



IMAD B. GHANTOUS PE
Chief Executive Officer
Senior Vice President, Managing Director
Director of Operations
Principal Director of Strategy
Director of Business Development and Growth

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OBJECTIVES

To utilize my experience in leadership, operations, management and business development, in a distinguished leading Real Estate Development company, Architectural, Engineering, Project Management, Advisory, or Contracting company to set new standards for growth, development, performance and product excellence.

EXECUTIVE PROFILE

High –performance executive with advanced experience

Consistent success in maximizing performance, drive growth, generate revenues, capture market share, improve profits and enhance value in domestic and international markets. Mentor, motivator, and leader of high-performance business, marketing, and design and construction teams. Value proposition includes:

Effective and wholly accountable in high-profile executive roles

Overcome complex business challenges and make high-stakes decisions within fast-paced, high-pressure environments using experienced-backed judgment, innovation, strong work ethic and integrity. Respected as motivational, lead by example manager, change agent and proponent of empowerment and accountability. Excellent reputation in the industry

Visionary thinker with global perspective and entrepreneurial drive

Key contributor to firm-wide planning and decision-making. Valued advisor to the governance body and other executives. Conceive and execute strategy to penetrate international markets and achieve a leading position in providing services to prestigious clients, public and private sector.

Strong Orientation in operations and financial control

Participate in high-level operational initiatives- infrastructure design of teams, design process reengineering, reorganization, deliverable integration, construction, facility management, and culture change.

Corporate and business development expert. Marketing strategist and tactician

Spearhead successful market penetration. Open new markets, launch new projects, drive growth, generate revenue, win market share, improve margins, and manage team's peak performance.

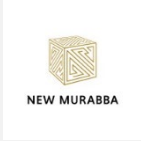
Multi-tasking ability to lead teams of designers, contractors, and manage clients

Lead effectively and efficiently multiple teams of professionals. Meet deadlines within project budgets and timeframes. Manage clients and their expectations. Work closely with developers and become their own best asset. Maintain the highest quality of deliverables.

Thorough understanding of the entire development value chain

Participation and leadership of the various stages of the development value chain from Development, Design, Management, Construction and Delivery has yielded a knowledge of upstream and downstream activities. This has given clear, integrated, focused initiatives to ensure smooth delivery of large projects. This has also helped in developing innovative delivery models that challenge the existing models and de-risk projects.

CHRONOLOGY



New Murabba Development Company
Executive Director of Design

2023- 2024

Working on one of PIF's giga projects, in the capacity of the Executive Director for the Design of a half a trillion Riyals project that is touted to be the new downtown of Riyadh. The project sits on 19 square kilometers of land and will develop over 27 million sm of GFA, mostly residential. The project consists of the Mukaab a 400-meter Cube that will provide hospitality, residential and retail venues. The Mukaab will also provide a fully immersive experience within a 400-meter dome that surrounds a central tower that will be the host of a super high luxury hotel, retail, and F& B outlets. The experience is enhanced with Holograms and bespoke content. Technology development involves the participation of the leaders in the industry. The development also boasts 18 communities ranging in size from 1.0- 2.0 million sm GFA. All communities are mixed use developments with social infrastructure to sustain the communities that would accommodate 20-35 thousand inhabitants each. Additionally, a constellation of anchor assets surrounds the Mukaab such as the Murabba FIFA stadium (45,000 seat), an arena (12,500 seat), a botanical garden, a museum, a university, etc. the development is designed to be a 15-minute smart city and is designed to achieve a platinum rating. The development will also include three rail lines, line 7 and line 8 of the metro and the QExpress. The creation of the New Murabba architectural language, the code, involved setting up an Architectural Review Panel made up of prominent Saudi professionals to assist in coming up with a bespoke Salmani Architectural language for the development. Responsibility included the establishment of a design department with all processes and procedures and the hiring of talent for all design disciplines. Responsibility also included the shortlisting of consultants, the creation of RFPs for competitions as well as running competitions and final award and contract negotiations. All design management, quality assurance, BIM platforms, and all coordination with all PMCs (Turner, Bechtel, AECOM) working on the project in support of NMDC as well as with NMDC's Development and Delivery verticals of NMDC and external stakeholders. Represented NMDC in presentations to HRH, RCRC, MOMRA and UPC.



