

HAITHAM HANI ARAFAT

Scaling new heights of success with hard work & dedication and leaving a mark of excellence on each step. Targeting career-enriched assignments as **Managing Director, CEO, COO, CFO, CIO** with an organization of high repute.

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EXECUTIVE PROFILE

- **Accomplished specialist** with expertise reflecting year-on-year success in developing the strategic and tactical solutions to build the business from the ground-up, ascertaining a competitive edge, sustainability, and exponential organizational growth; expert in establishing structure, driving vision, streamlining operations and transitioning processes, and accelerating profits, thereby delivered sustained growth, mirrored with a track record of achievement and often exceeding expectations of corporations.
- **Demonstrated excellence** in consistently surpassing organizational goals, turning around underperforming units, and driving increased revenues and market share. Remarkable success of over 34 years, adroit in bringing transformative change and building organizational vision to adapt to ever-changing business environments.
- **Valuable experience** in handling entire business activities, driving businesses, delivering holistic solutions to carve a niche in highly competitive markets, and repeatedly producing sustained revenue and growth; proven record of accomplishment in establishing business units and drove them to accomplish top and bottom-line profitability.
- **Multi-faceted experience gained** from work assignments within the Manufacturing, Retail, Contracting, Health Care, Banking, Financial Investments, Capital Markets, Business Consulting & Advisory, Corporate training, Vocational training, and Education.
- **Advanced business acumen with core strengths** in recognizing and capitalizing on emerging business ventures to propel the organization to the top tier of its industry. Providing strategic direction and leadership for organizations in multiple markets with unique situations and transforming companies into profitable & progressive organizations.

PERSONAL DOSSIER

- **Nationality:** American
- **Date of Birth:** 20th November 1965
- **Language Purview:** English and Arabic

EDUCATION CREDENTIALS

- **Graduate Studies-Engineering Management**, from University of Massachusetts, Amherst, Massachusetts, the USA in June 1994.
- **Graduate Studies-Quality Control & Reliability**, from Rochester Institute of Technology, Rochester, NY, the USA in June 1993.
- **Graduate Studies-Business Administration**, from Kansas State University, Manhattan, Kansas, the USA in December 1991.
- **Graduate Studies-Economics**, from Iowa State University, Ames, Iowa, the USA in June 1998.
- **B.S.-Industrial Engineering**, from Kansas State University, Manhattan, Kansas, the USA in December 1990.
- **B.S.-Economics**, from Iowa State University, Ames, Iowa, the USA in December 1987.

PROFESSIONAL CERTIFICATIONS

- Certified Valuation Analyst (CVA) by (IACVA-Canada)
- Certified Quality Management Systems Lead Auditor by (IRCA-UK)

CORE COMPETENCIES

Strategic Business Planning	Manufacturing Management
Retail Management	Business Turnaround
Business Valuation	Merger & Acquisition
Digital Transformation	P&L Management
Business Consulting & Advisory	Banking, Financial Investments & Capital Markets
Corporate Training	Lean Six Sigma

SOFT SKILLS



DOMAIN EXPOSURE

- **Manufacturing:** Automotive Wiring Harnesses, Automotive Screw Machine Parts, Steel Fabrication, Cement, Asphalt, Electrical / Switchgear, Bakery/beverage / Juices / Water/ Dairy / Ice-cream / Food Powder, Clothing, Fashion, and Oil & Gas.
- **Business Consulting & Advisory, Corporate Training, Vocational training, and Education.**
- **Banking, Financial Investments, and Capital Markets.**
- **Retail:** Auto Repairs, Tires, and Spare Parts, Food & Beverage Distribution, Fashion Clothing Outlets
- **Contracting:** Civil, Infra-structure, and Real Estate Development.
- **Health Care:** Hospitals, Pharmaceutical, and Medical Labs.

