



YARA EL ALI

Transformation & Change Management expert | Leadership & Executive Coach | Internal Audit, People & Culture, and Strategy professional.

Born in Moscow, Russia where I spent my early childhood before coming back to Lebanon. Been a traveler since I was a kid where I visited till now more 40 countries. An optimist with a growth mindset, chasing knowledge all my life. Created my own page known as Bridging roads on Instagram to help making a change in people's lives.

Holder of Emirati Residence

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EDUCATION

University of Oxford – Oxford, UK

Feb 2022 – Feb 2023

Saïd Business School and Pembroke College

→ Diploma of Organizational Leadership |

- Leadership Fundamentals
- The Strategic mindset
- The Strategic Leader
- Building Resilience as a Leader

INSEAD – Fontainebleau, France

Mar 2019 – Nov 2019

→ Corporate Coaching Certificate – ICC cohort 2.1

- Individual and Interpersonal Intervention
- Group and Organizational Intervention
- The Business of Coaching

ESCP Business School – Paris, France

Jan 2015 – Mar 2017

Ecole Supérieure des Affaires (ESA), Beirut

→ Executive MBA with international seminars

- 9 core business courses
- 9 electives
- International Consulting project | Transformation of the medical industry

American University of Beirut

Sep 2003 – June 2006

→ Bachelor of Business Administration – emphasis Finance

Experience

INSEAD Asia Campus – Freelance in parallel with my current job

August 2022 - Present

Leadership Consultant and Coach for MBA Students

Leadership Coach for the MBA Students 23J cohort at INSEAD as part of the Personal Leadership Development Program

Elie Saab Group

Nov 2019 - Present

Scope covers Europe, USA, MENA, and Gulf.

Business Lines | Retail, Haute Couture, Production, License, Wholesale, Bridal and Omni-channel.

N.B: I was hired to transform the company into a modern organization while preserving the core DNA of the brand and manage the major financial challenges.

Corporate Development Director | acting as Chief Operating Officer

People:

- Handle 500 employees and lead Global HR functions.
- Review and approve payroll worldwide (budget of \$8M) for all corporate entities.
- Assessed employee's task allocation by measuring hours versus tasks and increased their efficiencies by 30% by substituting redundant tasks and gaps with redesigned processes.
- Created a new corporate structure and new departments such as Business Performance and CoE to measure metrics on daily basis.
- Assessed employee's skills/competencies levels through the skill/will matrix and reshuffled roles accordingly.
- Recruited more than 70 talented employees in key positions in Lebanon, France, Italy, UK, USA, KSA and UAE.
- Formulated a fair pay structure and grading system to compensate people systematically.
- Designed and developed on-boarding programs for integration and training modules to develop people's journeys and enrich their skills to match the company's mission.

Change management & culture transformation :

- Built the change management plan and execute it in terms of people, processes, and strategy.
- Enforced feasibility studies for every project developed to measure the return on investment and weigh the impact of its cost on the P&L. i.e. after measuring the ROI of Geneva project, I put it on hold as the project's CAPEX and OPEX were higher than our yearly growth budget.
- Increased employee engagement by 20% measured through pulse surveys.
- Created committees and champions from each department to suggest/support initiatives (i.e., executive committee, pricing, digital transformation, policies, and procedures...)
- Created the internal communication function while identifying brand ambassadors to engage teams and build their belonging.
- Created the authority matrix after updating the bylaws, signatory entities and policies to ensure Corporate Governance.
- Increased Gross margin on Ready to wear by more than 20% by creating a new production company in Lebanon as adaptation to the COVID pandemic.
- Established an independent IT department and phased out existing consultants which saved more than \$200K a year.
- Increased conversion ratio per store to reach 80% by adopting modern customer experience strategies and recruiting visual merchandising managers.
- Increased the sell out to 50% after introducing the ES online during the COVID pandemic which has increased in Q1 2022 to 70% after reshuffling of teams and optimizing operations.
- Restructured the Supply Chain department to optimize the workflow between ES and other production companies.
- Introduced an application at the workshops and production lines to measure labor costs and time spent per item in order to decrease lead time that's measured by early deliveries per store and wholesale clients.

Leadership :

- Leading diversified teams across several regions virtually and physically.
- Ensure employees have a psychologically safe environment to state their voice and come up with solutions.
- Acting as a major partner in the legal restructuring of the firm.
- Coach all key stakeholders and resolve conflicts throughout all functions and regions.
- Lead teams based on metrics and key performance indicators.
- Introduced new reporting framework covering all business lines.
- Expanded into new markets and handled operations of new store openings including legal and laws perspectives.
- Drive along with the CEO the strategy of the company and act as his trusted advisor for most of the decisions.

Digital Transformation:

- Leading the ERP project from vendor choice to full integration (SAP Business One) including Argentis (production module) and HR module.
- Engaging all teams through creation of a war room (physical and virtual) for better results.
- Data integrity checking for the migration.

- Creating the proper financial reporting framework such as (stock ageing, P&L consolidated, P&L by store, Inventory shrinkage, employee attendance and absenteeism, etc....)
- Managing the mindset of all users to adapt the shift from an old non existing system to a fully integrated solutions architect.

