

Zaineb Ouerfelli

Senior Business Transformation Consultant

Zaineb Ouerfelli

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About & Skills

I'm a Business Transformation Consultant with 6+ years of experience helping government and private-sector organizations bridge strategy, architecture, and delivery. My work spans enterprise architecture, CX design, and Agile product ownership with a strong track record in Saudi Arabia's national digital transformation programs, including projects with high profile governmental and semi governmental entities. I design business capability models, map customer journeys, and ensure alignment with DGA and NORA 2.0 governance standards.

I'm also genuinely interested in how AI is reshaping service design and digital delivery and I actively explore how it can be applied in transformation contexts.

Enterprise Architecture & Digital Transformation

- Business architecture modeling and capability mapping
- Target operating models and enterprise architecture frameworks
- Service design, CX journey mapping, and blueprinting
- Gap analysis, maturity assessments, and strategic roadmaps
- Application and data alignment for digital transformation programs

Agile Product Ownership & Delivery

- Product backlog ownership and prioritization
- User story writing, refinement, and acceptance criteria definition
- Sprint planning, grooming, reviews, and release coordination
- Stakeholder alignment and requirement validation
- UX/UI prototype validation and customer journey integration

Technical & Tools

- Jira, Confluence, Figma, Xray
- Google Analytics, Cypress (Basic)
- Microsoft Office Suite

Languages

- Arabic (Native)
- English (Fluent)
- French (Fluent)

Experience

Enterprise Architecture & Business Process Consultant – NHC CARE

May 2026 – Present | Hybrid

- Owned the business-process architecture workstream for a healthcare ERP transformation, mapping and documenting business services across patient intake, regulatory and contract billing, logistics, and field operations for a 400–500-person field workforce processing ~165,000 invoices/month.
- Developed the engagement's business case and risk register, surfacing regulatory exposure (LPPR billing rules, HAS PSDM certification, RGPD/HDS) and stakeholder landscape upfront to secure executive sponsorship and set a risk-informed foundation for the transformation roadmap.
- Run discovery workshops and process demonstrations with operational teams to capture AS-IS business services and translate field-level practice into structured process documentation and a process catalog.
- Contributed to test-governance and non-regression strategy recommendations to protect the billing engine's integrity through the ERP migration development phase.
- Established the engagement's delivery governance framework - RACI, phase exit/Go-No-Go criteria, and delivery methodology selection (Agile/Waterfall/Hybrid) - and facilitated stakeholder communication planning to keep sponsors aligned across successive project phases.

Digital Experience Maturity Index Consultant - National Housing Company (NHC) | MOMAH | Hawaz

February 2026 – April 2026 | Hybrid

- Assessed digital platforms against **Digital Experience Maturity Index (DXMI)** standards to ensure alignment with Digital Government Authority requirements.
- Analyzed customer journeys and service touchpoints across entities to identify UX gaps and service delivery weaknesses.
- Supported preparation and review of DXMI **evaluation evidence**, ensuring accuracy, completeness, and compliance.
- Defined practical improvement roadmaps enabling entities to progress toward higher digital maturity targets.

Enterprise Architecture Consultant - Ministry of Sports – Kingdom of Saudi Arabia

November 2024 – December 2025 | Hybrid

- Assessed current-state business architecture across four strategic domains: Facilities Management, Event Management, Sports Development, and Youth Programs.
- Designed target-state architecture aligned with **DGA NORA 2.0 requirements** covering capability models, value streams, organizational roles, and governance frameworks.
- Developed comprehensive CX architecture including persona definition, customer journey maps, and service touchpoint analysis for priority citizen-facing services.
- Established traceability between business capabilities, services, and user journeys to support readiness for digital transformation initiatives.
- Produced DGA-compliant architecture deliverables that are used to guide executive decision-making and future digital investments.
- Supported EA **Qiyas compliance efforts**, managing the full lifecycle of evidence gathering, review, audit, and submission.

Business Transformation Consultant - Saudi Data & AI Authority (SDAIA) – Deem Program Business

August 2024 – November 2025 | Hybrid

- Designed end-to-end learning experiences to support government-wide adoption of the Deem infrastructure ecosystem (Cloud, Security, Backup, Storage, Database, Collaboration, DNS).
- Developed **role-based training curricula and scenario-driven learning** paths for technical and semi-technical audiences across government entities.
- Translated complex infrastructure and platform concepts into accessible operational and architectural content contributing to **institutional AI and digital readiness** under SDAIA's mandate.

Product Ownership Consultant - Saudi Tourism Authority – Visit Saudi Platform

November 2022 – July 2024 | Hybrid

- Owned and prioritized the product backlog for **Visit Saudi's digital platforms**, ensuring feature delivery aligned with business strategy and user expectations.
- Led requirement-gathering workshops and translated outcomes into structured, refined user stories with clear acceptance criteria.
- Validated UX/UI prototypes against user journey maps and stakeholder needs.
- Coordinated sprint planning, reviews, and retrospectives across distributed cross-functional teams.
- Contributed to delivering a tourism platform that **ranked in the top 10 of Saudi DGA's 2024** Digital Experience Maturity Index.

Product Ownership Consultant - Bepatient / AliraHealth – Healthcare Digital Products (Care4Today, POPchef)

March 2020 – November 2022 | Hybrid

- Managed the product backlog for the Care4Today healthcare platform, balancing clinical requirements with technical feasibility.
- Defined and refined user stories for a patient-facing digital experience, ensuring alignment with regulatory and UX standards.
- Supported timely release planning and delivery coordination across international teams.
- Contributed to building a scalable, user-centered healthcare product serving patients and care teams.

Back-office manager - OWLIANCE

August 2018 – February 2020 | Onsite

- Managed back-office operations for a customer service team in the insurance sector.
- Reduced onboarding time by training and structuring support for new team members.
- Introduced workflow improvements that decreased processing delays and improved service quality.

Lead Engineer - SMVDA

May 2017 – August 2018 | Onsite

- Early-career role managing farm operations across animal and crop production building foundational skills in resource management, team supervision, and operational planning.

Key achievements

Throughout my career, I have delivered critical digital platforms, supported enterprise-level initiatives, and contributed to major government programs through structured architecture, Agile delivery, and CX design.

- Delivered platforms ranked among the top 10 in the 2024 Digital Experience Maturity Index (Saudi DGA).
- Developed enterprise capability models and journeys for government entities serving millions of users.

- Improved delivery speed and alignment by implementing Agile governance frameworks across cross-border teams.
- Led cross-border delivery teams across Saudi Arabia, Tunisia, and France.

Education & Certifications

- PMP (In progress)
- TOGAF EA, Foundation (2025)
- PSPO, Professional Scrum Product Owner (2023)
- PSM1, Professional Scrum Master (2022)
- ISTQB Foundation Level, Software Testing (2019)
- Agricultural Engineering Degree (2016)