Riyad Bank Rebranding

Enterprise Transformation

TIMELINE

2018 – 2021

ROLE

Head of Brand
Governance & PMO

EXECUTION

Two-Wave Rebranding

End-to-End Enterprise Rebranding (Digital + Physical + Experiential Ecosystem)

I Am Team

Project Overview — Strategic Context

⟳ Repositioning & Brand Equity Renewal

Repositioned the brand from a traditional, legacy financial institution to a progressive, digitally native bank that resonates with next-generation consumers and evolving financial behaviors.

⌁ Investor Confidence & Market Cap Optimization

Strengthen brand valuation, improve stock-market desirability, and elevate Riyad Bank's profile among institutional investors.

⚑ Operational Synergy with Vision 2030

Enable the bank to compete at scale in mega-project financing while delivering a superior, unified customer experience.

Riyad Bank Tower — King Abdullah Financial District (KAFD)

Program Architecture & Scope

The Scale

250
Branches Nationwide
Complete physical rebranding

1,250
ATM Machines
UI and physical rebranding

5,500
Employee Touchpoints
Internal branding assets

Digital Estate
All Riyad Bank & Riyad Capital websites, apps, and portals

Product Systems
Cards, treasury, corporate stationery, legal documents

10,800
IVR Voice Files
Tone-of-voice alignment

Physical Infrastructure
Head Office, regional hubs, digital signage, kiosks

Global Offices
Full compliance with new identity architecture

Leadership & Mandate — Governance at Scale

Program Ownership

- End-to-end transformation lifecycle management
- Control of scope, cost, schedule, quality
- Enterprise-wide risk management
- Strategic alignment with Vision 2030

Team Structure

- **8** in-house specialists (CX, brand, engineering, financial)
- **≈200** ecosystem professionals (engineering, design, installation)
- Delivered 20% under budget

Stakeholder Ecosystem

- **15+** departments including C-Suite, Finance, IT, Compliance
- Enterprise-grade program with critical-path dependencies
- Delivery across retail, corporate, capital-markets, and digital channels

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Head of Brand Governance & PMO

| Governance Framework | Program Management | Brand Assurance |

Governance Structure

| Strategic Steering Committee | Program Management Office |
| Functional Workstreams | Change Control Board |

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Strategic Partnership Ecosystem

Landor
Brand strategy, experience design, and comprehensive standards systemization for enterprise scale

Advisors 360
Creative production, PMO execution support, and digital design implementation across touchpoints

SignWorld (Al Arabia) | Saleh Yousef Al Dossary
Nationwide signage production, installation, and physical brand implementation across 250 branches

Raweya (Al Arabia)
Branded stickers, merchandising, and promotional materials support

Vibe Lab
Creative design and production of branded materials supporting unified visual identity system

Riyad Bank's 66th Anniversary campaign celebrating diverse customer relationships

Partnership Governance

- **RACI Matrix:** Defined clear responsibilities across all partners with specific ownership, accountability, and consultation roles
- **SLAs:** Established measurable performance metrics and delivery timelines with penalties for non-compliance
- **QA Protocols:** Implemented systematic quality testing and compliance verification for all brand assets

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Governance Framework — Rollout Methodology

Phased Deployment Approach

Strategic deployment sequence prioritizing high-visibility touchpoints. Branch experience zones, digital channels, and marketing collateral received expedited transformation to maximize brand impact and market recognition.

Regional Scaling Strategy

Geo-cluster implementation approach allowing for market-specific considerations while maintaining brand consistency. Synchronized deployment of physical and digital assets within each region to ensure unified brand presence.

Pilot Validation & Feedback Integration

Implementation of controlled pilot rollouts in select urban centers prior to nationwide deployment. Systematic integration of customer feedback to optimize subsequent phases and ensure seamless customer experience.

Quality Assurance Protocols

Establishment of comprehensive quality validation framework with multi-stakeholder sign-off. Dedicated quality review committee with representation from compliance and brand governance teams to ensure consistent implementation.

