup, legal and regulatory, business development, operating plans and models, processes, governance and board charters, and many others
- **M&A strategy and execution-** lead and oversaw the **M&A Post Merger Integration (PMI)** and transformation activities from strategy formulation, pre-integration assessment, planning to execution. Designed, setup and managed Transformation Office (TO), M&A Deal Management Office from pre deal, deal to post deal, Integration Management Office (IMO) governance, methodologies, frameworks, target operation models, playbooks, toolkits, etc.

AWARDS

Sheikh Hamdan Innovation in Program Management Award

Award for Innovation in Transformational Programme Management ([Link1](#))

Note: Award book is downloadable at ([Link2](#))

Best Program Award

Awarded Etisalat Group Best Program Delivered for 2017- Dubai Smart Parks and Resorts Programme

OPCA Etisalat Group Award

Awarded Etisalat Group Outstanding Projects Contribution 2016 and 2021

PUBLICATIONS

Dubai International Project Management

[2018 Speakers - Dubai International Project Management Forum \(dipmf.ae\)](#)

[Shadi Ezzedine - Dubai International Project Management Forum \(sched.com\)](#)

Microsoft Customer Solution World Case Study- UAE Ministry Exceeds Federal Mandate and Halves Manual Processes through eServices

<http://www.microsoft.com/casestudies/casestudy.aspx?casestudyid=4000001363>

Speaker 12th GCC eGovernment Forum 2006- Digital Government- Transforming Public Services

<http://www.datamatixgroup.com/conferences/agenda.asp?id=208>

Canadian Library Publications- Designing Easy-to-Use Mobile Devices

PROFESSIONAL EXPERIENCE

- **Senior Director, Programme Management and Digital Transformation Office IoT and AI Industry Solutions** (CURRENT)
 **e& enterprise** | IoT and AI | e& Group, UAE
- **Sr. Director, PMO | Business Digital & ICT Services** (2013 - 2021)
Etisalat, UAE
- **Senior Manager, PM&PS | Enterprise Solutions** (2006- 2013)
Emirates Telecommunications Corporation, Etisalat, UAE
- **Manager | Customer User Experience Design** (2000- 2006)
Emirates Telecommunications Corporation, Etisalat, UAE
- **Director, Multimedia Production & Design** (1999- 2000)
MyCYBERSchool Inc
Alberta, Canada
- **Sr. Multimedia Developer** (1997-1999)
Advanced Media for Learning Lab
Alberta, Canada
- **Creative Director** (1995-1997)
Future Design production,
Alberta, Canada
- **Multimedia Developer** (1994-1996)
Grande Prairie Regional College
Alberta, Canada

KEY PROGRAMMES AND PROJECTS

- **Digital Strategy and Programme Transformational Delivery-** Lead the strategy, consulting, programme delivery, execution, and implementation of the largest end to end nation-wide digital transformation programme for Smart Integrated Theme Parks in the MENA region covering 25M SQ/FT. Scope of work covers: E2E Smart Digital Services, Mobile Telecom, and ICT solutions- comprises of four programmes: Smart Digital Services, Tier3 Data Center, passive and Active. Covering Smart Infrastructure and over 256Km of Fiber, Smart Integrated Access Controls, Wi-Fi, Cabling, ENPR, Smart Parking, Security Monitoring and site wide control Rooms, Security CCTV, RFIDs, Poi, Beacons, Portals, Mob Apps, CRMs, Service Delivery Platform, POS, People Tracking, Digital Signage, Video Walls, MEP, and many others. Over 40 projects, 240 Buildings, 400 people, 500+ milestones, etc. Originally sized for three years, delivered in less than two years and in budget- outperformed transformational and financial metrics.



Dubai Parks and Resorts Transformation programme comprises four theme parks: Bollywood Parks Dubai a first-of-its-kind theme park that will showcase rides and attraction based on some of Bollywood's biggest blockbusters. MOTIONGATE Dubai – a unique theme park showcasing some of Hollywood's most beloved characters from DreamWorks Animation, Sony Pictures Studios and Lionsgate as well as the region's first LEGOLAND Park and a LEGOLAND Water Park. The entire destination will be connected by Riverland Dubai – a retail and dining destination at the heart of Dubai Parks and Resorts, and guests can stay at the Lapita Hotel, a Polynesian themed family hotel part of the Marriott Autograph Collection.

