CORPORATE PROFILE · 2026

tdm overview

Management, Engineering, and Technology - Delivered as one

TDM Consulting Firm
Riyadh, Kingdom of Saudi Arabia · tdm.sa

The Navigator

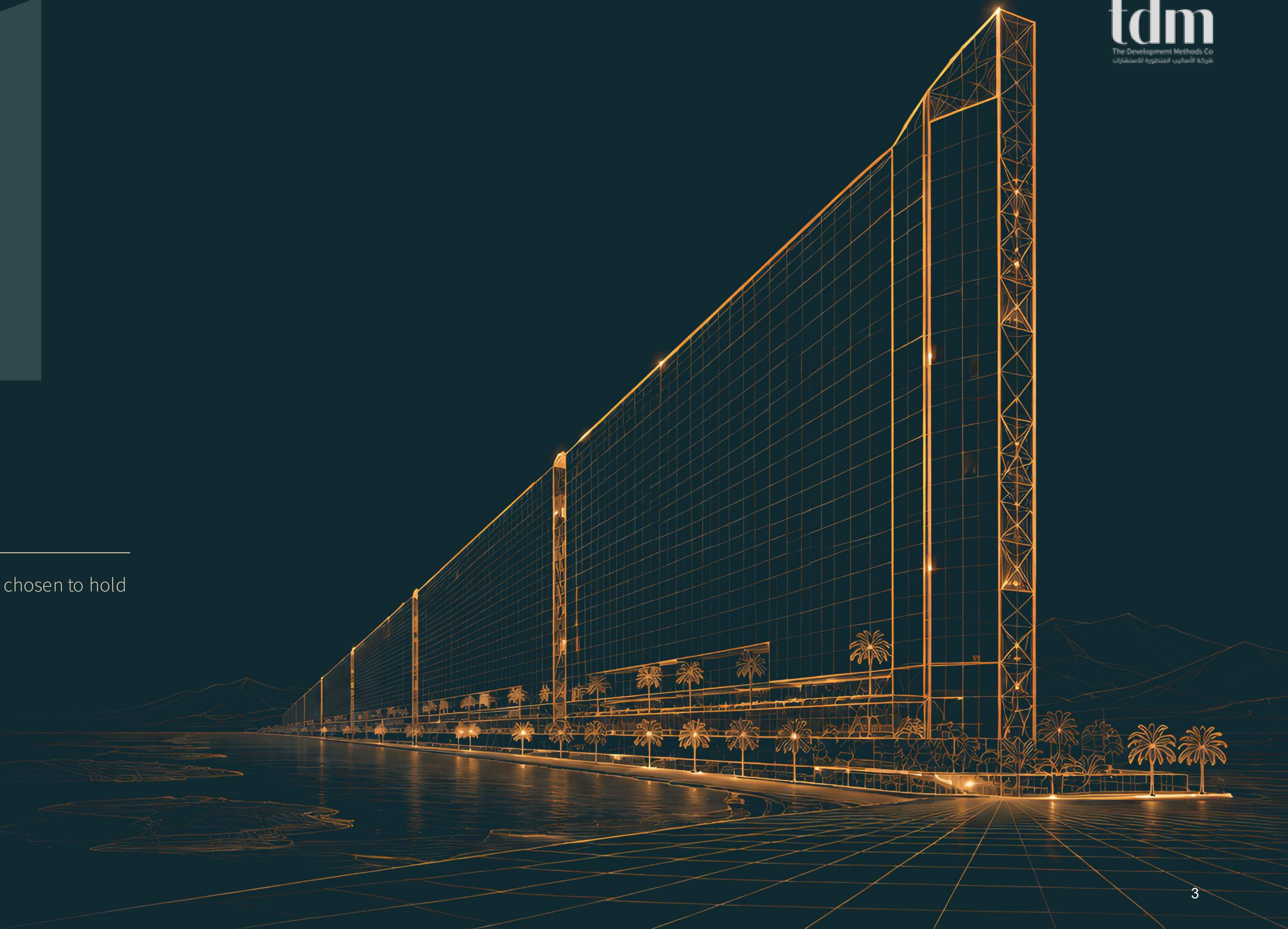
What this Document Covers

A corporate profile written for the people who decide: boards, ministers, investment committees and procurement executives.