AlKifah Contracting Company
Chief Executive Officer

2021-2023

Responsible for the P&L of a two billion annual turnover prestigious contracting company headquartered in the Eastern Province of the kingdom of Saudi Arabia. Reporting to the Board of directors of the company and engaged a major transformation and re-engineering of the company to reposition it in the market to attract more projects and penetrate new sectors and markets. Responsible for the complete restructuring of the organization and for attracting the right talent to create an impressive leadership team. Institute a new governance structure with an appropriate delegation of authority matrix. Reengineered the workflows of each department to ensure a streamlined, lean and integrated workflow. Implementation of a complete digital transformation utilizing SAP as the backbone ERP with other more specialized applications such as PmWeb, Candy, Massimo, @Risk etc. Transformed the offshore technical department into a design office to position the company for EPC work. Transformed the procurement department into e-procurement and implemented a bespoke electronic catalogue utilizing state of the art coding system. Increased the company's backlog and potential pipeline of new work. Launched new industries and new business opportunities. Created strategic alliances with international and regional contractors to pursue giga projects. Introduced the Innovation lab and established joint research with KFUPM to promote innovation within the organization as well as in the way projects are delivered. Introduced robotics, modular construction, advanced risk assessment at the enterprise and at the project level and launched a major push into digital twinning. Worked closely with our sister companies that form the supply chain to get a synergistic approach to project delivery. Set the business plans and monitored performance of the company. Reported upwards to the Chairman of the Board.



Hill International

Senior Vice President, Director of Strategy and Business Development, EMEA/APAC

2018 to 2020

Overall responsibility for the firm's strategy with the aim of doubling the size of the business in five years. Set the priorities and the road map to achieve the growth including new geographies, new industries and new offerings. Scalable and measurable KPIs to ensure adherence to the roadmap and evaluation of performance, developed and implemented. Development of a capable, experienced and skilled salesforce of about 42 to cover Europe, Middle East, Africa and the Far East achieved in under 6 months with the full complement of processes and procedures to guide the sales force and provide the needed support. Full implementation of A Client Account Management system (CAM) to ensure client relationships are well served. Introduced new offerings such as Advisory services, Facilities Management Industrial, Pharmaceuticals, Oil and Gas and Site Supervision. Worked out interesting development partnership models with private developers. Achieved sales of \$245million in nine months in 2018 and \$269 million in 10 months in 2019. Guided the operations teams in the four regions to deliver successful projects. Projects delivered involved airports, metros, hospitality, retail, residential, civic etc. Established an extensive network of clients across all four regions and consolidated contacts with US based developers. Launched two embryonic initiatives to support growth plans namely facilities Management and Advisory services.



International Bechtel Co. Ltd.

Regional Director of Operations

2016 to 2018

Regional responsibility for Strategy and Business development. Senior member in the delivery of the Riyadh Metro project. Engineered strategic approach towards integration of services to deliver large complex real estate projects that address the full real estate value chain. Established the Property sector within Bechtel to deliver fully integrated services to include design and construction. A development partner approach bringing Bechtel's powerful advisory, management, procurement and construction expertise to benefit the development community in the region, "Fast track to Early Delivery". Led the National Project Management Office study for the Saudi vision 2030 and the National Transformation Plan 2020. Study Results and recommendations presented to the Crown Prince of Saudi Arabia reinforcing the need for the NPMO and the suggested enhancements based on a global study of similar NPMOs around the world. This resulted in an award of the Saudi NPMO to Bechtel. Led the study and design for the Saudi Arabian Canal and Waterways a \$25 Billion project. Led the establishment of the Communities Development Company, an SPV of the PIF to build sustainable communities to accommodate in excess of 1.0 million citizens around the Kingdom of Saudi Arabia.



