

ASSISTANT PROFESSOR AND CONSULTANT (1/2)



21 Years of experience

Nationalities/Residence

- Lebanese (LR2100913)
- Canadian (HG174814)
- French researcher permit

Education & Certifications

- Doctorate of Business Administration at Grenoble Ecole de Management (2017)
- MBA at Audencia Business School (2008)
- BE in Computer & Communications Engineering at NDU (1999)

Languages

- Fluent in English, French, and Arabic

Overview: Mark Samuel is an assistant professor at Audencia Business School, and management consultant with Big 4 consulting firms preceded by leadership positions with multinationals like Ericsson, Siemens AG, and Nokia in addition to PPPs, and NGO's. Throughout his career, Mark has primarily served public and private sector clients on digital economic development, competitive and functional strategies, organizational transformations and development, human capital capacity building, competence framework development, and learning, practicing as a corporate director and adjunct professor in organizational behavior. Mark's experience was geographically earned in Europe, Middle East, and Africa, while he later focused on the Gulf region, and primarily on Saudi Arabia.

Industry Expertise

- Public Sector
- Digital Economy
- Telecommunications
- Higher Education (Business School professoriate)
- Community Development

Functional Expertise

- Competitive Strategy
- Operating Models
- Performance Management
- KPI setting and Cascading
- Change Management
- Business transformation
- PMO/ Program/Project Management
- Process Management

Selected work experience & previous projects:

- KSA Vision 2030 (two separate projects): developed the operating models for the Transformation Management Office (TMO) of the Ministry of Health (MoH) Al-Madina and Hail Clusters, designed TMO processes, and developed/implemented operationalization plans for TMO support – ongoing training and handover
- KSA Vision 2030: As part of BCG Team, launched & managed the TMO for the MoH Al-Ahsa Cluster & conducted working sessions on initiatives planning & implementation – defining strategic objectives & workstreams – followed by PMO monitoring/reporting methodologies
- Conducted capacity building sessions for KAFA (NGO) on strategic planning, project execution, activity monitoring & performance evaluation
- KSA Vision 2030: As part of the BCG Oversight Team, setup & led the PMO for transforming the operating model of Saudi Ministry of Interior (MoI) and designed the necessary processes & procedures, including cascading of KPIs, manpower planning & quality assurance approaches to monitor the master plan and optimize deliverable acceptance and project closedown of 13 countrywide workstreams
- Led the Digital Operational Readiness (DOR) of GCEL's Strategic Digital Economy (DE) Initiative - promoted by the G20 - by developing business functions, operations, and PMO processes to build a Digital Economy Platform by leading Tech partners & monitor/report related workstreams with PMO tools & templates.
- Supervised the agile design/development, deployment, and showcase of the scalable Multi-Dimensional Digital Economy Application System (MDDEAS)

ASSISTANT PROFESSOR AND CONSULTANT (2/2)**Work Experience (most recent)**

| Dates | Position/ title | Company | Location |
|-----------------------|---------------------------|----------------------------|---------------------------------|
| Sep 2021 - Present | Assistant Professor | Audencia Business School | Nantes, France |
| April 2021 – Aug 2021 | Associate TMO Consultant | MSE (subcontracted to BCG) | Al-Ahsa / Al-Madina / Hail, KSA |
| Nov 2019 – Mar 2021 | Management Consultant/SME | KAFA, HR SUITS | Beirut, Lebanon |
| Oct 2018 – Oct 2019 | Associate PMO Consultant | MSE (subcontracted to BCG) | Riyadh, Saudi Arabia |
| Oct 2016 – Oct 2017 | Director of Operations | GCEL | Beirut, Lebanon / KL, Malaysia |

Selected Publications:

- The Significance of Language in Customer Relationship Building: examining the role of the Arabic Language in the Middle East Marketplace, GEM, 2018
- Leveraging Digitalization to Connect Diaspora with Mediterranean Communities, Keynote, EBSOMED Tunisia 2018
- G20 Trade Efficiency Assessment for Digital Economy, 2017
- Doing Business within the Cultural Mosaic of the Middle East: questioning cultural generalizations in international business literature, prepared for EGOS Colloquium, 2011

Certifications & Associations:

- Member of the Order of Engineers and Architects, Lebanon
- Certificate of Research in Management Science, Grenoble Ecole de Management (GEM), 2012
- Leadership Core Curriculum (LCC), Ericsson, 2009
- Certified IN Internetworking Engineer, Siemens AG, 2001
- Certified IT Security Engineer, Siemens AG, 2001

Selected work experience & previous projects (continuing):

- Redesigned the HR, Operations, and Documentation System (HODS) – a proprietary ERP for the Digital Economy Initiative - by revamping its process management and PMO capabilities and upgrading its 'Kaizen' features
- Revamped a tactical planning mechanism to implement the strategic Digital Economy (DE) initiative by linking the project's work breakdown structure (WBS) directly to purpose-built processes and cascaded KPIs to assess the available competencies & resources with respect to required competencies & resources for completing timely and optimal quality deliverables and milestones
- Developed an operational mechanism including criteria, formulas and automation guidelines to calculate real-time versus planned/contracted time for DE projects
- Designed and implemented Anti-Fraud and Anti-Leak program for the Ministries of Finance & Communications in the Republic of Burundi to combat fraud and financial leakage on the national mobile networks by setting up a mechanism and cascaded key performance indicators to track fraud patterns.
- Led the Ericsson Service Delivery Maturity program to improve delivery processes and upgrade the organizational maturity on the international CMMI scale
- Led the change management program for upgrading the legacy ISCALA to the SAP ERP system to improve Ericsson's delivery in the Middle East region