E-commerce & Marketplace:

- Leading the internal transformation committee.
- Recruited and coached the E-commerce project manager.
- Co-leading with the CEO the integration of ES into various marketplaces such as Amazon Luxe, Net-a-porter and Farfetch.
- Helped design the content of the website and increased online traffic by 15% - 20% in Q1 2022.
- Plan and setup the data analytics integration to measure traffic between online and flagship stores.

ABC – Population (1,000 + employees)

May 2016 – Nov 2019

Scope covers Retail, Department stores, Mall Management, Tenant Management, New projects opening.

Head of Human Resources | reporting to CEO and Board

- Established the HR strategy and oversaw the implementation through weekly follow ups with my team formed of a total of 17.
- Led Verdun Mall project opening in terms of talent recruitment and manpower planning across the 3 flagships.
- In charge of all HR functions with primary signatory vis a via internal and external entities (banks, NSSF, Ministry of Labor...) with a combined yearly budget of \$25M.
- Developed projects for employee engagement/retention such as think tank, long term incentive plan, employee's well-being.
- Recruited 300 candidates for Verdun Mall out of the 3,500 applicants in 3 weeks, through a newly developed funneling technique.
- Developed and supervised trainings for more than 70% of the population including senior managers and executives.
- Created and developed the think tank project as part of talent development (1st batch of 20 hi-Po's)
- Reshuffled the Performance appraisal and introduced a new bonus scheme based on P&L.
- Played a lead role in cross departmental projects (Retail, CRM, CSR, E-commerce...).
- Optimized tasks and restructured several departments (i.e. Marketing, Leasing, Retail, Operations and HR).
- Decreased Overhead costs by \$1.8M through the second right sizing exercise covering all departments without affecting the client experience.

Internal Audit Manager | reporting to CEO and Board

Mar 2012 – May 2016

- Detected over 1,500 observations leading to areas of improvement across all functions.
- Solved 30 cases of fraud at front and back-office levels.
- Optimized several processes and decreased task force by 15% saving \$1.5M.
- Automated several workflows i.e., operations (cash process, employee discount, POS reports...) Quality Control, procurement cycle, reconciliations in logistics, HR processes and Finance.
- Reshuffled the inventory procedure and managed to decrease the shrinkage level from 3.2% to less than 1%.

ALJICO – Population (10,000+ employees)

May 2011 – Jan 2012

The Offshore company of Toyota

Scope covers Europe, MENA, and Turkey.

Semi-Senior Auditor

- Audited the sales and after sales of TOYOTA cars in Algeria and Egypt.
- Assessed risks and controls for all financial and operational processes for Turkey, Algeria, and Egypt.
- Performed quality assurance on customer service and other operational processes.
- Decreased operation expenses in Toyota Algeria by 25%.

AZADEA – Population (10,000+ employees)

Feb 2008 – Apr 2011

Scope covers MENA and Gulf.

Business Lines | Fast fashion (Inditex), F&B, Multimedia (Virgin), Real Estate

Roles | Internal Audit, Customer Service, Business Development.

- Audited the Food & beverage in Dubai, Egypt, Bahrain detecting major frauds.
- Performed payroll audit in GCC & Lebanon dealing with different laws and regulations.
- Created the customer Service department and performed quality control audits on front liners in Qatar and Bahrain.
- Reshuffled the database of the Real estate and Business Development departments, managing contracts and deadlines while following INDITEX guidelines.
- Held inventory audits for Virgin Megastore and other retail stores in Bahrain, Egypt, Oman, Dubai, and Qatar that have led to decrease in shrinkage level.

Publications

- <http://www.hrrevolution.me/interview-with-yara-el-ali-tamer-hr-director-of-abc-sal-in-lebanon/>
- <https://www.linkedin.com/pulse/when-seeing-yara-el-ali-emba/>
- <https://www.linkedin.com/pulse/grateful-let-yara-el-ali-emba/>

Trainings and Workshops

- Developed, designed, and delivered strategic training programs for managers and executives, such as emotional intelligence, leadership, performance management, talent development, process re-engineering, organizational design.
- Reviewed and approved yearly training plans for role specific career development across all ladders.
- Led and facilitated targeted team workshops for alignment with business strategies such as think tank, team management...
- Empowered leaders and executives through support and tailored guidance.
- Implemented one on one executive coaching for the development of core leadership skills such as communication, confidence, empathy and self-awareness.
- Co- designed leadership programs and online webinars for senior managers along with ESA.
- Designed and delivered workshops at ESA school of business for all HR leaders in Lebanon on how to build high performing teams and HR analytics.
- Designed and delivered online webinars to more than 100 participants on "How to shift the mindset."

Languages

- Arabic | Native
- English | Expert
- French | Expert
- Russian | Basic

Hobbies

- Reading | around 20 books a year
- Piano | over 11 years
- Oil Painting | over 40 paintings
- Writing Books and articles | many articles on LinkedIn and my book is in the process.