AECOM

Senior Vice President & Managing Director

2014 to 2016 (January)

Regional P&L responsibility for the Buildings and Places end market in the Middle East including design excellence centers in India. Managed five business streams including Architecture (Ellerbe Beckett legacy), Engineering, Planning and Urban design, Landscape Architecture (EDAW legacy) and Project Cost Consultancy and Advisory service (Davis Langdon legacy), with about 1000 employees in the Middle East and a growing Design Center in India. Position involved taking the lead in the growth and development of the AECOM Buildings +Places business and taking responsibility for the preparation of strategic planning and overseeing delivery of these plans across the Middle East. Took the lead on maintaining client networks and managed client relationships. Managed the working capital on major projects and championed innovation and demonstrated technical leadership. Managed the financial performance of the business by achieving planned targets through winning work, successful project delivery and identifying and implementing operational efficiencies. Responsibility of coordinating and engaging EMEA wide resources to complement ME skill sets. Regional responsibility for Business Development and project delivery. Operations excellence implemented in every aspect of the delivery model including maintaining client relationships, coordination between the Middle East based host offices and the centers of Design Excellence and maintaining a high utilization of resources. Manage the contractual obligations within the project portfolio across the Geography. Implemented and ensured compliance with the Ethics and Compliance policies and procedures. Implementation of predictive fiscal and resource models to assist in overall management of the operations to ensure efficient delivery of projects.



Hyder Consulting Engineers (now ARCADIS)
Managing Director, Property-Middle East

20013 to 2015

Regional P&L responsibility for the Property sector in the Middle East including design excellence centers in the Philippines, India and Jordan. Managed over 600 Engineers, and Architects with a P&L responsibility to meet designated budget targets. Regional responsibility for Business Development and project delivery. Operations excellence implemented in every aspect of the delivery model including maintaining client relationships, coordination between the Middle East based host offices and the centers of Design Excellence and maintaining a high utilization of resources. Implementation of predictive fiscal and resource models to assist in overall management of the operations to ensure efficient delivery of projects. Met and exceeded stretch budgets as well as all KPIs set for the sector operating regionally. Lead strategy workshops for the firm and implemented a five year strategy to grow and diversify the sector. Spear headed the business development in Saudi Arabia and put in place a specific growth plan for the Kingdom. In 2014 the firm was acquired by Arcadis and responsibility extended to coordinate the effort of the sister companies in line with the 5 year strategy. The sister companies include, RTKL, Callison, EC Harris and Arcadis.



WS Atkins and Partners Overseas
Director of Operations, Middle East and India

2008 to 2013

Firm wide responsibility for development of new business, negotiate deals, assemble teams, manage the process, manage the client and the end user, maintain quality control and improved profits.

Board member of the Kingdom of Saudi Arabia directly responsible for establishing Atkins' strategic vision for the Middle East and India. Established General Delivery Centers in India and the Philippines. Streamlined the delivery process.

Set up Atkins' practice in The Kingdom of Saudi Arabia and direct responsibility for enhancing the practice in the rest of the Middle East. Responsible for issuing intelligence reports regarding strategic approach to markets and methods of penetration.

Responsible for the performance of projects and their profitability. Worked closely with the major real estate developers to ensure goals and objectives are met. Directed design teams to ensure that efficiency of the built environment meets developers' expectations. Conducted high level Value engineering workshops and established excellent relationships with major developers across the Middle East.



Perkins+Will (New York)
Principal, Director of Middle East Operations

2005 to 2008

Firm-wide P&L responsibility and operational responsibility for all Middle East, North Africa, Turkey and the former Soviet Republics markets. Responsibility to develop new business negotiate deals, assemble teams, manage process, manage the client and the end user, maintain quality control and improved profits.

Headed a steering committee composed of the Managing directors of Perkins+Will offices worldwide. Reported directly to the Chief Executive Officer and the Board.

Established Perkins+Will's Strategic vision for the region. Managed all areas of operations including coordination with the DAR Group of Companies and established strategic alliances and acquisitions. Provided all Public relations and high-profile presentations for Government officials. Set the standards for operations for P+W in the region.

Established, tested and prescribed all rules of engagement with all sister companies. Coordinated and directed all joint venture efforts.

Directly responsible for hiring talented professionals and mentoring programs.



Skidmore, Owings & Merrill LLP
Director of Middle East Operations

1997 to 2005

Firm-wide P&L and operational responsibility for the Middle East markets. Responsibility to develop new business, negotiated deals, assembled teams, managed the design process, protected the design integrity, managed the client and their expectations, delivered the product, maintained quality control and improved profits.

Reported directly to the executive committee. Contributed to firm-level vision, strategy, problem solving and leadership.

Managed several crucial areas of operations- business development, strategic partnering, marketing, public relations, projects' design process and management.

Attracted, hired and directed talented teams of professionals including project managers and marketing officers.

