

DR. RAHUL DEO GUPTA

DBA | M.Phil. | B.Eng. | PMP® | BSMP | KSA PREMIUM RESIDENCY HOLDER

Senior Executive: Strategy, Transformation & Enterprise PMO

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EXECUTIVE SUMMARY

Strategic and transformative executive with over 30 years of progressive experience leading large-scale strategy execution, enterprise transformation, and PMO establishment for PIF-backed entities, multinational conglomerates, and real estate developers. Proven track record of translating corporate vision into measurable outcomes through Balanced Scorecard methodology, EPMO governance frameworks, and digital transformation initiatives. Recognized for architecting SAR 7B+ portfolio governance structures, delivering 23% EBITDA growth, and generating SAR 500M+ in cumulative cost savings. Adept at Board-level advisory, multi-consultancy management, and institutionalizing performance management systems aligned with Saudi Vision 2030.

CAREER IMPACT HIGHLIGHTS

- Portfolio Leadership:** Established and operationalized EPMO managing SAR 7B+ portfolio for PIF-backed ultra-luxury hospitality transformation, improving project delivery times by over 30%
- Revenue & Profitability Growth:** Achieved 23% EBITDA growth and 25% revenue expansion through BSC-driven performance optimization across 14 strategic business units
- Cost Efficiency:** Generated cumulative cost savings exceeding SAR 500M+ through operational excellence, strategic sourcing, and process reengineering programs
- Governance Excellence:** Established and led enterprise PMOs across 4 organizations, enhancing project delivery predictability by 25–40%
- Digital Innovation:** Automated strategy management systems using SAP SEM-SSM, Power BI, and custom BI solutions, reducing planning cycles by 50–60%
- Thought Leadership:** PMI Global Summit speaker (LA, 2025), Saudi Strategy Week speaker (Riyadh, 2025), published author on real estate strategy in KSA

CORE COMPETENCIES

Strategic Management Strategic Planning & Visioning Strategy Formulation & Execution Balanced Scorecard Design & Implementation Policy Deployment (Hoshin Kanri) Strategic Roadmapping Target Operating Model (TOM) Design	Enterprise Transformation Business Transformation Digital Transformation Organizational Design Change Management (Prosci ADKAR) Transformation Roadmap Development Strategic Synergy Realization
EPMO & Governance EPMO Establishment & Leadership Portfolio & Program Management Stage-Gate Methodology RACI & Decision Rights Frameworks Delegation of Authority Governance Frameworks	Performance Management BSC Implementation & Cascading KPI Architecture Development Executive Dashboards Strategy Management Automation Business Intelligence Integration Board-Level Reporting
Operational Excellence Lean Enterprise Systems Six Sigma Process Reengineering Risk Management Frameworks ISO Certification (9001, 14001, 45001) Continuous Improvement	Digital & Technology ERP Systems (SAP, Oracle, MS Dynamics) Power BI, Tableau SAP SEM-SSM Primavera P6, MS Project Data Governance Decision Intelligence Platforms

PROFESSIONAL EXPERIENCE

Executive Director – Enterprise Project Management Office (EPMO)

Boutique Group – Public Investment Fund (PIF) Portfolio Company | Riyadh, Saudi Arabia May 2022 – Present

Leading EPMO for PIF's ultra-luxury hospitality transformation initiative converting historic royal palaces into world-class hospitality assets.

- Founded and operationalized Enterprise PMO overseeing SAR 7 billion portfolio spanning real estate development, hospitality operations, and corporate transformation programs across 13 functions
- Architected comprehensive portfolio governance framework including stage-gate methodology, reducing project delivery time from 36 to 25 months
- Developed organization-wide strategic objectives and KPI architecture (47 strategic KPIs) aligned with PIF Vision 2030 using Balanced Scorecard methodology
- Spearheaded digital EPMO transformation with automated project tracking, real-time dashboards, and BI reporting infrastructure, reducing decision latency by 40%
- Directed Project Management Consultants (Parsons, WSP, Jasara) ensuring programmatic excellence across multi-phase palace development projects valued at SAR 4+ billion
- Delivered monthly Board-level strategic reports and facilitated quarterly strategy review sessions, enhancing executive visibility and strategic alignment
- Established program controls including earned value management, schedule optimization, and risk mitigation strategies
- Orchestrated the design and deployment of ultra-luxury hotel pre-opening frameworks, institutionalizing end-to-end activity sequencing and automating milestone tracking to accelerate operational readiness

Chief Strategy & Transformation Officer – Abraj Al Bait

Saudi Binladin Group Jeddah, Saudi Arabia

Apr 2021 – May 2022

Led enterprise-wide transformation for 1.5 million sq.m. mixed-use portfolio adjacent to the Holy Mosque in Makkah.

- Conceived and implemented corporate-wide transformation strategy integrating new development, leasing optimization, and operational excellence initiatives
- Engineered BSC-driven performance management framework across 5 strategic themes and 22 strategic objectives; established EPMO overseeing SAR 750M strategic programs portfolio
- Created 5-year strategic roadmap aligned with Vision 2030, identifying revenue enhancement opportunities exceeding SAR 700M
- Improved project predictability by 50% through governance structure including Executive Steering Committee and Program Control Board
- Established enterprise-wide Risk Management Framework and Delegation of Authority Matrix covering strategic, operational, financial, and compliance risks
- Re-engineered core business processes reducing cycle times by 35% through ERP integration and workflow automation

Acting Executive Director – Enterprise PMO (Founding Member)

Boutique Group – PIF Project (Founding Phase) | Riyadh, Saudi Arabia

Mar 2020 – Apr 2021

Core founding member of PIF-backed start-up, establishing organizational foundations and strategic frameworks.

