

Sofien Dhouib

Managing Director / Executive Board Member

Dubai

+971 50 6245478

rsdhouib@gmail.com

OVERVIEW

Experienced Senior Executive and Board Member with over 27 years global experience in providing strategic, financial and operational leadership across multiple industries and geographies. Industry known for effectively leading strategic initiatives to initiate and expand Business opportunities. Broad experience in financial analysis and planning with an indelible reputation for delivering innovative business strategies and client focused solutions leading to outstanding results. Mobilizes top-tier talent to create high performing culture that consistently achieve in challenging and volatile markets. A leader that develops and maintains strong business relationships with key customers and stakeholders, understands the needs of the people and drives business opportunities across multiple market segments through high performance teams.

CORE COMPETENCIES

Executive Leadership

Continuously demonstrated clear vision to the organization and ensured engagement of the employees at all levels. Constantly walks the talk and demonstrates the values of the organization. Created a culture of empowerment and accountability leading to an entrepreneurial and innovation spirit across the organization.

Business Strategy

Known for developing and incubating long term strategies, considering all key business growth areas and opportunities whilst demonstrating redefined value creation through in-house capabilities and strategic partnerships.

Operations and Process Improvements

Supported the functional areas to maintain performance metrics, measurements, methods and targets. Initiated companywide monthly operations report and business analysis and documenting rational and sound improvement areas with related key performance indicators.

Product and Market Development

Created and spearheaded overall business plan in collaboration with Senior Leadership team to drive products and services growth in key market segments. Effectively evaluating forecasted revenues, new business cost, competitive landscape, and risk mitigation strategies. Led the sales and marketing teams to achieve targets for key milestones, budgets, timelines, and resources.

INDUSTRY EXPERIENCE

| SMD Consulting, UAE | Managing Director

Jul 2020 – Present

Full Responsibility for building and managing the operations of a “Boutique Management Consulting firm” specialized in providing the following services:

Key Deliverables

- Board of Directors Advisory
- Business Transformation
- Leadership and People Development
- Sales Execution and Market Reach Strategy
- Product Portfolio Expansion and Market Entry

| Mazrui International LLC | Managing Director, Trading Sector – UAE

Jan 2016 – Jun 2020

| Overseas AST LLC | Executive Board Member – UAE

Nov 2016 – Mar 2020

Key Deliverables

- Managed, with full P&L accountability, a group of companies in the sectors of construction equipment, pharmaceutical, medical equipment, food and beverage, and industrial transportation.
- Exercised the function of Executive Board member for a marine contracting company.
- Developed the 3-year strategic direction for all the companies and the associated key initiatives.
- Managed over 500 MAED business across the GCC region.
- Marketed and Managed distribution agreements for over 75 brands in different market segments and industries.

Significant Highlights

- Developed and oversaw the 2020 strategy for all the sector companies as well as the financial targets.
- Provided leadership, restructured and turned around two companies to profitability, and managed over 60 brands and expanded over 15 new brands during the tenure.
- Led the complete revamp of the compensation and benefits policies for Overseas AST.
- Revamped all key processes and introduced new Delegation of Authority matrix to facilitate decisions and ensure compliance.
- Restructured three senior and middle management teams, and recruited and developed over six senior managers.
- Pioneered and developed a new competency framework for the group and introduced a new succession planning scheme for the sector companies.

| Hilti Group, UAE | General Manager Sub-Region Gulf countries

Jan 2012 – Dec 2015

Key Deliverables

- Supervised with full accountability for five GCC countries (GCC except Saudi) with direct reports of four country managers and four functional regional directors.
- Generated over 100 MCHF in revenues and managed over 400 team members (largest sub-region in the Middle East, Turkey and Africa region).
- Executed and accounted for the interface with five local partners and the management of Board of Directors reviews and resolutions for three joint ventures.
- Streamlined the Marketing Competence Center for the Middle East and Eastern Africa.