MANAGEMENT ACHIEVEMENTS

Strengthened the firm's credibility as a high-profile player in the Middle East Markets through expertise in business development augmented by a strong technical background.

Virtually transformed and renewed the firm's standing in the Middle East as a high-profile A/E firm and brought new focus on design opportunities.

Tremendously improved profits by spearheading a process restructuring engineered to yield the highest value design with an optimized profit on professional compensation.

Established a strong management team of professionals to run the projects according to strictly prescribed project design and financial objectives. Provided the management control tools and maintained constant monitoring of performance.

NEW BUSINESS DEVELOPMENT & MARKETING RESULTS

Secured \$50,000,000 per year in net new commissions by targeting, winning, negotiating and securing agreements within the private and public sectors for high profile projects.

Created a large network of associated design firms to extend the reach into markets of different typologies. This partnership also increased the size of the client base and facilitated the design process to ensure a smooth transition from project inception to project execution.

Streamlined the marketing process to cut costs through standardization and process re-engineering.



Skidmore, Owings & Merrill LLP
Senior Project Manager

1990 to 1997

Managed large multi-million dollar projects for prestigious clients internationally. Led a multifaceted team of designers, engineers and specialists through the design process. Managed Client expectations and design team expectations. Applied project controls tools to manage the design team's budget and leveled resources to ensure sufficient labor was available when needed. Schedule control was strictly adhered to ensure that the Client's expectations were met. Performed Quality Control and Quality Assurance Programs to ensure the highest quality design work was performed to the Firm's strict standards. Performed Value Engineering Exercises to engineer value into the design.



Skidmore, Owings & Merrill LLP
Technical Coordinator/ Site Representative

1987 to 1990

Performed technical coordination tasks including coordination of Architectural, Structural and MEP disciplines and other input by specialty consultants. Developed construction documentation and coordinated the deliverables at each phase of the design to ensure compliance with codes and with the contractual obligations of the team. Managed the construction administration phase and handled the shop drawings reviews. Attended site meetings and performed on site reviews of the works.



Pan Arab Consulting Engineers
Resident Engineer

1982-1987

Managed the onsite staff of the consultant and conducted site supervision of the contractor's operations. Directed the site staff in terms of contractual obligations and ensured that the flow of shop drawings was properly logged, checked and returned to the contractor in an expeditious fashion. Checked the contractor's requests for payment and recommended payments to the client. Checked the contractor's request for claims and evaluated impact and recommended course of action. Ensured the site supervision staff executed their tasks in the highest professional manner and in accordance with international standards.

EDUCATION



Massachusetts Institute of Technology, Engineers Degree, Construction and Project Mgmt 1982



Harvard University, Micro/Macro Economics and Financial Accounting 1981



Massachusetts Institute of Technology, Master of Science, Construction and Project Mgmt 1980



University of London, King's College, Bachelor of Science in Civil Engineering 1979

PROFESSIONAL REGISTRATION

Registered Professional Engineer in the Commonwealth of Pennsylvania PE053068E

AFFILIATIONS

Associate, American Association of Civil Engineers
Associate, Institute of Civil Engineers (England)
Member, American Association of Cost Engineers
Member, Society of American Cost Engineers
Member, Project Management Institute
Member, Association of Engineers (Lebanon)
Member, Institution of Civil Engineers (Kuwait)

SELECTED PROJECT EXPERIENCE

Burj Khalifa, UAE
Abu Dhabi Airport Master Plan UAE
Al Ahli Bank, Kuwait
Joint Banking Center, Kuwait
Al Hamra/Firdous Tower, Kuwait

Kuwait Police Academy, Kuwait
Kuwait Military Academy, Kuwait
Kuwait Super Block, Kuwait
Fahd Al Salim Master Plan, Kuwait
King Abdullah Medical City, Bahrain

