


Dr. Abdullah H. Aldlaigan

(PhD, MBA, BA)

 90561, Riyadh 11623,

Saudi Arabia,

 +966-(0) 50344-8765,

 Aldlaigan@hotmail.com

Chief Executive Officer, Masarat Consulting, part of THC

• [A brief Profile:](#)

Leading a startup program, with the focus on building the entity, generating a business of Masarat Consulting, a newly established Venture within Tatweer Holding Company (**THC**), one of the Public Investment Fund's owned strategic investments. THC acts as a strategic partner to the Ministry of Education. Recently, held a position as the **Chief Operating Officer at the Holding**. As a COO, my duties focused on strategic planning, restructuring projects, corporate start-ups, initiatives ideation, conceptualization and creating business opportunities that aligned with the strategic direction of the company. This is complemented with practical and intellectual experience on business areas such as customer relationship management, business development, human resources, and organizational development. My Experience range, includes working with multinational professionals and cross-cultural work environment. Having a previous leadership posts that varies between industries such as human capital development, financial services and media/publishing areas. Such industrial experience is backed up with intellectual contributions and research experience in the area of service management and customer relationship measurements and management as an author and expert.

• [Areas of Professional Expertise](#)

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> • Advisory Roles • Strategic Planning • Business Development • Large scale KSA NTP Project Management | <ul style="list-style-type: none"> • Restructuring Projects • Human Capital Development • Organizational Development • Policy & Procedure Development | <ul style="list-style-type: none"> • Customer Relationship Management • Financial Services and media/publishing • Contract Negotiations & Strategic Alliances • Team Building & Performance Improvement |
|--|---|---|

Some Recent Leadership Roles and Professional Experience

- ❖ **2018-present: Managing Director, Masarat Consulting Venture, at Tatweer Holding Company, (THC),**
- ❖ **Leading startup program and running the Venture growth and development (on going).**
- ❖ **2012-2018: Chief Operating Officer, Tatweer holding Company, (THC)**
- ❖ **CORPORATE STRATEGY AREA:**
- ❖ **Working as a member of the Senior Management team** for the preparation of the Annual Operating Plan/Budgeting and business activities
- ❖ **Worked as a senior member of the startup team in the company** for its organizational setup, business and human resource building.
- ❖ **Supervised the Consultant planning and execution team for Restructuring the Operating model of the Holding Company** which resulted on a new governance for THC and its Subsidiaries (CEO, BOARD level- with BCG).
- ❖ **Worked on the Strategic Direction revision** – working with senior management team and CEO to refine and clarify THC strategic goals and model with its business Strategy – focusing on curve-out, establishing new programs and companies, Partnerships, franchise, and JVs (joint ownership), (2014-2015) examples of some responsibilities - Business plan, annual operating plan and consolidated annual report for the Holding and Subsidiaries.
- ❖ **Playing a major role in the execution of THC Board requirements** by working closely with the President/CEO and Legal Adviser on items including corporate governance, organization development, business achievement and reporting format and execution.
- ❖ **Participating in the implementation of corporate governance, operating model process and business consolidated cycle with the subsidiaries** such as business reports and other accountabilities for the THC Group's regular reports.

➤ **BUSINESS DEVELOPMENT AREA:**

- ❖ **Led the THC's Project Services Division during 2012-2015.** Led the planning and conceptualizing of mega projects with a planned budget (SAR 8bln) for MOE such as Voucher systems, Heritage Schools and special education Centers, (2013-2015).
- ❖ **Led the initiative for the development** of the 3-year business plan for THC Group in cooperation with subsidiaries, Finance and other THC business programs, (2013).
- ❖ **Leading initiatives with Corporate Strategy and the Business development team for various business opportunities** such as School Operation Company, KG Feasibility Study, Catering and Food manufacturing opportunities, Sport Management Opportunities, Government Insurance programs, (2012-2015).
- ❖ **Directed the production and finalization** of the Executive committee and Board regular meetings items that are related to corporate governance, business regular activities and other initiatives or organizational projects. (2011-2014).
- ❖ **Reviewed, critiqued, and revised the output of documents for THC's Board, committees and external THC engagements** such as MOE-related, conferences or other government related requirements. (2011-2014).

