

Senior marketing operator for companies that need marketing built or fixed. Four functions built or reset, in telecom, postal services, retail banking and B2B technology, each on a lean budget, each still running after the handover. Five ventures prepared for launch in the last five years. Now designing the AI workflows a small marketing team runs on.

EXPERIENCE	AT EXECUTIVE LEVEL	LARGEST TEAM	LARGEST ANNUAL BUDGET
25+ years	15+ years	10–50 people	Under \$1M

KEY EXPERTISE

Marketing & brand

- Positioning & messaging
- Brand build or refresh
- Go-to-market for a new product
- Demand generation & performance marketing
- Market & customer insight
- Corporate communication & reputation
- Marketing organization & MarTech

Growth & commercial

- Growth strategy
- New market entry
- Pricing & profitability

Customer

- Retention, loyalty & lifetime value

Leadership

- Build the function from zero
- AI in the function's workflow

SELECTED MISSIONS

Marketing Director

Technology & engineering services

A technology and engineering services firm expanding into the GCC with no marketing function and no clear positioning. Built the function from zero: value proposition, service architecture and vertical narratives; website, thought leadership and PR; sales narratives and proof assets; go-to-market foundations for 5 early-stage ventures; the team's AI operating model.

Own session at a leading global analyst event, 70+ senior decision-makers met; pitch deck for a GCC government bid the firm won.

Head of Marketing

Retail banking

A long-established retail bank losing relevance with younger customers, with no marketing function and heritage equity it could not afford to spend. Built the marketing operating model, brand system and team; led a brand rejuvenation that modernized digital and physical touchpoints without breaking the heritage; shaped the customer proposition for the mobile-app launch.

Customer base up 30% in three years, up 82% in the 20–39 segment.

Fractional lead, content & AI

Public finance

A public-finance institution writing its 30-year anniversary book from three decades of archives, with a small team and no content system. Designed and built the AI content pipeline: corpus building and indexing, story routing, evidence dossiers and AI-assisted drafting, with editorial review by the institution's team.

The book is written from sourced evidence rather than memory.

HAS OPERATED IN

Industries

- Banking
- Logistics, postal & transport
- Public sector & government
- Technology & software
- Telecom

Company stages

- Family business
- Public sector / state-owned
- Scale-up
- SME

Company size

Up to 1,000 people

Company revenue

Up to \$50M

Markets

- GCC
- Levant
- Sub-Saharan Africa

ENGAGEMENT

Formats

- Fractional, Interim, Project, Advisory

Pricing

- Hourly, Day rate, Monthly retainer, Project fee

Works

- Remote, on-site, open to travel

Based in

Beirut, Lebanon

Languages

Arabic, English, French

Marketing Director

National postal operator

A national postal operator mid-transformation: a sprawling postal, government, financial and retail portfolio and no clear value proposition. Built the marketing function; reset the identity across nationwide branches and new in-mall kiosks; reorganized the portfolio into one client-centric offer; relaunched philately as a business; led the internal side of the change for 1,000+ employees.

Philately revenue up 20x in two years; two international industry awards.

Marketing Manager, group marketing lead (Africa)

Telecom · 4 African markets

A diversified group entering telecom in four African markets with no marketing capability and no brand. Recruited and trained the marketing teams across the group's entities, 28 people in all; ran the research-led market-entry and go-to-market plan; created the consumer brand from the name up.

The brand passed to the buyer when the operations were sold and outlived the group's exit.

EDUCATION

Degree

Master's in data mining (quantitative techniques and BI systems); Bachelor's in computer science

Certification

Certified Digital Marketing Professional (CDMP), 2025