Press: <http://www.emirates247.com/news/emirates/dubai-parks-and-resorts-announced-high-profile-brand-partnerships-2016-11-04-1.643102>

TRAINING

Training and certifications in Lean Six Sigma, PMI, PMP, Prince 2, Programme Management, RUP, Agile, Program Delivery, Management Consultancy, Change Management and Programme Management Methodologies and standard tool sets, and IBM Professional Rational Applications

PERSONAL DETIALS

Nationality: Canadian/Lebanese

Language: English/Arabic

Status: Married

Recommendation Letter: Upon request

Residence: Golden Visa Holder

Synopsis of Programme Portfolio: Upon Request

KEY PROGRAMMES AND PROJECTS

- **Ministry of Interior UAE Nation-wide Smart Fire-alarm Transformation Programme:** Managing and delivering one of the largest digital transformation concession programmes in the UAE in integrating over 400,000 villas in one smart IoT Digital fire alarm systems covering latest cutting-edge Digital and 5G technologies
- **Ministry of Health & Prevention- UAE Nation-wide Public Health Digital Management Transformation Programme:** One of prominent health transformational programme has been delivering and leading the consulting, bidding, programme delivery & implementation of UAE's largest *Health care digital transformation initiatives* destined to combat the ongoing pandemic through centralized Health & Prevention digital platforms
- **Mohammed Bin Rashid Library Smart Integrated Digital Library:** Under the patronage of Dubai Municipality, leading a complex *Smart Library system*, a very first of fully automated library & information repository in the Middle East
- **Cross Federal UAE Nation-wide Initiative-** Federated Unified Commercial Registry Programme and Centralized Business Licenses Systems for the UAE Federal Ministry of Economy, UAE, and Northern Emirates Economic Departments
- **Security-** Ministry of Health end to end Security CCTV integration of 22 hospitals and sites across the UAE covering both passive and active solutions
- **UAE eGov Transformational-** Federal eGovernment Programme of over 25 projects rolled out across the UAE
- And many more...

QUALIFICATION HIGHLIGHTS

Digital & Business Transformation

- Lead and overseen launch of Digital Entity from strategy formulation, go-to-market, delivery model, full P&L and Business case design and formalization, finance plan, resource planning and mobilization, organization, and support functions (HR, finance, contracts, and procurement, etc), equity partnerships, partners ecosystem setup, legal and regulatory, business development, operating plans and models, processes, governance and board charters, and many others
- Lead and overseen a pool of skilled best-in-class consultants and advisors and transformation programme managers, project manager and technical leads to delivering winning & disruptive Digital Transformational offerings putting customers at the center of a multidisciplinary agile approach (Strategy, Design and Technology) to delivering business results very quickly and ultimately create value
- Design and Setup of next generation Transformation Realization Office (TRO) to orchestrate and choreograph strategic initiatives, programmes, and products from strategy to launch. A group of skilled best-in-class programme portfolio managers, consultants and advisors driven to executing and delivering in-house winning & disruptive experiences
- Built novel digital and business transformation blueprints to setting up and launching next generation transformation offices, bundled by agile and flexible methodologies, competencies, practices, standards, frameworks, TRO building blocks ecosystem, agile and adaptive programme and portfolio management along with product innovation management, innovation, ideation management bringing ideas to life at speed and scale and backed by technological edge and service offerings, supported by robust governance, tracking & reporting mechanism, change management, benefits realization, etc.