Rebranding Process Framework

Strategy

- Board mandate & Objectives
- Strategic context
- Rebranding charter
- Rebranding scope
- Channels & scope
- Brand architecture

Planning

- Touch points discovery
- Brand standards
- Budget estimation
- Budget approval
- Project planning & timelines
- Governance matrix
- Creative Unit Setup
- Material selection
- Sample approvals
- BOQ Planning
- Vendor selection
- Guarantees
- Negotiations
- Legal
- Contract awarding

Execution

- Kick off
- Performance dashboard setup
- Review meetings
- Progress tracking
- Quality Assurance

Closing

- Financial reconciliations
- Project benchmark review
- Deviations reporting
- Final reconciliations
- Budget adjustments
- Project closure

Cross-Functional Integration — Orchestration

🔄 Synchronized Mechanics

Weekly Joint Operations Calls aligning field activity, budget tracking, and risk mitigation across all functional departments.

🛡 Risk Governance

Structured escalation paths for brand-standard deviations, operational issues, and regulatory concerns within branch environments.

Matrix Management

Hybrid reporting lines maintaining business continuity while enabling cross-functional team deployment across 15+ departments.

Critical Constraint
Zero service disruption while rebranding live branches and maintaining regulatory compliance across all customer touchpoints.

👥 Cross-Functional Team Ecosystem

📣 **Marketing & CX**	💻 **Technology & Engineering**	💵 **Finance & Procurement**
🏪 **Branch Operations**	🛡 **Risk & Compliance**	⚖ **Legal & Governance**
👑 **C-Suite**		

Coordination Rhythm
Daily stand-ups for field teams, weekly cross-functional review boards, and monthly executive steering committee oversight to ensure aligned execution.

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Performance & Impact

Results

$992M
Brand Value (Brand Finance 2021)

Top 3
Most valuable banks in KSA

#1
Fastest BSI growth in Saudi banking sector (2021)

20%
Under budget through earned-value optimization

250+
Branches & 1,250 ATMs fully rebranded

Unified
Brand experience across all customer touchpoints

Sources: Brand Finance Report 2021 | Porter's Five Forces Marketing Analysis of Riyad Bank