01

The Firm

Who TDM is, why we exist, and the position we have chosen to hold in a crowded advisory market.



- Executive overview and why TDM exists
- Vision, mission and purpose
- Core values and our story
- Market position
- What makes TDM different — the TDM Pyramid

A Saudi firm that pairs board-level strategy with the engineering and analytics to make it real

TDM was founded on a simple observation: in the Kingdom, the constraint on transformation is rarely the quality of the plan. It is the distance between the plan and the operating reality it has to survive.

47,000+

Roles Optimized

Organizational structures redesigned and workforce productivity lifted across public and private entities.

SAR 800M+

in client value created

Verified savings and value realised through strategy, supply chain and operating-model work.

27+

years of leadership experience

Senior practitioners who have run the functions they now advise, not observed them.

8

core sectors served

From energy and utilities to healthcare, logistics, Hajj & Umrah and the public sector.

Who we are

An independent Saudi consulting and technology advisory firm working with government entities, giga-projects and major private-sector organizations across the Kingdom and the wider GCC. Our teams combine corporate strategy, supply chain, industrial engineering and advanced analytics in a single delivery model.

Why we exist

Because strategy that cannot be executed is an expense, not an investment. TDM was built to carry an idea from board decision through process design, system configuration and frontline adoption - and to stay accountable for the number at the end of it.

Where we compete

TDM operates in the space where global firms often find engagements uneconomic and local firms may lack the technical depth to deliver, focusing on complex engagements that require strategic rigour, analytical depth, engineering expertise, and a partner physically present in the Kingdom through implementation

Three failure patterns account for most of the value lost in Saudi transformation programmes

Each is well documented. None is solved by a better slide deck. TDM was designed around the remedy rather than the diagnosis.

The strategy execution gap

The Pattern

A rigorous strategy is delivered, approved, and then handed to an organisation with no operating model, no data foundation and no capacity to run it.

The TDM Answer

TDM stays through implementation. Our teams sit inside the client's governance until the target state is running and the benefit is measured.

The Evidence gap

The Pattern

Decisions on capacity, network design and capital allocation are made on spreadsheets and assumption, then discovered to be wrong once concrete is poured.

The TDM Answer

TDM models before it recommends. Simulation, optimisation and digital twins test the decision under real variability before capital is committed.

The dependency gap

The Pattern

Advisers leave and the capability leaves with them. The client is left holding a target operating model it cannot maintain.

The TDM Answer

TDM transfers method, tooling and technique by design. Every engagement names the client capabilities it is expected to leave behind.

What we are building, how we build it, and why it matters

Vision

To be the Middle East's most trusted firm for transformation that holds.

TDM intends to be the partner Saudi and GCC institutions turn to when the decision is consequential, the technical content is real, and the outcome must be defensible years after the engagement closes.

Mission

To convert strategic intent into measured operational and financial results.

We design strategies that can be executed, model them before they are funded, build the systems and structures that carry them, and remain accountable for the benefit case through to realisation.

Purpose

To build Saudi capability that outlasts the engagement.

Every mandate is an opportunity to build organizations with more capable institutions, better-equipped national professionals and fewer reasons to import expertise that should be developed here.

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Eight commitments that govern how we take, staff and finish work

These are operating rules, not aspirations. Each one has cost us revenue at least once — which is how we know they are real.

01 Outcomes over output

We are measured by the change in the client's numbers, not the volume of material produced.

02 Intellectual honesty

We tell clients what the analysis says, including when it contradicts the brief that hired us.

03 Evidence before opinion

Every recommendation traces to data, a model or a documented observation - never to precedent alone.

04 Engineering precision

Feasibility, tolerances and constraints are checked before a recommendation reaches a board paper.

05 Ownership through delivery

We stay accountable past the recommendation, into configuration, adoption and benefit realisation.

06 Capability transfer

Every engagement is designed to make the client less dependent on us at the end than at the start.

07 Discretion and integrity

We handle sensitive institutional information to a standard our clients never have to ask about.

08 National contribution

We take work that builds Saudi institutions and Saudi professionals, and we localise what we can.