Ritz Carlton Hotel, Kuwait
 Dubai Towers, Istanbul
 Solidere, Beirut CBD, Lebanon
 Lebanon Invest Tower, Lebanon
 Conrad Hotel, Cairo
 Beverly Hills Project, Egypt
 USAID Building, Egypt
 Porsche Residences, UAE
 Al Reem Island CBD, UAE
 Bahrain Business Bay, Bahrain
 King Saud Bin Abdul Aziz University, Riyadh
 King Saud Bin Abdul Aziz University, Alhasa
 King Saud Bin Abdul Aziz University, Jeddah
 Abu Dhabi 2030 Master plan, UAE
 Daman Tower at DIFC, Dubai, UAE
 Four Seasons, Bahrain
 ArCapita Headquarters, Bahrain
 Olympic Village Hotel, Tianjin China
 Elephant and Castle Redevelopment Plan, England
 CitiBank HQ, Bahrain
 Hilton Mangaf Hotel, Kuwait
 Regent Hotel, Kuwait
 Villagio Residential Community, Sao Paolo, Brazil
 Columbus Center, New York
 Birman24, Santiago, Chile
 Makkah Metro, KSA
 Birman21, Sao Paolo, Brazil
 World Trade Center, Makati, Philippines
 450 Lexington Avenue, New York, USA
 General Motors, NY, USA
 Goldman Sachs Hudson Street, NJ, USA
 Ministry Of Interior Security Forces Medical City KSA
 King Khalid Medical City, Dammam, KSA
 City Walk 1, 2 and 3 , Dubai
 Four Seasons Hotel, Dubai
 Hamad General, Hamad Medical Corporation,
 Masdar city Abu Dhabi
 Kifaf Masterplan
 Saudi Canal and Waterways
 Dubai Creek Harbor
 Riyadh Metro
 Qatar Metro
 Deira Waterfront Project (Ithra)
 Hilton Resort, Mangaf, Kuwait
 Four Seasons Hotel Bahrain (Bahrain Bay)
 Four Seasons Hotel Cairo (TMG)
 Grand Egyptian Museum (Egypt)
 King Salman Park (KSA)
 Zayed Museum, Abu Dhabi , UAE
 Hamad International Airport
 Walmart Global Service Agreement
 Saudi Telecommunication Company
 District 2020
 SABIC Training Campus, KSA
 The St Regis Resort, Red Sea, KSA
 Roshn Sidra Development in Riyadh
 Merrill Lynch, NY, USA
 One Times Square, NY, USA
 Al Rajhi Bank HQ, Riyadh, KSA
 Lagoons Areas 2 and 5, Dubai, UAE
 Kempinski Hotel and Apartments, Jeddah KSA
 Saraya W Hotel and HQ, Amman Jordan
 Kuwait University College of Arts/ Education
 TECOM Tower, Dubai, UAE
 Ritz Carlton, Beirut Lebanon
 DIFC Towers, Tanmiyat/DIFC, Dubai, UAE
 Rosewood Hotel, Doha, Qatar
 King Abdulaziz International Airport, KSA
 Madinah Airport KSA
 King Khalid International airport, KSA
 Jeddah Airport Saudia MRO, KSA
 Riyadh Satellite City East, KSA
 Regeneration Plan of Downtown Riyadh, KSA
 Prince Sultan Cultural City, KSA
 Jeddah Corniche Development, KSA
 Al Anwa Development, KSA
 Ras Al Zoor Industrial City, Royal
 Commission, KSA
 Ras Al Khair Industrial City, Modon, KSA
 Thuwwal Master Plan, KSA
 Al Miquat Master Plan , KSA
 Riyadh Metro, KSA
 Saudi National Guard, Dirab Airport, KSA
 Methodist Medical Center at Prince Sultan
 Cultural City, KSA
 King Abdulaziz Boulevard Redevelopment,
 Makkah, KSA
 Umm Al Qurah University Medical College
 Security Forces Medical City , Riyadh
 Jeddah Metro
 Doha Metro, Red Line South, Qatar
 New York University Abu Dhabi
 La Mer for Meraas , Dubai
 Expo 2020
 Communities Development Company
 National Project Management Organization
 Hamad International Airport
 Muscat International Airport
 Four Seasons Hotel Dubai
 Jumeirah Hotel, Masillah, Kuwait
 Itihad Towers, Abu Dhabi
 Kempinski Hotel at MOE
 Bahrain Airport Expansion
 Astana Grand Mosque
 Qatar National Museum, Doha, Qatar
 International Telecommunication Union, Geneva
 Ikea Global Service Agreement
 Ministry of Health PMO, KSA
 SABIC Research Laboratories
 The Avenues, Khobar, KSA
 Business Park, Dammam, KSA
 The New Murabba Development, Riyadh