➤ **Committees and STRATEGIC BUSINESS TEAMS:**

- ❖ **Served as the sponsor for THC's ERP project management process** in association with the project manager, the Holding Company's divisions, and subsidiaries in order to identify the needs and direction of the ERP for the THC enterprise. (2011-2013).
- ❖ **Worked as a senior team member in the strategic studies** for the company's strategy development and operating model structure with consultants such as McKinsey and BCG consulting companies. (2010-2011, 2011-2012)
- ❖ **Led the creation and development of THC's Logo and identity** in association with the CEO and Board of directors, (2011-2012).
- ❖ **Led the establishment of a Consultancy activities within THC**, that serves THC Holding and external market – clients – MOE, TVTC, and private sector (2015-2016).
- ❖ **Supervised the execution of feasibility Studies for** a Real Estate Investment Company, Sport management Company; Human Capital Company, conceptual, Educational and Sustainability Model for Heritage Schools. Food processing company for a major client (2016-2017). An engagement and leadership role with internal Team and some with International well recognized companies, such as (Strategy &, BCG, DETCON, Mackenzie etc.)
- ❖ **A member of the founding committee for the Tatweer Technology Company**, during the conceptualization, Feasibility Study stage. (2013-2014)
- ❖ **A senior executive member in the start-up team for the establishment of THC**, a government owned holding company support the education sector. (2011-2012) \
- ❖ **Led and engaged in various subsidiaries feasibility Studies with major international consultants to establish THC Subsidiaries. For example**, Tatweer Transportation Service Company (2011-2012), Educational Services (2011-2012), Tatweer Building Company (2012) and Tatweer Technology Company (2013-2014). With a total capital of (350 M SAR)
- ❖ **.2011- 2012: Senior Consultant, Business Development:** Tatweer Holding Company
- ❖ a major Leading role in the company Startup team, Tatweer Holding Company (THC), (2010-2011 – Business Development Consultant),

❖ **008-2011: Managing Director, Board Member, successfully planned and executed the Start-Up of ASAMI:**

- Worked on the strategic plan for establishing Prince Ahmed bin Salman Applied Media Institute (ASAMI) to contribute in formulating and translating the vision of the founders. It is founded and funded by a consortium of 10 leading media companies in KSA as the first Applied Media Institute in KSA and the GCC region;
- Worked closely with the HRH the chairman to develop the strategic direction, business structure and operations and implementation.
- Worked on the corporate identity marketing positioning, branding and company structure.
- Built a start-up team and strategic partnership with international corporate associates for B2B relationships for the development of the Media professionals in Saudi Arabia; led the execution of the plan and worked towards the launching on April 2008;
- As a Board Member and the Managing Director of ASAMI, I worked closely with the Board of Directors and report directly to HRH the Chairman to implement the strategic plan of company which is steadily getting into the right market position.
- Led teams to build the infrastructure, management system, financial processes, (charter of accounting), strategic business areas.

❖ **2006-2008: Head, Organizational Development:**

- **Led the department and initiatives for Organization Development in the Saudi Research and Marketing Group - one the leading integrated Media Groups in the Middle East** with a range of 1300 employees in five companies operating in multinational locations. This covered the development of the Organizational and HR policies for the group's companies. The Media companies vary from printing media, publishing, PR & Advertisement media Sales and Distribution.

❖ **2005 to 2006: Head OF Human Resources Management, NCB - Central Region:**

- In a charge of a leading role in the implementation of the strategic plan for NCB expansion in Riyadh - with a range of 1400 employees; reporting to the DMG for Central Region and HR GM, head office. Led efforts to boost the people's morale, communication and motivation level in the Central Region in the NCB. Sorted out critical cases for staff relation issues, senior and junior recruitment for the central region, employees' deployment within the company's various business units etc.

Educational Credentials:

• 2000	Ph.D. Business Administration: in Service Quality, Customer Attachment to Service Organization, and Customer Relational Intentions, Manchester Business School (MBS), UK;
• 1989	Master of Business Administration (MBA), Tennessee State University, Tennessee, U.S.A;
• 1983	Bachelor of Business Administration (BA), King Abdullaziz University, Jeddah, Saudi Arabia