بنـك الرياض
Riyad Bank

ابتكر..
#بنكي.. دائماً معك

Riyad Bank Brand Evolution

Modern digital-first brand identity transforming Saudi banking

Customer Experience & Digital Innovation

Modern Digital Banking Experience

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Riyad Bank

عملياتك ومعلوماتك المالية كلها بمكان واحد

Do & know it all from your mobile

11:49

بنك الرياض
Riyad Bank

مرحباً،
AHMAD AHMAD

تقدم بطلبك | إدارة المستفيدين | الفواتير | حوالات مالية

21 حسابات

Preferred1216
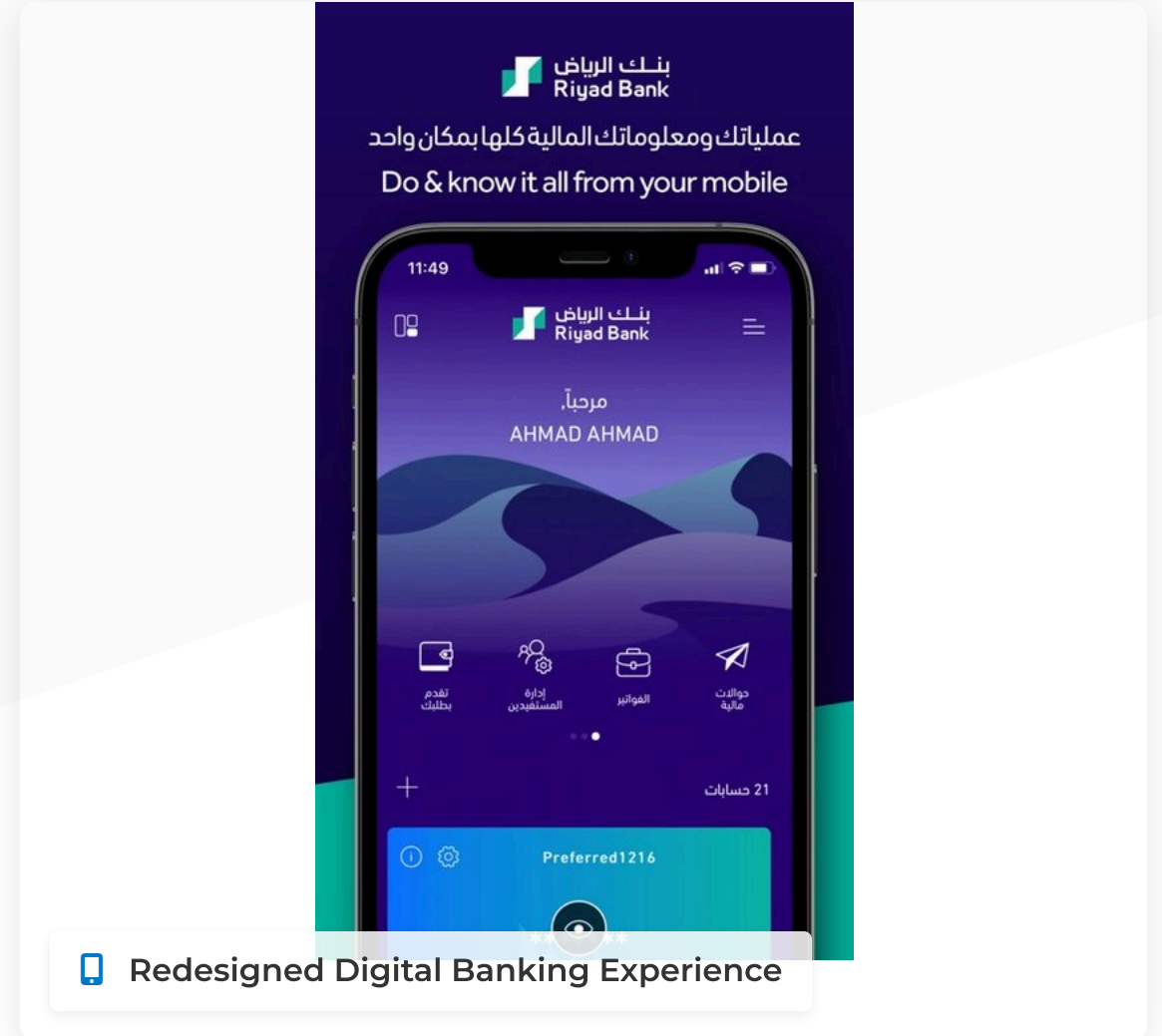
Redesigned Digital Banking Experience

Risk Management & Complexity

⚠ High-Risk Context

- 🏢 Live branch environments with zero customer disruption tolerance
- ⚖ Complex regulatory dependencies across financial services
- 🕐 Public-facing timeline pressure with shareholder visibility

🛡 Control Mechanisms

- ☑ RAID logs with weekly review and executive reporting
- 📋 Multi-tier risk register categorizing by financial, operational, and reputational impact
- 🔀 Clear mitigation plans with defined escalation paths

🔀 PMO Methodologies

- 👥 RACI Matrix defining ownership across decision nodes
- 🔲 Critical Path Method (CPM) maintaining schedule integrity
- 📊 Earned Value Management (EVM) tracking budget performance

✓ Quality Assurance

- 🔍 Randomized site inspections to verify installation quality
- ✴ Brand compliance audits across all touchpoints
- 🔄 Iterative QA loop ensuring consistency at scale

Signature Contributions — Key Achievements

PMO Framework for Brand Transformation

Built a specialized PMO framework merging creative agility with project control discipline, creating a new model for managing large-scale brand transformations.

Financial-Brand Governance Integration

Pioneered linkage between creative output metrics and financial performance tracking, connecting brand decisions directly to procurement cycles and budget optimization.

Real-Time Executive Visibility

Developed Power BI scoreboards deployed directly in C-Suite offices—a first in Riyad Bank's history—ensuring transparency and immediate oversight for stakeholders.

Riyad Bank Professional Service Experience

Standardized Vendor QA Protocols

Elevated supply-chain compliance benchmarks across signage production and digital execution through systematic sample vaulting and field inspection processes.

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Closing — Summary & Contact

Enterprise-Scale Transformation

Enterprise-scale transformation delivered at speed, at scale, and under budget — successfully elevating brand value and transforming customer experience across all touchpoints. Shifting from heritage institution to digital-first power brand aligned with Vision 2030.

Leadership Role

Led comprehensive governance, PMO, and cross-functional orchestration across a complex ecosystem of 15+ departments, 200+ professionals, and multiple strategic partners. Delivered end-to-end transformation with significant budget efficiency and zero service disruption.

Ready to transform your organization with strategic governance and execution excellence?

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Let's connect to discuss how I can help your enterprise navigate complex transformation.

Let's Discuss Your Transformation

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I Am Team