TDM was built backwards - from the delivery problem, not the consulting model

The firm grew out of decades spent inside Saudi organisations, watching good strategy fail at the point of execution.

Origin

Where it started

TDM was founded on the conviction that strategy must be more than theory. The founding premise: bridge global best practice and Saudi market reality, and refuse to sign work we could not implement.

Proof

Proving the model

Early mandates in the public sector, real estate and social research established the pattern analyse deeply, redesign the operating model, then stay to run it in. One engagement alone surfaced close to SAR 300 million in unaddressed activity gaps.

Scale

Building the four angles

Strategy and supply chain were joined by simulation, engineering and technology. The four angles became a single delivery framework rather than four service lines sold separately.

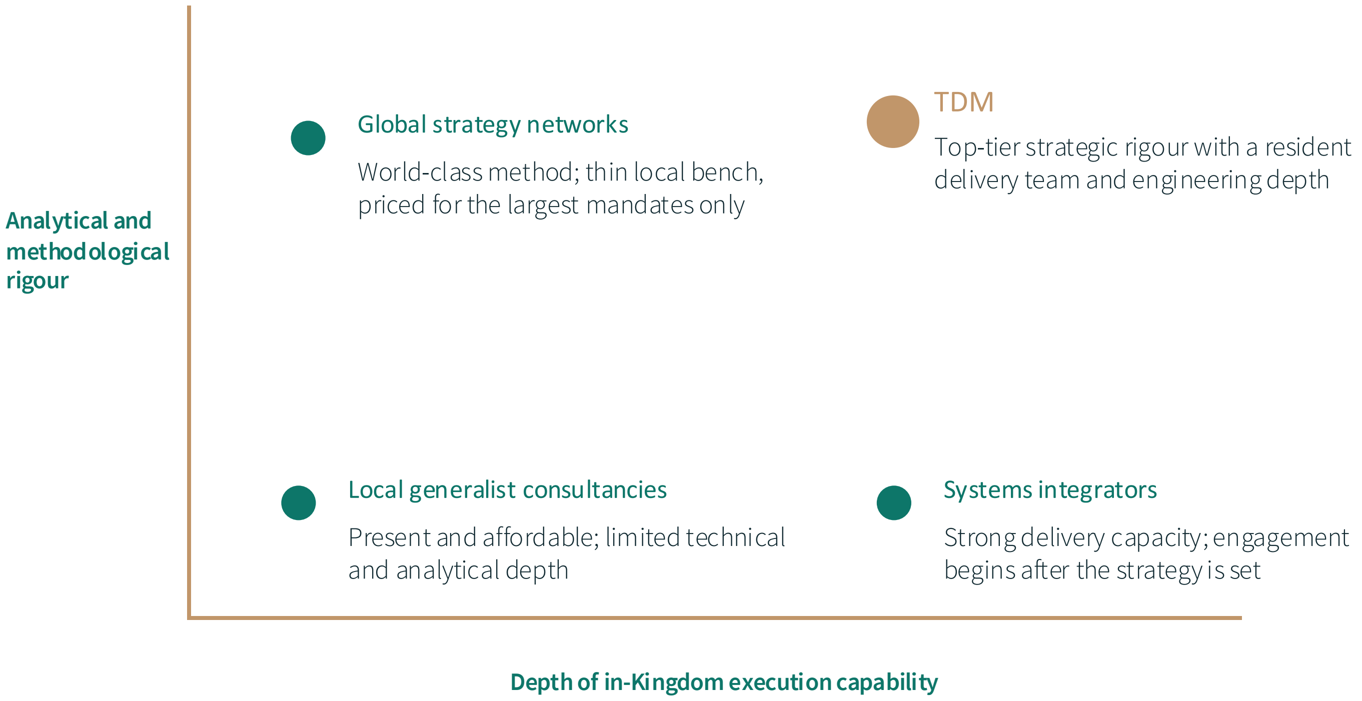
Ambition

The next chapter

TDM is now building the analytical infrastructure digital twins, optimisation, AI that lets a boutique firm carry engagements previously reserved for global networks, at Saudi cost and Saudi speed.