Some of Recent Professional Development

- (2018): **ARBITRATION CERTIFICATE, GCC COMMERCIAL ARBITRATION CENTER**-Successfully Achieved the Certification of preparation and qualification of Arbitrators, (6 Modules) (started 07 Jan 2018-18 April 2018)
- (2018): **PROGRAM ON NEGOTIATION, HARVARD LAW SCHOOL**- Successfully Completed the Global Executive Seminar: Art of Successful Negotiations, (2-4 April 2018)
- (2017): **ESSENTIAL MEDIATION SKILLS FOR THE NEWLY MEDIATOR, AMERICAN ARBITRATION ASSOCIATION**- Successfully completed the EMS for the new mediators, 17-19 October 2017.
- (2016): **PRIVATE EQUITY PROFESSIONAL DIPLOMA TRAINING PROGRAM: EUROMONEY LEARNING SOLUTIONS**- (Six Modules: Implementing the M&S Process Commercial and Legal Due Diligence; Strategic Analysis; Identifying and Analyzing Value and Price and M&A; Corporate Development Analysis & Modeling; Managing Strategic Investments for Board of Directors; Performance Management, risk and Internal and External Audit.)
- (2015) **Several Modules**: with LEORON professional development Institute: Strategic Planning and Performance Measurements: Change Management, Advanced Leadership Skills, Building High Performance Teams, Stakeholder Management,
- (2014) **FRAUD PREVENTION**: with the American Anti-Corruption Institute (AACI)-Successfully completed the Fraud Prevention, Management Emphasis workshop, 8-9 June 2014

❖ **Investment activities:**

(2006)-present: Business building: Cofounder and Board Member of newly established companies: such as Ertyad Company 2006-present: a multinational people development company and a franchisee of Dale Carnegie, Learning Tree and Sum total.

Academic & Professional Associations and Involvements:

- 2004-2009 **University of Lester- School of Business Administration: MBA Program,**
Associate tutor for distance MBA program: Strategic Marketing Management and Strategies in Action.
- 2003-Present **Chamber of Commerce Associate Lecturer**
Leadership in Quality, Service Quality Management Measuring and Managing Customer Satisfaction. (Designing and Delivering).
- 2003 **Edinburgh School of Business, the Heriot-Watt University**
Certified Tutor for the Distance MBA Program marketing, Organizational Behavior and Human Resources Management
- 2002- 2006 **Certified Facilitator by Franklin Covey's international company's Programs**
The 4 Roles of Leadership (Pathfinding, Aligning, Empowering, and Modeling), The 7 Habits of Highly Effective People, FOCUS: Achieving Highest Priorities
- 2002-2005 **The Institute of Banking: Marketing Diploma Program**
Customer Relationship Management, Service Marketing
- 2001-2002 **Produced Professional Programs in the following areas:** Service excellence, Enhancing managerial effectiveness, Measuring and Tracking Customer Satisfaction, Managing Customer Service Performance, Effective Group Dynamics,, Service Orientation: for Insurance Entry Programs.
- During the 1990s **Produced Professional Programs in the following areas:** Service Excellence, Effective Supervision I and II,, Effective Management I and II, Time management, Tellers and Exchange services for SAMA branches front office staff level I and II.

• Some Publications:

- 2009 **Specialized Media Development:** conference Paper, Economic Media Symposium, 2009, Riyadh, Chamber of Commerce.
- 2005 **Beyond Satisfaction:** "Customer Attachment to Retail Banks", International Journal of Bank Marketing, vol. 23, 4, 2005, PP. 349-359. (with F. Buttle)
- 2003 **"What Does Tourist Need?"** a critical analysis of the tourism needs in Saudi Arabia, Presented at the first Saudi Tourism Conference, Jeddah, 27-28 May, 2003.
- 2002 **"SYSTRA-SQ: A New measure of Bank Service Quality"**, in International Journal of Service Industry Management, 13, Vol. 4, PP. 362-381. (With F. Buttle). (2002), Customer Have Relationships with People not Companies, Gulf Marketing Review, October 2002, pp. 93-94.
- 2001 • **Consumer Involvement in Financial Services:** an empirical test of two measures, International Journal of Bank Marketing, p.232-245. (with F. Buttle)
- **The theory and practice of customer bonding**, (with F. Buttle and R. Ahmad), Journal of Business-to-Business Marketing.
 - **The theory and practice of customer bonding:** An IMP perspective, (with F. Buttle and R. Ahmad), Working Paper No. 389, Manchester Business School (2001)