QUALIFICATION HIGHLIGHTS

- Supported by a strong & Unique “Hybrid on-demand-on-site anywhere anytime” consulting practice with pronounced solid digital technology edge
- Worked with Board and Executive Management to establish and lead the long terms Digital transformation initiatives from strategy to realization
- Comprehensive Management Consulting with a pronounced Technology edge- Offer a winning E2E one-stop-shop from strategy design and formulation to execution and realization of benefits. Supported by innovative stories in data & Analytics, Cloud Technology, AI, Meta, Edge, Dev/Ops, and E2E solutions (Capitalizing on 5G)
- Instilling and set of optimized benefits realization management framework to creating value and realize benefits at speed and scale
- Setup and rollout of strategic execution and portfolio management platform to support strategy execution and transformation in Realtime

Programme and Portfolio Management

- Demonstrated successful track record managing and overseeing full P&L life-cycle strategic programmes (PMO) of 3B Dirham within the Information and Communications Technology (ICT) and Digital Services
- Developed and applied best practice programme management tools, processes, guidelines, and standards governed under PMO
- Governance of Portfolios, Programmes and Projects as it applies both corporate and programmes alike. Supporting corporate and government organizations to accelerate the implementations of strategy and achievement of organizational objectives
- Developing a robust and flexible governance framework model to assess effectively and efficiently, plan, implement and improve governance for corporates portfolios, programmes, and projects.
- Provides programme & project ICT consulting services for organizations and governments- with special emphasis on offshore development, change management, financial services, smart home, education, mhealth, and business transformation solutions
- Managing multiple projects at various locations and leads a large team of 400+ members. Lead large onshore and offshore groups, partners, vendors, contractors, and suppliers- Experience managing large, cross-functional delivery teams ranging from balanced matrix to strong projectized programme structure
- Provide programme executive updates to Ministers, Undersecretaries and Etisalat senior leadership on program status, challenges, and additional support requirements
- Responsible and assist with account management, contract management, contractors/consultant management, customer / vendor relationships, to internal Etisalat service delivery and programme support team
- Interfaces with contracts and administration (C&A), solution architects, Sales, Executive management during pre-bid/bid, business-case formulation to contract awarding as well as vendors, solution providers, and suppliers- managing sub-contractors and work partners to ensure that the programme is delivered to time, cost, and quality constraints
- Managed vendor relationship with different vendors and solution providers, reviewed & contracts and implemented metrics and SLAs to measure contractor performance
- Creation and implementation of different PMOs methodology within ICT based on best practices
- Responsible for hiring, developing, and defining teams’ roles and responsibilities across different work streams and project to ensure project programme/project successful delivery and benefits realization
- Works closely and manages internal and external executive sponsorships relationships to assist in the transformation of the business environment
- Reviewing all deliverables for all projects within the ICT and Federal Government to confirm conformance to standards

QUALIFICATION HIGHLIGHTS

- Monitor program activities and cross functional resource teams to ensure program is delivered on schedule, on budget, meeting business requirements, and that quality project delivery standards and procedures are followed
- Maintain high visibility on day-to-day activities with project team, while also ensuring sufficient facetime with key executives/stakeholders
- Provide expertise and guidance on overall programme direction and scope management
- Proactive and customer oriented, works closely and collaborate with various departments to execute various strategic activities meeting and exceeding expectations
- Facilitated Business Process Standardization and ICT best practices initiatives for procurement, bid management, budget estimation, and cost benefit analysis, organization design, sourcing management, strategic planning, and enablement framework
- Prepares, review and issue request for proposals negotiates, follow up and finalize proposals and contracts

ICT & Digital Transformation Consultancy and Professional Services

- Developed strategy, design, and organization structure for Federal eGovernment and some Ministries
- Supervised consulting and project teams by providing direction, establishing goals and projecting outcomes implementation and change management strategy and plan
- Served on the Federal eGovernment team and ICT managing and negotiating a multi-million-dirham contracts
- Designed and implemented eServices enablement strategies and framework
- Designed and implemented ICT governance framework to ensure the alignment of the technology strategies, initiatives and investments within the business strategies and needs
- Responsible for establishing a new joint senior management offering a wide range of ICT consultancy services. From developing new applications, change management to building or revamping a Gov services
- Designed and developed cost proposals for contractual professional and consultancy services, oversees the technical evaluation for proposal received and manages the contract services during pre-bid, bid to contract formalization