A boutique structure is a deliberate choice, not a stage on the way to becoming large

TDM occupies the quadrant most Saudi clients need and few firms can staff: global-standard analysis delivered by a team that is physically here after the strategy is signed.



Small enough to be senior-led

Every TDM engagement is led by a practitioner who has run the function in question. There is no leverage pyramid absorbing the fee.

Large enough to carry the work

Four disciplines under one roof strategy, supply chain, engineering, technology means we do not subcontract the hard part.

Priced for the Kingdom

A structure without a global cost base allows sustained presence: the eighteen months after go-live, not just the twelve weeks before it.

Accountable by design

One firm signs the recommendation and the result. Clients are not left arbitrating between a strategist and an implementer.

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Eight capabilities that, held together, are difficult to assemble anywhere else in the Kingdom

Individually, each exists in the market. The combination in one firm, on one engagement, under one accountability does not.

Strategy with execution
We do not hand over at the recommendation. Mandates run through configuration, adoption and benefit realisation.

Engineering-driven consulting
Recommendations are checked against physics, capacity and constraint before they reach a board — not after.

Data-driven decisions
Position is argued from the client's own transactional data, not from benchmarks borrowed from another market.

Digital twin and simulation
Networks, plants and terminals are modelled and stress-tested before capital is committed to them.

AI-enabled transformation
Forecasting, optimisation and language models are applied where they change a decision, not where they demonstrate novelty.

Local presence, global method
Resident Saudi teams applying methods drawn from global practice and adapted to the Kingdom's regulatory reality.

Senior-led delivery
The people who win the work do the work. Clients get practitioners with operating history, not a training cohort.

Accountability for Results
Benefit cases are baselined at the start, tracked in the open, and reported whether or not the news is good.

The TDM Pyramid: four angles that must hold together for a transformation to survive

Most firms sell one face of this pyramid. A transformation that is strong on only one face fails at the seam between the others.

01
Strategy & Supply Chain

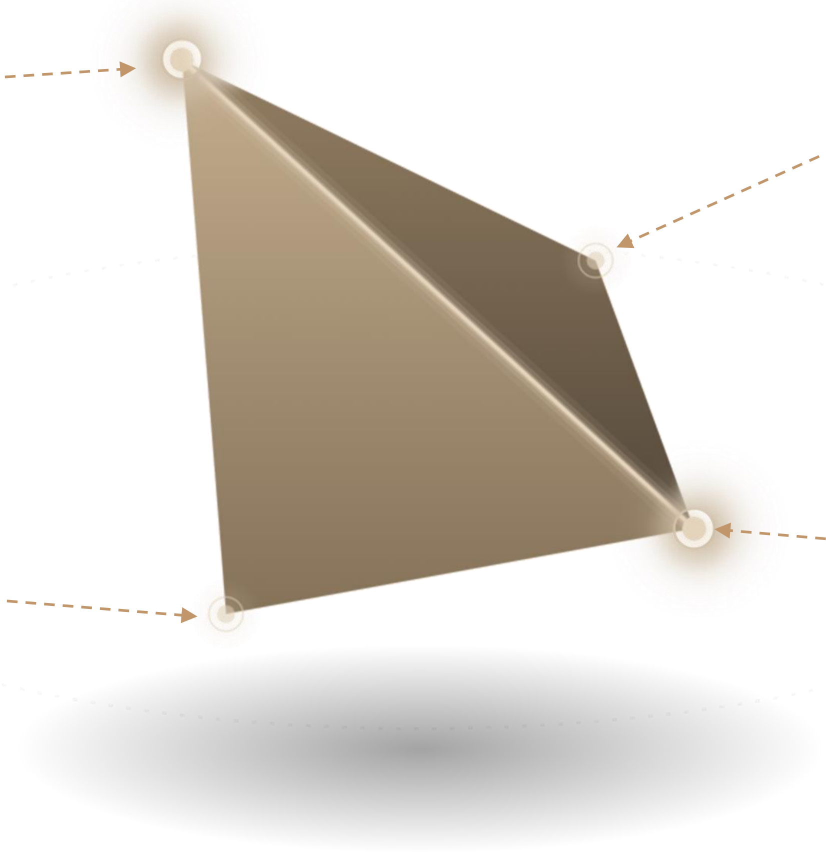
Designing the vision and the flow

Where the organisation is going, what it will stop doing, and how value physically moves through it.