SELECTED PUBLICATIONS



King of the Hill, by Oscar Rousseau

“Following a restructuring of loss-making Hill International, senior vice president Imad Ghantous outlines why a strategy for survival is more important than ever”

Construction Week- Vol. 727, Issue 2-8 February, 2019, pages 24-27,
www.constructionweekonline.com



King of the Hill, by Jason Saundalkar

“Jason Saundalkar talks to Hill International’s Imad Ghantous about his new role and the markets that show the most potential”

Middle East Consultant- Vol. 51, Issue September, 2018, pages 18-22,
www.meconsultant.com



Peak Performance, by Big Project ME

“Big Project ME speaks to Imad Ghantous, SVP, Strategy & Business development International- EMEA/APAC, about his ambitions for the firm and the opportunities in the region”

Big Project Middle East- Vol. 150, Issue September, 2019, pages 36-39,
www.meconstructionnews.com



عماد غنطوس: هكذا تكون ريادة الفكر بقلم تميم الحكيم
 بعد ان نجحت شركة هيل انترناشيونال في ادارة العديد من المشاريع المعقدة في الشرق الأوسط يؤكد عماد غنطوس، نائب رئيس الشركة الى انها تسعى الى ريادة الفكر في اختصاصها في قطاع الانشاءات، فما اهمية هذا التوجه؟

Arabian Business- Vol. 20, Issue 03 March, 2019, pages 28-33,
www.arabic.arabianbusiness.com



Thought Leadership Meets Project Management, by Tamim Hakim

“One of the foremost companies in the World in terms of developing Project Management Contracts, Hill International’s Senior Vice President Imad Ghantous speaks about the details behind the highly technical practice”

CEO, Middle East- Vol. 147, Issue April, 2019, pages 40-45,
www.ceomiddleeast.com



We take pride in successfully managing large projects, by Carla Noujeim

In a Q & A with Al Bayan Magazine, Mr. Ghantous evaluated the real estate sector discussing the challenges it is facing, while adding his insight regarding the recent technology and sustainability solutions that should be implemented by the construction and project management companies in the industry.”

Al Bayan Economic Mag - Issue 578 - January 2020, page 381
<http://albayanmagazine.com/Archive/2020/Issue%20578%20Jan%202020.pdf>



Building a Powerhouse, by Angitha Pradeep

Timad B. Ghantous PE, of AlKifah Contracting Company, discusses KCC’s transformational journey to industry leadership and alignment with Saudi Arabia’s Vision 2030.

Construction Weekly-Issue 789- July 2022, page 20
www.constructionweekonline.com

<https://www.linkedin.com/posts/imad-b-ghantous-pe-38942a38-the-affordable-housing-challenge-activity-680973380958842496>
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Millions of affordable housing units around the world are waiting for the right financing and products to be developed. The government has the power to do this, but it is often slow to act. In the meantime, the private sector has been slow to act. The government has the power to do this, but it is often slow to act. In the meantime, the private sector has been slow to act.

Defining Affordable Housing

Affordable housing is defined as housing that is available to the general public. It is often slow to act. In the meantime, the private sector has been slow to act. The government has the power to do this, but it is often slow to act. In the meantime, the private sector has been slow to act.

What has become evident is that the process of defining affordable housing is a complex one. It is often slow to act. In the meantime, the private sector has been slow to act. The government has the power to do this, but it is often slow to act. In the meantime, the private sector has been slow to act.

When governments take the lead in providing the financing and products to be developed, the private sector has been slow to act. The government has the power to do this, but it is often slow to act. In the meantime, the private sector has been slow to act.

Country mapping



<https://www.linkedin.com/posts/imad-b-ghantous-pe-38942a38-progress-on-the-affordable-housing-initiative-activity-6812288496702741504>
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Progress on the Affordable Housing Initiative in KSA. The Journey to Home Ownership. The Kingdom of Saudi Arabia has made significant progress in the past decade. The government has the power to do this, but it is often slow to act. In the meantime, the private sector has been slow to act.

Overview

The King Abdullah announced in 2011 a SAR 200 billion (US\$ 50 billion) housing fund. The government has the power to do this, but it is often slow to act. In the meantime, the private sector has been slow to act.

In Saudi Arabia, it is estimated that Saudi Arabia needs 1.5 million new homes by 2025 to meet growing demand. The government has the power to do this, but it is often slow to act. In the meantime, the private sector has been slow to act.

