

Naim Afgan

AI Transformation Partner | Senior Project/Delivery Manager

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PROFESSIONAL SUMMARY

I am an AI Trainer, Project & Delivery Manager, and AI Transformation Partner with 20+ years of experience in international project and delivery management in highly regulated industries such as banking, financial services, telecom, and healthcare. I help organizations design and adopt AI-enabled workflows with a strong focus on compliance, risk control, and auditability, including recent work on AI driven enhancements of ERP and finance-related systems in a fintech context. I act as a bridge between business, IT, and operations, turning AI from “nice to have” into a controlled, measurable part of daily processes and decision-making.

AI ENABLEMENT & TRAINING EXPERIENCE

- Led AI-driven software initiatives for international clients, acting as the main bridge between business, finance and development, and embedding AI support into existing ERP and internal business workflows.
- Designed and delivered AI-focused enablement programs, such as workshops, online learning and individual coaching, raising user adoption and internal capability by helping nontechnical staff safely use AI in their everyday work.
- Applied structured change and process frameworks (ADKAR, Kotter, Agile Change Management) to support AI-related changes in ways of working, ensuring that new tools and procedures were properly trained, documented and reinforced over time.

BANKING & FINTECH DOMAIN EXPERIENCE

- Experience working with clients in banking, financial services and other regulated sectors, coordinating delivery of solutions that support financial processes, reporting and decision making.
- Hands-on involvement in adapting ERP and finance-related systems for AI-driven use cases in a fintech context, with particular attention to data quality, access control and audit trails.
- Long-term collaboration with finance and controlling functions on budgeting, cost allocation, project reporting and portfolio overviews, ensuring that technology change stays aligned with financial governance.

PROFESSIONAL EXPERIENCE

AAC Mena – Aswar Akka Consultancy | Digital AI Integration Project Manager | 2025 – Present

- Leading AI transformation initiatives for wholesale web platforms, coordinating product, technology and business stakeholders around clear use cases, workflows and success measures.
- Working with client teams to redesign existing processes so they can safely benefit from AI support, with attention to data quality, access control and compliance expectations.
- Providing hands-on coaching and guidance to cross-functional teams, using demos, playbooks and feedback sessions to help them build confidence and capability in AI-enabled ways of working.

Hikma Pharmaceuticals | Project Delivery Expert | 2025

- Led parts of AI-driven digital transformation initiatives in a highly regulated pharmaceutical environment, working closely with quality, regulatory and commercial stakeholders.
- Helped define and refine AI-supported use cases in existing processes, clarifying data, risk and change implications for project teams.
- Designed and delivered practical coaching and training sessions for business users and internal support teams, enabling them to confidently adopt new AI-enabled workflows in their daily work.

APP IT | Senior Project Manager | 2024 -2025

- Managed delivery of AI-enabled software solutions for international clients, aligning business, finance and development around shared goals, scope and delivery plans.
- Introduced more disciplined planning, sprint and reporting practices, giving management better visibility of progress, risks and dependencies across the portfolio.
- Initiated internal AI enablement activities, helping teams experiment with AI support in reporting, documentation and analysis while keeping processes structured and auditable.

ZIRA | Project Manager | | 2021 – 2024

- Led complex transformation projects for telecom clients in Italy, Bahrain, and the Kingdom of Saudi Arabia, coordinating product, development and operations in environments with strict quality and reliability expectations.
- Drove adoption of agile and iterative ways of working, improving predictability and collaboration across technical and business teams.
- Set up and improved training, support and knowledge sharing practices, creating a stronger foundation for later introduction of AI-supported tools, analytics and automation.

InMotion | Lead Project Manager | 2020

- Directed a major international application and cloud platform upgrade for a U.S. transportation client, combining structured knowledge base, tutorials and internal training to improve self-service, operational stability and collaboration between business, user and development teams.

McKesson Corporation (via K&H) | Delivery Manager | 2018–2020

- Managed end-to-end transformation initiatives in a highly regulated healthcare environment, acting as the primary liaison between users and development teams and applying formal change management practices to ensure safe adoption of new integrated systems.

Authority Partners | Engineering Manager | 2016–2018

- Led large cross-functional teams delivering healthcare and financial services software for U.S. clients, while promoting Scrum practices and running a multi-level training and enablement program to support successful adoption of new systems and ways of working.

Gazprom | Expert Coordinator for ICT Projects | 2013–2016

- Coordinated strategic ICT projects from business case to delivery, connecting senior management and technical teams through clear requirements, expected outcomes and continuous communication throughout the project lifecycle.

Education

- BSc in Engineering, University of Sarajevo
- School of Banking – Emerging Markets, National Bank of Egypt