02
Simulation

Seeing the future before it happens

Decisions tested against variability, failure and demand shock before capital or reputation is exposed.



04
Technology

Empowering transformation

The platforms, data foundations and decision tools that let the new operating model run without us.

03
Engineering

Building what matters, better

Capacity, layout, process and asset design grounded in engineering fact rather than benchmark averages.

02

What We Do

Seven consulting practices, fifteen service lines and the sectors in which we go deepest.

Service portfolio architecture
Practice deep dives
Industries served
Where we go deepest

Seven practices, organised around the sequence in which transformation actually happens

Clients rarely buy a single service. They buy a path: decide, redesign, prove, build, run and sustain. The portfolio is arranged to follow that path.

Decide

- Corporate Strategy
- Institutional Development
- Governance & Operating Model

Re Design

- Supply Chain & Logistics
- Operations Excellence
- Asset Management

Prove

- Simulation Modelling
- Digital Twin
- Operations Research & Optimisation

Build

- Engineering Consulting
- PMO & Project Delivery
- Digital Transformation

Sustain

- Data Analytics & BI
- Organisational Excellence
- Capability Building & Executive Education

Fifteen service lines. Engagements are assembled from the practices a problem actually requires. most TDM mandates draw on three or four, delivered by a single integrated team under one accountability.

Corporate Strategy & Institutional Development

Defining the organisation's strategic direction, what it should stop doing, and the organisational structure and governance required to meet the demands of operations.

Challenges We are brought in to solve

- Strategy that is directionally sound but not costed, sequenced or resourced against real capacity
- Mandates and structures inherited from an earlier scale, now generating duplication and unowned work
- Governance that reviews activity rather than outcomes, so under-performance surfaces late
- Portfolios that have grown by accumulation, with no explicit view of where value is created or destroyed

What We Do

- Corporate and business-unit strategy, including market, capacity and competitive analysis
- Target operating model design: structure, mandates, decision rights and service levels
- Institutional development -policies, procedures, delegation frameworks and authority matrices
- Governance architecture, board and committee design, and performance management systems
- Strategic planning cycles, KPI cascades and balanced-scorecard implementation
- Cost reduction and expenditure rationalisation

Outcomes Clients Expect

A costed roadmap
Initiatives sequenced according to budget, capacity and dependencies, not merely a wish list.

Clear accountability
Every mandate owned by a named function with defined decision rights

Visible performance
A KPI system leadership uses to run the business, not to report on it

Structural savings
Duplication removed and spans and layers corrected, with the saving quantified

Supply Chain & Logistics

Network, inventory, procurement and warehousing designed as one system — because optimising any of them in isolation moves cost somewhere else.

Challenges We are brought in to solve

- Service failures and operating costs that persist despite rising inventory investment
- Network and facility footprints designed around historical demand rather than current flows
- Procurement spend fragmented across entities, with limited leverage and unclear category ownership
- Forecast accuracy too low to plan against, and no agreed process for reconciling demand and supply

What We Do

- Supply chain and distribution network strategy, including facility siting and flow design
- Procurement and sourcing optimisation, category strategy and supplier segmentation
- Demand forecasting, inventory policy design and multi-echelon inventory optimisation
- Warehousing design, slotting, automation business cases and 3PL strategy
- Sales and operations planning (S&OP) design and implementation
- Supply chain resilience, localisation and sustainability programmes

Outcomes Clients Expect

Lower landed cost
Reduced total cost to serve across transport, storage, handling and expediting

Working capital released
Inventory reduced at equal or better service through policy, not pressure

Procurement leverage
Consolidated demand and category strategy converted into negotiated value

Resilience
Critical failure points identified, quantified and addressed through design

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Operations Excellence & Asset Management

Making the existing asset base and workforce produce more, before recommending that either be expanded.