- 2000 **Consumer Involvement in Financial Services: An Empirical Test of Two Measures**, (with F. Buttle) 13 UK Services Marketing Workshop, Nottingham Business School, UK.
- 1999 **The Effect of Signatory Status on mail Survey Response Rate**, (with F. Buttle), Working Paper, Manchester Business School.
- 1998 • **Organizational Attachment: A Customer Perspective**, (with F. Buttle) In Proceedings of the 1998 Annual Conference of the Academy of Marketing, Sheffield, United Kingdom, pp. 14-15.
- **Customer-Organization Attachment Profile: The Retail Banking Context**, (with F. Buttle) in the 11th UK Service Marketing Workshop, in Ennew Christine, Current Issues In Service Marketing, the University of Nottingham Business School.
- **Customer Attachment: A Conceptual Model of Customer-Organization Linkage**, (with F. Buttle), Cranfield School of Management, Working paper no. SWP 8/98.
- 1997 **An Exploration of the Conceptual Linkages Between Service Quality, Customer Satisfaction, Customer Involvement and Relational Intention**, (with F. Buttle), Manchester Business School, Working paper no. 360.

• **Professional Activities:**

1. Led the Supervising Committee for the 1st International School Transportation conference, that was organized by MOE with a strategic partnership by Tatweer Education Holding Company, Riyadh, October 2011-October (2012).
2. Led a team of banks' and Institute's committees to form and present the Risk Management Symposium in Islamic Banking, Held in the Institute of Banking, Premises, Riyadh, February (2004). (attended by 350 local and international delegates).
3. Presented a paper in the Best Marketing Practice in action, Conference, Dubai, about: Customer Relationship Strategies, Organized by The Marketing Forum Management Events, Dubai. UAE, October (2002).
4. Managed the 3rd GCC Banking and Financial Institutions Conference, Riyadh, the Institute of Banking, January 2002. (an international conference with more than 250 delegates).
5. Presented - work in progress: "Service Quality Customer Attachment and Relational Intention for the Saudi Students Management Association", Nottingham Business School, UK. May (1998).
6. Presented -A "Organizational Attachment: A Customer Perspective," in the Annual Conference of the Academy of Marketing, Sheffield, United Kingdom, June (1998).
7. Presented an abstract of a conceptual framework: "Customer-Organization Relations, 9th UK Service Marketing Workshop, Sterling, Scotland, November (1996).
8. Authored and presented a paper "Relational Intentions, Service Quality and Consumer Involvement", Marketing Educational Group, Doctoral Colloquium, Strathclyde, Scotland, January 25-27, (2003).

- **Attended Professional Development Programs:**
- **Basel II, National Commercial Bank, Jeddah, (27-28 March, 2006).**
- **ISO 9000:2000 - Translated into Plain English, International Quality Congress, Institute for International Research, Dubai. UAE, (January 29, 2003).**
- **Understanding and using 6-Sigma, International Quality Congress, Institute for International Research, Dubai. UAE.(January 28, 2003).**
- **International Quality Congress, Institute for International Research, Dubai. UAE, (January 25 -27, 2003).**
- **Corporate Communication for successful business, the Bank of Ireland and the Institute of Banking, (October 26-27, 2002).**
- **Best Marketing Practice Conferences, Dubai, October 21-23, 2002.**
- **Winning and Managing Key Corporate Clients, the Institute Of Banking, Riyadh, (April 27 to 29, 2002).**
- **The 7 Habits of Highly Effective People and What Matters Most, Franklin Covey, Riyadh, the Institute of Banking, (January 26 to 31, 2002).**
- **Competency Based Education Program: Design Workshop, the Institute of Banking, (November 4 to 10, 2001).**
- **QUIS 7: Service Quality Symposium, International Service Quality Association: Karlstad University, Sweden, (June 13-16, 2000).**
- **Best in Quality: Case Study Conference: Manchester Business School, Manchester, U.K, (1996).**
- **Training Technology Techniques: Anderson Training Technology Center, Singapore; Quality Master Class in Service Quality: Manchester Business School, Manchester, U.K, (1991).**
- **Banking Marketing Strategy: Saudi Cairo Bank, Riyadh, Saudi Arabia, (1991).**
- **Induction of Banking: The Saudi British Bank, Riyadh, Saudi Arabia, (May 12-16, 1990).**
- **Human Resource Development & Planning: The Institute of Banking, Riyadh, Saudi Arabia,(May 1990).**
- **Introduction to the Financial Market: DC Gardner and Limited, London, U.K, (1990).**
- **Training the Trainer: DC Gardner & Limited, London U. K, (1990).**