At the same time, the private sector has been slow to act. The government has the power to do this, but it is often slow to act. In the meantime, the private sector has been slow to act.

In 2015, to speed up the construction of the estimated 500,000 new homes, the King Abdullah issued a decree that allowed the private sector to build housing units. The government has the power to do this, but it is often slow to act. In the meantime, the private sector has been slow to act.



<https://www.linkedin.com/posts/imad-b-ghantous-pe-38942a38-npmos-delivering-infrastructure-of-the-future-activity-6805367396531805440>
F0ML?utm_source=share&utm_medium=member_desktop



NPMOs Delivering Infrastructure of the Future. The Kingdom of Saudi Arabia has made significant progress in the past decade. The government has the power to do this, but it is often slow to act. In the meantime, the private sector has been slow to act.

Developing nations around the world are realizing the importance of National Project Management Organizations to the development of their vision for economic diversification, better return on investment, job creation, efficiency, audibility and standardized processes and procedures.

Analysis of NPMOs around the world indicate a wide range of involvement ranging from an advisory role to a more proactive role. Based on their mandate and authority their effectiveness in the enablement of project delivery varies.

The organizational structure, role and responsibility and accrued benefits are analyzed. Recommendations based on lessons learnt are included to drive and inform a better configuration and mandate for NPMOs.

Infrastructure Contribution to Growth

Infrastructure, both social and economic, is the backbone of a diversified economy. Infrastructure effects aggregate output in two ways: directly (through infrastructure investment) and indirectly (through infrastructure investment in other sectors).



The evolution of Affordable Housing initiatives around the World suggests that while in the early stages the government plays the role of the developer supplying affordable housing units to a growing population, a transition from the Supply side to the demand side, providing financing solutions and products as well as becoming the regulator of housing activities, must happen expeditiously to avoid imposing additional costs on the private sector. Different countries around the world have had different success rates. While some were successful in evolving from a supplier of affordable housing to a regulator of housing initiatives, others have failed to do so with drastic consequences. This paper demonstrates the various journeys undertaken by various countries in the Affordable Housing Initiatives. It is a precursor to a following paper that discusses Saudi Arabia's progress in the affordable housing initiatives currently underway.

The Housing Initiative in the Kingdom of Saudi Arabia faced several barriers towards progress in the past Decade. Issues on the Demand and supply side resulted in an acute shortage of affordable housing units. On the demand side, the lack of a mortgage law and the subsequent difficulty with work-arounds to ensure compliance with Sharia, law delayed the creation of financial products for the eligible first-time buyers. However, this was resolved and currently there are several products to enhance the homeownership experience. On the supply side the white lands and the lack of interest by the private sector resulted in long waiting lists and loss of contribution to the GDP. This was dealt with through the white lands tax and PPP projects with the private sector. The debut of Roshn as a communities' development company carries the hope of placemaking and the creation of sustainable neighborhoods around the Kingdom.

Developing nations around the world are realizing the importance of National Project Management Organizations to the development of their vision for economic diversification, better return on investment, job creation, efficiency, audibility and standardized processes and procedures. Analysis of NPMOs around the world indicate a wide range of involvement ranging from an advisory role to a more proactive role. Based on their mandate and authority their effectiveness in the enablement of project delivery varies. The organizational structure, role and responsibility and accrued benefits are analyzed. Recommendations based on lessons learnt are included to drive and inform a better configuration and mandate for NPMOs.

<https://www.linkedin.com/posts/imad-b-ghantous-pe-38942a38-so-how-do-you-really-feel-about-design-competitions-activity-6813375961745561602>
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<https://www.linkedin.com/posts/imad-b-ghantous-pe-38942a38-so-how-do-you-really-feel-about-design-competitions-activity-6813375961745561602>
BxcR?utm_source=share&utm_medium=member_desktop



Building Conflicted Teams - The DNA of Failed Projects. A Thought Leadership Commentary.

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So How Do You Really Feel About Design Competitions?

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So How Do You Really Feel About Design Competitions?

A thought leadership commentary on the internal conflicting loyalties within a traditional development team and how to avoid creating such divisive attitude.

A thought leadership commentary on the impact of awarding work based on design competitions. Issues and complications arising from this selection methodology are discussed.