- Core member of founding team responsible for organizational design, governance structures, and operational model development for PIF-backed real estate development and hospitality venture
- Directed engagements with PwC and Boston Consulting Group (BCG) overseeing EPMO framework design, Target Operating Model development, and transformation roadmap execution
- Led strategic planning sessions defining mission, vision, strategic themes, and 5-year strategic roadmap for 100+ professional workforce
- Established governance structures including Investment Committee, Executive Committee, and functional steering committees with Board reporting cadence
- Directed establishment of procurement, finance, budgeting, and project controls functions embedding world-class standards

Head – Enterprise Project Management Office (EPMO)

Rafal Real Estate Development Company | Riyadh, Saudi Arabia

Aug 2016 – Feb 2020

- Strategic advisor to CEO and Board on corporate strategy formulation, execution monitoring, and transformation initiatives
- Formulated and implemented corporate strategy using Balanced Scorecard methodology, achieving 90% organizational alignment across 15+ development projects
- Improved project delivery from 60% to 80% on-time completion and enhanced revenue streams by SAR 500M annually
- Implemented ISO 9001:2015 Quality Management System achieving certification within 9 months
- Designed executive dashboards and automated reporting infrastructure, reducing reporting cycle time by 50%

Head – Office of Strategy Management (OSM)

Abunayyan Holding | Riyadh, Saudi Arabia

Jun 2012 – Jul 2016

- Led strategy formulation and execution across 14 Strategic Business Units using Balanced Scorecard methodology
- Automated Strategy Management System using SAP Strategic Enterprise Management (SEM-SSM), reducing planning cycles by 60%
- Generated annual cost savings exceeding SAR 150 million through process optimization, and Lean transformation
- Created comprehensive KPI implementation with 150+ indicators; implemented performance contracts linking compensation to strategic objective achievement
- Secured ISO 9001:2008 Certification across holding group and subsidiaries; led Lean transformation improving operational productivity by 30%

Progressive Leadership Roles: Senior Divisional Manager to Deputy Manager

Tata Hitachi Construction Machinery Company Limited | India

Mar 2002 – May 2012

Roles: Corporate Head – Sourcing SCM | Corporate Quality Head & Head – Improvement Group | Divisional Manager – Improvement Group | Deputy Manager – Design

- Spearheaded organizational strategy formulation resulting in market leadership position and dominant revenue share in multiple earthmoving equipment segments
- Achieved cumulative cost reduction of INR 2,000+ million (SAR 100+ million) via process reengineering, value analysis, and Six Sigma programs
- Led Strategic Sourcing and Lean Manufacturing initiatives delivering INR 500 million in annual savings; reduced procurement costs by 15%
- Transformed supply chain operations through vendor consolidation, localization, and strategic supplier partnerships

Manager / Senior Engineer / Engineer / Graduate Engineer Trainee

Tata Motors Limited | Jamshedpur, India

Jul 1995 – Feb 2002

- Progressive engineering and management roles in India's largest automotive manufacturer contributing to vehicle design, development, and industrialization programs
- Led cross-functional teams in quality improvement, supplier development, and manufacturing process optimization

EDUCATION

Doctorate in Business Administration (DBA) – Strategy Planning & Execution <i>Universidad Católica San Antonio de Murcia (UCAM), Spain</i> Dissertation: Implementation of Balanced Scorecard Management System for Strategy Execution in Real Estate Development Organizations in Saudi Arabia	2023
Master of Philosophy (M.Phil.) – Business Administration <i>Universidad Católica San Antonio de Murcia (UCAM), Spain</i>	2022
Executive Post Graduate Diploma in General Management (Executive MBA) <i>XLRI School of Management, Jamshedpur, India</i>	2006
Bachelor of Engineering (B.Eng.) – Electrical Engineering <i>National Institute of Technology (NIT), Rourkela, India</i>	1995

PROFESSIONAL CERTIFICATIONS & EXECUTIVE TRAINING

- Project Management Professional (PMP®) – Project Management Institute (PMI), USA | 2015
- Balanced Scorecard Master Professional (BSMP) – Balanced Scorecard Institute & The George Washington University, USA | 2013
- Change Management Certification – Prosci ADKAR Methodology, USA | 2018
- Balanced Scorecard Masterclass – Instructors: Dr. Robert S. Kaplan & Dr. David P. Norton (BSC Creators), Harvard Business School

THOUGHT LEADERSHIP & SPEAKING

- Conference Speaker: PMI Global Summit, Los Angeles, 2025
- Conference Speaker: Saudi Strategy Week, Riyadh, 2025
- Conference Speaker: Hospitality Innovation Summit, Dubai, 2023
- Published Article: "Too Big to Fail in Real Estate Development in Saudi Arabia"

INDUSTRY EXPERTISE

Real Estate Development | Ultra-Luxury Hospitality | Family Business Conglomerates | Investment & Asset Management | Construction & Heavy Equipment Manufacturing | Automotive | Facility Management | Public Investment Fund (PIF) Ecosystem

LANGUAGES

English: Fluent (Professional) | Hindi: Native | Nepali: Native | Arabic: Conversational

PROFESSIONAL AFFILIATIONS

- Member, Project Management Institute (PMI)
- Member, Saudi Council of Engineers (SCE)
- Member, Balanced Scorecard Institute
- Alumni, XLRI School of Management, India
- Alumni, The George Washington University, USA
- Alumni, Universidad Católica San Antonio de Murcia (UCAM), Spain