CAREER CONTOUR

Since February 2021: A Group of Companies as Group COO

(A group of companies in the fields of medical supplies, pharmaceutical products, medical labs and clinics, pharmacies, high & medium voltage electrical contracting, and oil wells maintenance)

Companies:

- Gulf Care Co., Kuwait
- Advanced Medical German Co., Kuwait
- International German Co., Kuwait
- Meroven Pharmaceuticals Co., Kuwait
- Energy Solutions Co., Kuwait
- Totech International Co. Kuwait

KEY RESULT AREAS:

- **Strategic Planning:** Devising new strategic plans and policies to bring the visions to reality, including setting out clear aims and objectives, and comprehending the upcoming expectations for business growth, both in the short and long run. Trailblazing and implementing strategic sales plan that expands customer base and extends global reach.
- **Business Management:** Determining the business potential & opportunities to secure profitable business volumes. Approached businesses to offer valuable sales solutions and provide suggestions on service improvements. Setting up the new business strategy and success team to grow and diversify the organization for revenue growth of the business units and partnerships. Developing near-term and long-term business growth plans and P&L targets.
- **Business Growth Opportunities:** Meticulously leading the identification, qualification, and pursuit of strategic business opportunities. Contributing to the expansion functions, including investments, acquisitions, and corporate alliances to propel the organization's growth.
- **Brand Management:** Developing and strengthening the company's Brand position by working closely with the necessary professionals and designing various strategies to increase reach to targeted audiences.
- **Revenue Generation:** Analyzed the market trends and accordingly formulated tactics to uplift the revenue generation levels. Instrumental in securing the maximized market share for targeted profits.
- **Decision-making:** Applying valuable/actionable insights, overseeing various industry verticals, monitoring the market competition to facilitate decision-making. Taking complete ownership of planning the company's future decisions.
- **Networking / Collaboration:** Coordinating with the industry leaders and building alliances with the various venture businesses to build the company's image and presence within the industry. Uncovering new opportunities for the organization through networking and collaboration.
- **Relationship Management:** Nurturing and upholding strategic relationships with customers/ banks/ vendors/ contractors.
- **Liaison & Coordination:** Communicating with the CEO for providing the prepared CEO in all matters of importance. Guiding and supporting the CEO in completing the delegated business assignments. Maintaining oversight on day-to-day operations of the Group and the work of GMs and executives (IT, Marketing, Sales, Finance, etc.)
- **Staff Management:** Innovating human capital, including the staff, by imparting training, mentoring, developing, and motivating. Developing a diverse team of dynamic professionals motivated to give their best for organizational turnarounds and growth elevation. Steering the employees to encourage maximum performance and dedication
- **Process Improvement:** Driving business efficiency and profitability by identifying and implementing process improvements to optimize performance

Sep'11 – Jan'21: Sims International Group, Kuwait as Managing Director

(A Business Advisory ,Turn Around Management , and Digital Transformation Consultancy)

"Worked in five Turn Around Management Consultancy Contracts."

KEY RESULT AREAS:

- Shouldered with the responsibility of conceptualizing and effectuating comprehensive profitability and working capital Improvements to alleviate the financial and operational performance of under-performing and/or experiencing a full-blown liquidity crisis companies
- Executed strategic changes to facilitate the various companies' digital transformation journey for more profitability with the help of technology.
- Supported and guided the clients in aligning the developed group's digital strategy with organizational values, objectives, and priorities.
- Fostered an environment of digital innovation and best practice, ensuring the use of technologies for the benefit of stakeholders and

members by guiding and mentoring the clients.

- Projected towards accomplishing business objectives and new growth opportunities by embedding a prioritization approach to develop a roadmap for innovation with the relevant processes, tools, and metrics
- Developed a cash flow forecast by utilizing an understanding of liquidity management.
- Well-versed with various verticals, including corporate finance in restructurings and insolvency regimes, and P&L and asset efficiency (working capital) performance improvement processes.
- Emphasized value addition to the businesses by negotiating throughout the commercial/supplier agreements, closure of an entity/divestment of assets, valuation of firms with potential merger & acquisition, banks, or dealing with management teams.
- Served as a turnaround expert for transforming the companies through the business plan, financial projections and review, designing and implementing cash conservation guidelines and controls.
- Analyzed the company's immediate and future cash needs, product profitability, cost base, major operational issues, market position, and options for restructuring.
- Formulated a fact-based analysis to review the root cause of problems by analyzing the client performance figures and data.
- Contributed to managing the private equity (large and midcap). Progressively carried out restructuring and turnaround.
- Interacted and coordinated with the company owners on interim and crisis management assignments.