Challenges We are brought in to solve

- Capital requests to add capacity when the constraint is scheduling, changeover or maintenance discipline
- Reactive maintenance regimes driving unplanned downtime and premature asset replacement
- Process variation between shifts, sites and teams that no standard has ever been written for
- Productivity targets set without a defensible view of what the process is actually capable of

What We Do

- Operational diagnostics, constraint analysis and throughput improvement
- Lean and Six Sigma deployment, standard work and process re-engineering
- Asset management systems aligned to ISO 55001, criticality assessment and lifecycle planning
- Reliability-centred and predictive maintenance strategy design
- Workforce productivity, shift design and organisational efficiency analysis
- Energy, yield and utilisation improvement programmes

Outcomes Clients Expect

Capacity without capital
Throughput recovered from the existing asset base before expansion is funded

Higher availability
Unplanned downtime reduced through maintenance strategy, not more spares

Lower unit cost
Unit cost of production or service reduced while maintaining target performance

Extended asset life
Asset replacement deferred through condition-based lifecycle management

Engineering Consulting & PMO

Technical rigour on the front end and disciplined control through delivery — the two places where giga-project value is most often lost.

Challenges We are brought in to solve

- Business cases built on optimism, with contingency treated as a negotiating position rather than an estimate
- Programmes reporting green until the quarter they cannot, because assurance is administrative rather than analytical
- Interfaces between packages, contractors and authorities left unowned until they become the critical path
- Design decisions made without a quantified view of their operating-cost consequences

What We Do

- Feasibility studies, concept design review and technical due diligence
- Capacity, layout, and facility design analysis for industrial and infrastructure assets
- Programme and project management office (PMO) set-up, staffing and operation
- Schedule and cost risk analysis, earned value management and independent assurance
- Contract strategy, packaging and interface management
- Commissioning, handover and operational readiness planning

Outcomes Clients Expect

Defensible business cases

Cost, schedule and capacity assumptions tested before funding approval

Earlier warning

Deviation visible in weeks rather than at gate review

Reduced delivery risk

Interfaces, permits and long-lead items owned and tracked from day one

Operational readiness

Assets that reach nameplate performance on schedule, not months after handover

Digital Transformation, Data & Business Intelligence

Building the data foundation and decision tools an organisation needs before it buys the platform a vendor recommends.

Challenges We are brought in to solve

- Digital roadmaps organised around systems to be purchased rather than decisions to be improved
- ERP programmes that automate the existing process, including the parts that should have been removed
- Reporting that reconciles across sources only after manual intervention, so leadership distrusts it
- Analytics teams producing dashboards nobody uses because no decision was attached to them

What We Do

- Digital strategy and roadmap tied to a quantified benefit case
- Enterprise architecture, integration design and data governance frameworks
- ERP advisory: readiness, requirements, vendor selection and implementation assurance
- Data platform design, master data management and data quality remediation
- Business intelligence, KPI dashboards and executive decision-support systems
- Process mining and automation opportunity assessment

Outcomes Clients Expect

A single version of truth
Reporting leadership acts on without reconciliation cycles

Faster decisions
Decision latency reduced from reporting cycles to near real time

Reduced platform risk
Requirements and readiness settled before contracts are signed

Sustained adoption
Tools embedded in a defined process with a named owner

Digital Twin, Simulation & AI

Testing consequential decisions in a model before they are tested with capital, concrete or public reputation.

Challenges We are brought in to solve

- Capacity and network decisions justified by averages, when the risk lives in the variability
- Debottlenecking investments that move the constraint rather than remove it
- Crowd, traffic and pilgrim flow plans validated by walkthrough rather than by model
- AI initiatives launched without a decision they are intended to improve or a baseline to beat

What We Do

- Discrete-event and agent-based simulation of plants, terminals, networks and service facilities
- Digital twin development, integration with live data, and scenario management
- Mathematical optimisation and operations research — routing, scheduling, allocation and network design
- Predictive analytics: demand, failure, congestion and maintenance forecasting
- AI and machine learning applied to forecasting, classification and decision support
- What-if and stress-test environments for executive scenario planning

Outcomes Clients Expect

De-risked capital
Investment sized against modelled behaviour, not assumed averages

Found capacity
Bottlenecks identified and removed before expansion is contemplated

Tested resilience
Disruption, surge and failure scenarios rehearsed in advance

Confident decisions
Boards presented with quantified consequences, not qualitative options

Organisational Excellence, Capability Building & Executive Education

The capability transfer that determines whether a transformation is still running three years after the consultants leave.

