NxTOM
THE INDEPENDENT ADVISORY PRACTICE OF RAMI ODEH

Rami Odeh

Digital & AI Transformation Advisor

Designing adaptive operating models for the AI era



> **AI won't transform your organization. Your operating model will.**

I design it and stay until your team owns the results.

24+ years turning strategy into high-performing organizations across government, semi-government and energy in the Gulf and the Middle East, from software developer to operating model architect. Open to advisory mandates and in-house AI leadership roles.

9
target operating models designed (8 digital transformation · 1 AI transformation)

6
approved AI use cases led

$120M+
transformation portfolios delivered

100%
engagements handed over to client teams

HOW I WORK: THE NxTOM APPROACH

01 Discover
Current-state operating model assessment
✓ Baseline endorsed

02 Target
High-level target operating model
✓ Target endorsed

03 Design
Target operating model design
✓ Design approved

04 Roadmap
Transformation roadmap
✓ Funding approved

05 Activate
Delivery and value assurance through your PMO
✓ Value confirmed

06 Sustain
Sustainment and AI Center of Excellence
✓ Ownership confirmed

10 dimensions

DIRECTION
Strategy · Decision rights · Performance

VALUE DELIVERY
Interaction · Services · Processes

ENABLERS
People · Technology · Data · Governance

SELECTED IMPACT

AI TRANSFORMATION

A Saudi giga-project authority
WSP · 2025–2026

People and AI working as one team across 15 business units, with clear decision rights and human oversight. Six AI use cases embedded in daily work, from document AI to Microsoft Copilot. **2,400 users on enterprise AI tools, document review time −60%, handoff cycle −40%.** Led a 50+ team and $25M budget.

DIGITAL TRANSFORMATION

Ministry of Investment
Committees operating model, approved as redesign blueprint

Shareek (PIF)
Target operating model adopted for redesign

Ministry of Municipalities and Housing
New Localization deputyship operating model, with day-one process manuals

Al Baha Region
Strategy office linking vision to delivery

Aramco · IMI & ARO
SAR 210M portfolio governed by a PMO and change unit, still running after handover

WHAT I DELIVER

01 Know where you stand
AI readiness and operating model assessment

02 A blueprint leadership approves
Adaptive target operating model for the AI era

03 Value measured, not promised
Roadmap, transformation office and value assurance

04 AI that sticks after I leave
AI adoption, Center of Excellence and interim leadership

CAREER

NxTOM	Independent Advisor	2026 –
WSP Middle East	Digital Transformation Advisor	2025 – 2026
KPMG Saudi Arabia	Senior Manager	2021 – 2025
Aramco · IMI & ARO	Senior Consulting Manager	2015 – 2021
Saudi IT (SIT)	Program Manager	2011 – 2015
Earlier	Hoshan · Omnix · iHorizons · Asal Technologies	2002 – 2011

CERTIFIED

BSc Computer Science, An-Najah National University · Arabic & English

What's your next operating model?

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