Significant Highlights

- Achieved 14% sales growth in 2014 and 8% profit growth in 2014 fiscal year.
- Maintained over 15% return on sales over the last three years.
- Developed the mid-market business with growth of over 40% in 2014.
- Developed the 2020 strategy for the sub-region with identification of key financial targets, key initiatives and step changers.
- Achieved a turnaround situation in UAE and Bahrain with over 30% operational costs reduction and improvement of ROS by over 5% as well as reduction of over 70 days on hand for collection.
- Achieved sixth place in the UAE for Hilti Emirates in the prestigious ranking of “Best Place to Work”

| Hilti Middle East, UAE | Head of the Middle East Marketing Competence Center

Jan 2011 – Dec 2011

Key Deliverables

- Pioneered the launch activities of the Marketing Competence Hub for the GCC countries, Levant and Eastern Africa.
- Initiated strategic marketing, product leadership and mentored trade marketing teams with turnover impact of over 200 MCHF.
- Succeeded, with full accountability, the interface with the global business units and the global market reach team.
- Piloted and established the launch of new products and market reach initiatives.

Significant Highlights

- Designed and launched over 10 new products in the GCC and Eastern African countries contributing to over 10% sales share for all new products.
- Overhauled and launched the “2 years no cost” initiative with major impact on the growth for the tool business in the region leading to reversal of sales decline and sales growth of over 10%.
- Built and developed a project tracking tool for project-based markets, which was nominated as among the top 5 innovative initiatives at the global level.
- Launched the new Hilti websites for the GCC countries and the Hilti online channel for UAE and Saudi Arabia, in order to increase sales and productivity and gain higher differentiation.
- Devised and implemented a new engineering set-up strategy across the GCC countries.

Key Deliverables

- Managed and facilitated the overall direction and successful operation of Hilti Qatar with full P&L responsibility.
- Delivered 40MCHF in revenues and managed five directors with a total team strength of over 100 team members.
- Moderated and facilitated the interface with the local partner and global teams.
- Led a company wide process improvement project to improve customer satisfaction and ensure compliance.
- Revamped the logistics and repair departments in accordance with Hilti global standards.

Significant Highlights

- Managed a critical turnaround situation by growth in the annual revenues of 5% and profits over 20% during the 2008-2009 global crisis.
- Improved and achieved all majors KPI's from worst in the region to being best practice (profitability level, MOH, repair cycle time, stock level, obsolesce).
- Initiated and implemented a joint venture agreement with a local partner and completed all contractual and legal requirements.
- Developed and pursued a company-wide process improvement project leading to "SQS certification" for process and quality audit.
- Conducted full review of job descriptions and restructured the company to be streamlined and more efficient organization, leading to over 15% cost reduction

FORMER EMPLOYMENT

Hilti Emirates LCC, UAE Sales & Strategic Business Director	2004 – 2008
Hilti North America, NY USA Program Manager	2002 – 2004
Nortel Networks, Montreal, Canada Program Manager	1999 – 2001

ACADEMIC CREDENTIALS

- **Corporate Director Certificate, 2020** - Harvard Business School, Boston, USA
- **Graduate Diploma in Management**, International Business, 1997 - McGill University, Montreal, Canada
- **Master of Science in Electrical Engineering**, 1992 – Northeastern University, Boston, USA
- **Bachelor of Science in Electrical Engineering**, 1989 – Michigan State University, East Lansing, USA

AWARDS AND PROFESSIONAL DEVELOPMENT

- Certified trainer on Champion 2020 strategy for Hilti. (2014)
- Attended a leadership workshop in IMD, Switzerland. (2013)
- Licensed trainer for project management lecturer by Boston University. (2002)
- Certified Project Management Professional (PMP). (1999)
- Awarded full academic scholarship for the Bachelor's and Master's degrees in U.S. Universities. (1985/1989)

PERSONAL INFORMATION

- **Nationality:** Tunisian, Canadian
- **Languages:** English - fluent, French - fluent and Arabic - native