Jan'16 – Oct'19: Abdul Hamid Almutawa Sons Group – Shuwikh, Kuwait as General Manager (Consultancy Contract)

“Company Overview: Automotive trading and services company – Wholesale and retail sales of Automotive Tires & spare parts, Auto repair & body shops, Carwash / Car protection & detailing Stations.”

KEY RESULT AREAS:

- Associated with the Board and division heads and delivered strategic leadership in setting up long-range goals, strategies, plans, and policies.
- Took complete accountability of managing day-to-day operations to achieve the group's long- and short-term plans.
- Doubled the annual turnover and the profitability.
- Increased the local market share and presence .
- Acquired new agencies in the automotive tires, spare parts, and car protection and detailing.
- Negotiated with the banks better financing terms and increased the bank facilities.

Jan'17 – Oct'19: Cambridge Capital Est., Sharq, Kuwait as General Manager (Consultancy Contract)

(Capital Markets / Forex brokerage company)

KEY RESULT AREAS:

- Played a significant role in augmenting the company's presence and brand as a local strategic partner with Forextime brokerage company, a global player in the marketplace.
- Elevated the growth of forextime branch based in Kuwait to a scalable size
- Conceptualized and effectuated sales, business development, and marketing activities and built relationships following forextime company targets
- Innovated the human capital by training & mentoring the sales team and technical analysts in Forex / Money Market strategies

May'14 – Jun'16: Almatrood Sons Group – Dammam, Saudi Arabia as General Manager (Consultancy Contract)

(An FMCG food manufacturer with three plants: Bakery, Dairy / Beverages / Water, and Food Powder products)

KEY RESULT AREAS:

- Designed and outlined the organization's vision and formulated strategies for achieving the objectives.
- Contributed to developing long-range and annual plans and assisted divisional heads with progress evaluation and reporting on plans in support of the strategic direction set by the board.
- Implemented strategies to ensure the long-term financial viability of the group.
- Established and maintained procedures to implement plans approved by the board.
- Reviewed the performance of the group and the manager regularly.
- Advised on investment and cash management strategies.
- Recommendation on effectively utilizing long- and short-term debt, including refinancing and purchasing/selling.
- Managed the development of annual budgets that support operating plans and submitted them to the board for approval.
- Kept the board informed about the organization's financial status in a timely, thorough, and accurate manner.

Apr'13 – Apr'14: Green Wing Co. (Anotah)- Salmiya, Kuwait as General Manager (Consultancy Contract)

(A Clothing Fashion manufacturer & retailer of Multi brands Garments, Shoes, and Accessories)

KEY RESULT AREAS:

- Managed all aspects of Sales, Marketing, Finance, Product design & development, Human Resources, IT, Manufacturing, and Distribution of more than 40 shops across the GCC, a garment factory in China, and a design office in Turkey.
- Steered and projected the strategy towards the profitable growth and operation of the company.
- Develop strategic operating plans that reflect the long-term objectives and priorities set by the owners of the company
- Assured all employees were aware of the business objectives and performance standards
- Ensured customers had a consistently positive experience by motivating and leading the management team.
- Implemented, maintained, and consistently followed all company policies, standards, and procedures.
- Developed and implemented a full-cycle performance management system for the entire management team.
- Developed an effective communication strategy to align with company initiatives and conveyed it to all managers.

- Planned, budgeted, and oversaw the financial results

Sep'11 – Nov'12: Petra Food Manufacturing Co. – Sabhan, Kuwait as General Manager (Consultancy Contract)

(An FMCG food manufacturer of Ice cream, Bakery, Dairy, Cheese, and Juice products)

KEY RESULT AREAS:

- Took complete accountability for managing the Sales, Marketing, finance, HR, IT, Manufacturing, and Distribution functions.
- Met and exceeded key performance targets for sales, delivery, costs, expenses, and other operational measurements;
- Contributed to the company's growth, continuous cost and quality improvements, and improved sales;
- Oversaw all sales-related activities, including setting, monitoring sales targets, and ensuring accurate deliveries through all sales channels; achieved timely collection from the market of the company's money.

