

MUHAMMAD ELAWADI

Smart City & Digital Transformation Program Manager

PfMP® | PMP® | PMI-ACP® | PMI-PMOCP™ | P3O® | GRCP® | LSSGB™

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SAR 130M+ Smart City Program • 20+ Years • 45+ MOH Hospitals • 50M+ Documents • Esri SAG + CTA Awards

PROFESSIONAL SUMMARY

Smart City and Digital Transformation Program Manager with 20+ years leading complex technology and enterprise transformation initiatives across Saudi Arabia. Currently lead a SAR 130M+ Smart City program at King Abdullah Financial District (KAFD), comprising four major projects: Smart City Platform, GIS & Digital Twin, Indoor/Outdoor Navigation, and Public Wi-Fi. Track record includes healthcare digital transformation across 45+ Ministry of Health hospitals, digitization of 50M+ municipal documents, and end-to-end enterprise ERP delivery. Strengths include program and PMO governance, multi-contractor delivery, Agile, EVM, executive reporting, risk management, and GenAI-enabled project management, aligned with Saudi Vision 2030.

CORE COMPETENCIES

Smart City & Emerging Tech: Smart City Platforms, GIS & Digital Twin, IoT, Indoor/Outdoor Navigation, AI/GenAI, Cloud (GCP, Oracle Cloud), Cybersecurity

Program & PMO Governance: Portfolio & Program Management, PMO Setup & Operations (P3O®), EVM, KPI Scorecards, Risk Registers, Stakeholder Management, Vendor & Contract Management, SLA Governance

Delivery Frameworks: Agile / Scrum, SAFe, PMBOK, PRINCE2 concepts, Lean Six Sigma, GRC & Compliance

Platforms & Tools: ServiceNow (PTPM/ProTPM), SAP Signavio, Oracle Fusion/HRMS, Power BI, JIRA, MS Project, Primavera P6, Odoo

PROFESSIONAL EXPERIENCE

Smart City & Digital Transformation Program Manager

May 2024 - Present

King Abdullah Financial District (KAFD) • Riyadh, KSA

- Lead a **SAR 130M+ Smart City program** comprising four major projects: Smart City Platform, GIS & Digital Twin, Indoor/Outdoor Navigation, and Public Wi-Fi.
- Manage four primary contractors - Orange Business Arabia, Khatib & Alami, PenguinIn, and Huawei - across the program, with combined contract values of SAR 130M+; oversee contract governance, amendments, vendor performance, and SLA enforcement (at least 99.982% GIS uptime).
- Govern program delivery across planning, execution, integration, dependencies, stakeholder coordination, risks, and cross-project delivery within a complex multi-contractor enterprise environment.
- Drive Agile delivery practices - sprint planning, backlog prioritization, retrospectives, and progress tracking - improving delivery velocity and team alignment.
- Build executive reporting, EVM dashboards, KPI scorecards, and risk registers aligned to KAFD strategic priorities.
- Contributed to KAFD's Esri SAG Award (Smart GIS) and Construction Technology Award (Digital Twin).

Program Manager - Healthcare Digital Transformation (MOH)

Oct 2021 - Apr 2024

Al-Fanar Digital Solutions Co. • Jeddah, KSA

- Directed a **SAR 60M+ healthcare digital transformation program** across 45+ Ministry of Health hospitals - HIS, PACS, and active/passive infrastructure delivered across multiple concurrent sites.
- Reduced infrastructure deployment time by 30% through improved resource planning and vendor coordination.
- Built PMO governance dashboards, KPIs, status reporting, and compliance documentation supporting executive decision-making.

Project Manager - Digital Transformation (Jeddah Municipality)

Oct 2018 - Oct 2021

Al-Fanar Digital Solutions Co. • Jeddah, KSA

- Led a city-scale smart-government digitization program converting **50M+ physical documents** into a paperless enterprise platform.
- Cut document retrieval time by 70%, materially improving municipal service delivery and operational efficiency.
- Managed vendor teams, archival systems, audit processes, and quality controls across multi-phase modernization programs.

Progressive ERP Roles - Project Manager & Lead Business Systems Analyst

Jul 2013 - Sep 2018

Global Arabian for Modern Applications Co. • Jeddah, KSA

- Led end-to-end **Oracle ERP transformation initiatives** covering requirements, solution design, traceability, UAT, deployment, change management, and stakeholder coordination.
- Delivered **Oracle Fusion ERP** across 3 business departments in under **6 months**, coordinating business, functional, and technical workstreams through the full SDLC.
- Led **Oracle HRMS R11/R12** implementations across Core HR, Payroll, SSHR, and OTL, reducing monthly payroll processing time by **50%**.
- Managed business requirements, process mapping, gap analysis, user stories, testing, training, and **go-live readiness** across enterprise ERP initiatives.
- Delivered a **Ministry of Finance-compliant** government financial and administrative systems suite for **Jeddah Municipality** in under **12 months**.

Earlier Career (2004 - Jun 2013): Senior System Analyst & ERP Consultant, Egypt Database Co. • IT Manager, Aljazirah Transport Co. • Oracle Developer, Egypt Database Co. • Programmer, Micro System Co.

CERTIFICATIONS

Project & Portfolio: PfMP®, PMP®, PMI-ACP®, PMI-PMOCP™ (PMI); P3O® (Axelos)

Governance, Risk & Quality: GRCP®, GRCA®, IT-GRC (OCEG); IAIP™, IAAP™, IPMP™, IRMP™; Lean Six Sigma - LSSGB™, SSYB™

Technology & AI: GenAI for PMs; ServiceNow PTPM/ProTPM; SAP Signavio & Performance Cloud; Oracle Fusion/HRMS/Cloud/DBA

EDUCATION & AWARDS

- B.Sc. Management Information Systems - Delta Academy for Science, Mansoura, Egypt (2005).
- Esri SAG Award - KAFD Smart GIS initiative (team recognition, contributor).
- Construction Technology Award - KAFD Digital Twin program (team recognition, contributor).