Mar'99 – Aug'11: Specialized Industrial & Management Systems Co. (SIMS)- Salmiya, Kuwait as Managing Director

(A Business Advisory ,Turn Around Management , and Digital Transformation Consultancy),
And Sims Academy (Training & Vocational education Center)

KEY RESULT AREAS:

- Orchestrated and headed the overall consulting & training affairs with 100+ full-time staff.
- Resourcefully acquired a wide list of companies from all types of industries to be certified in different ISO management systems schemes such as ISO 9001 (Quality Management System), ISO 20001 (IT Services Management System), ISO 27001 (Information Security Management System), ISO 31000 (Risk Management System), EFQM (European Foundation for Quality Management) through full training of staff, digital transformation of operational processes, Information systems integrations, developing Key Performance Indicators (KPIs), Balanced Score Cards, documentation and implementation of the vision, missions, business strategies, procedures and work instructions during 1999 – 2011.
- Steered and completed a one-year turnaround management consultancy project as Operational Development Director at Mushrif Trading & Contracting Co. (One of the leading civil construction companies in the Gulf Region) during 2008 – 2009:
 - Handled the core responsibility of the overall business of the 3 plants: Ready Mix Concrete, Asphalt, and Cut & bend -fabrication of steel reinforcement.
 - Successfully optimized the company's overall performance by establishing and implementing quality, safety, and environmental management systems (ISO 9001, OSHAS 18001, and ISO 14001).
 - Coached, trained, and mentored all the project managers on the professional techniques of project management.
 - Established and monitored all the KPIs and targets for all company divisions.
 - Articulated and established organizational and individual programs that resulted in an effective and efficient workforce and organization.
- Successfully developed Sims Academy and accomplished the outsourced training programs from the "Kuwaiti Public Authority of Applied Education And training" for 6 years, out of which around 2000 Kuwaiti female students were granted a 2-year diploma in Banking, Capital Markets, IT, Management, Accounting, Marketing, and Customer service. Also, became an approved Edexcel international Center and established a cooperation agreement with Bradford college-UK and Zagazig University-Egypt during 2004 – 2009.
- Dexterously steered and completed outsourced consultancy projects from several banks for 7 years in the areas of improving customer experience and employee engagement through continuous external audits through mystery /ghost shopping programs and data analytics, during 2002 – 2008:
 - Emirates Bank – 1 Year Project
 - Burgan Bank – 1 Year Project
 - Boubyan Bank – 1 Year Project
 - National Bank of Kuwait – 1 Year Project
 - Kuwait Finance House – 3 Years Project
- Initiated and completed a one-and-a-half-year consultancy project with "Kuwait Fund for Arab Economic Development" (KFAED), which consisted of designing a full curriculum of 3-month class-based training and a 9 month on job training (OJT) program for newly graduated Kuwaiti engineers and Architects to improve their skills and increase their knowledge and experience to fulfill the requirements of the private sector job market. Another objective of the program was to create operational links between international and Kuwaiti companies to assist in the technical and managerial development of the latter. The Kuwait Fund would rely on its strong, established relationship with international companies to create a suitable environment for forming partnerships between international companies and the Kuwaiti firms by utilizing this training program as a catalyst during 2001 – 2002.
- Nominated by OUDA (Operational Unit for Development Assistance), a joint program between the European Union & the Egyptian Ministry of Foreign Affairs, to deliver a training course that TUV Academy developed in Germany. The program was called "Industrial Modernization," whose objective was to elevate and improve the technical and managerial level of Egyptian General managers and plant managers. These 6 days course was called "Certified Quality Management Expert" and covered advanced Industrial engineering and quality assurance techniques and concepts. I have trained more than 200 general managers over one year by conducting 10 monthly courses with 20 attendees each, from 2000 – to 2001.
- Magnificently functioned with Joint Commission International (JCI) as a marketing partner to promote their services in accrediting and certifying health care organizations and programs in Kuwait. Joint Commission International accreditation and certification is recognized as a global leader for health care quality of care and patient safety. Worked with Ahmadi hospital for 2 years contracts to get them ISO 9001 certification; during that time, all the operational procedures were developed in alliance with JCI standards, during 1999 – 2003.

Oct'94 – Feb'99: Electrical Boards Manufacturing Co. – Sabhan, Kuwait as Assistant General Manager – Technical & Commercial Affairs

(A manufacturer of Switch Gear / electrical products)

KEY RESULT AREAS:

- Provided leadership to a team of 8 division managers and over 400 employees for handling 3 plants.
- Managed the operations of various divisions, including Sales & Marketing, Design Engineering, Research & Development, Production, Quality, Logistics & Materials, Purchasing, and Management Information Systems (MIS).
- Resourcefully accelerated the company turnover within 4 years and profit margin by 20% per year.
- Achieved efficiency and effectiveness of over 30% by revamping all operations.
- Curtailed the manufacturing and business cycle time by over 30% through the standardization of 80% of products.

PRIOR WORK HISTORY IN USA

Feb' 93 – Oct' 94: Trayer Products, INC. – Elmira, New York, USA as Statistical Process Control Manager

(A manufacturer of Automotive screw machine products)

- Managed a full company-wide integration of a computerized Quality information management system.
- Supervised and guided a staff of SPC coordinators & auditors.
- Responsible for the quality improvement program & SPC training.
- Performed supplier quality audits on regular basis.
- Performed SPC data analysis, machine/process capability studies, and gauge R&R studies.
- Served as an in-house consultant to quality issues related to SPC applications & problem-solving techniques.

Feb'88 – Jan'93: Electro-Wire Products, INC. Junction City, Kansas, the USA as Industrial Engineering Manager

(A manufacturer of Automotive wiring harnesses), and Trucks & Industrial Products Group

Career Elevation:

- Oct'91 – Jan'93: Industrial Engineering Manager
 - Apr'91 – Oct'91: Quality Control Manager
 - Oct'90 – Mar'91: Plant Industrial Engineer
 - Feb'88 – Sep'90: Production Supervisor
- Supervised and guided a staff of process planners.
 - Coordinated all engineering changes and deviations with the customer quality and engineering departments.
 - Assisted corporate sales with costing of new parts, delivery and tooling.
 - Developed process control plans and FMEAs.
 - Coordinated the performance of tooling transfers, production routing reviews and revisions, and blue print interpretation.
 - Reviewed weekly management reports to investigate and take corrective actions with respect to production variance hours and unusually high or low utilization figures.
 - Served as an in-house consultant to manufacturing personnel in a variety of manufacturing problems.
 - Developed and recommended engineering procedures which best facilitated the efficient operations of the engineering department.
 - Conducted periodic methods analysis and recommended methods improvements, quality improvements, machine and tool modifications and design.

PROFESSIONAL AFFILIATIONS

- Member in IMA, Institute of Management Accountants, USA
- Member of IACVA, International Association of Consultants, Valuators, and analysts
- Member in IIE; Institute of Industrial Engineers, USA.
- Member in ISSSP; International Society of Six Sigma Professionals, USA.
- Member in ASQ; American Society for Quality, USA.
- Member in APICS; American Production & Inventory Control Society, USA.
- Member of the Kuwait Engineering Society.

PROFESSIONAL LECTURES

Delivered & taught the following training courses topics (From 1997 till today):

- ISO 9000 implementation in the hospitals
- Statistical process control in the health care Industry
- ISO 9000 Internal Quality Auditing
- TQM- Total Quality Management
- EFQM (European Foundation for Quality Management)
- Upgrading Professional Practices Through Total Quality
- Organizational Quality Management Systems
- Certified Quality Manager (CQM)

- Certified Quality Management Expert (CQME)
- Certified Quality Management Representative (CQMR)
- Advanced Quality & Productivity Management Techniques
- Six Sigma Black Belt BOK Review
- Six Sigma Quality
- TPM-Total Productive Maintenance
- Pricing For Profit Activity Based Costing
- Activity-Based Cash Flow Planning & Budgeting
- Financial Analysis & Evaluation
- Design & Applications for Procedures & policies
- Standardization of work through time & motion study
- Excellence in Customer service
- IT Project Management
- Information Security Management
- Purchasing Materials & Warehouse Management
- Stores Operations & Cost-Effective Inventory Control
- Supply Chain & Logistics Management
- Strategic Industrial Planning
- Managing Production Lines
- Advanced E-Marketing strategies
- Advanced Marketing Strategies
- Understanding of HACCP Food Safety Management
- Understanding Forex Trading
- Advanced Techniques in Forex Trading
- Activity-Based Management
- Advanced Performance Improvement Techniques using Six Sigma
- Seven Habits of highly effective people
- PMP (Project Management Professional) BOK Review
- CMA (Certified Management Accountant) BOK Review (8 months)