Challenges We are brought in to solve

- New operating models that decay because nobody was trained to run them
- Excellence and quality frameworks adopted as certification exercises rather than management systems
- Change programmes that address structure and systems while leaving behaviour untouched
- Persistent dependency on external advisers for work the organisation should own

What We Do

- Organisational excellence frameworks — EFQM, quality management and maturity assessment
- Competency frameworks, capability gap analysis and workforce planning
- Change management, communication and adoption programmes
- Executive education and board-level strategy workshops
- Technical academies in supply chain, asset management, analytics and project delivery
- Coaching and embedded on-the-job capability transfer

Outcomes Clients Expect

Retained capability

Named client roles able to run the model without external support

Faster adoption

Change absorbed by the organisation rather than resisted by it

Measured maturity

Progress assessed against an external framework, not self-declared

Reduced spend

External advisory dependency deliberately wound down over time

Seventeen sectors, unified by a common characteristic: complex operations under public scrutiny

TDM's methods travel across sectors because the underlying problems flow, capacity, capital discipline, institutional design - do too.

Government & Public Sector	Smart Cities & Giga-Projects	Energy & Renewables	Oil & Gas	Manufacturing	Logistics
Transportation	Ports & Maritime	Aviation	Healthcare	Education	Water
Utilities	Defence	Mining	Retail	Financial Services	Hajj & Umrah Services

Four sectors where TDM holds capability most firms of our size do not attempt

Depth here is a deliberate allocation of investment: modelling assets, reference data and senior hires concentrated where the Kingdom's demand is heaviest.

Government & public sector

Institutional design, mandate rationalisation and performance governance for ministries, authorities and municipalities.

- Ten years of municipal project data analysed to isolate structural delay causes
- Three-year strategies built with explicit implementation capability plans

Giga-projects & smart cities

Programme assurance, operational readiness and digital twin modelling for developments where the operating model is being designed alongside the asset.

- Operating models designed before handover, not retrofitted after it
- Flow, capacity and service scenarios modelled ahead of commissioning

Logistics & supply chain

Network design, procurement transformation and inventory optimisation for organisations central to the Kingdom's ambition as a global logistics hub.

- Multi-echelon network and inventory redesign
- Category-led procurement transformation across fragmented entities

Energy, utilities & industry

Asset management, reliability and operations excellence for capital-intensive operators where availability is the economic variable that matters.

- ISO 55001-aligned asset management system design
- Reliability strategy replacing calendar-based maintenance

03

How We Work

A single method applied consistently, from first diagnostic to sustained operation - and the technology that makes it defensible.

- The eight-phase TDM method
- Phase purpose and outputs
- Digital and technology capabilities
- Technology ecosystem
- Client engagement model

Eight phases, one discipline: nothing is designed before it is understood, and nothing is built before it is modelled

Phases compress or extend by mandate, but the sequence does not change. Skipping a phase is the most reliable predictor of a programme that fails late.

01 Discover
Establish the facts

02 Assess
Quantify the gap

03 Design
Define the target state

04 Model
Prove it before it is built

05 Optimise
Find the best feasible answer

06 Implement
Build, configure and adopt

07 Monitor
Track the benefit case

08 Sustain
Transfer and institutionalise

Phases 1–5 are analytical. Phases 6–8 are where most advisory relationships end and where TDM's differ.

Phases 01–04: understand the system before proposing to change it

The analytical half of the method. Its purpose is to make the eventual recommendation impossible to argue with on the facts.

Discover

PHASE 1

Weeks 1–3

Purpose

Establish an objective, data-grounded picture of how the organisation actually operates today.

Core Activities

Executive interviews, process observation, transactional data extraction, document and systems review.

Outputs Delivered

Baseline operating model, validated data set, issue log, stakeholder map.

Assess

PHASE 2

Weeks 3–6

Purpose

Quantify the gap between current performance and what is achievable, and size the prize.

Core Activities

Benchmarking, constraint and root-cause analysis, cost-to-serve and value-driver decomposition.

Outputs Delivered

Quantified gap analysis, prioritised opportunity register, indicative benefit case.

Design

PHASE 3

Weeks 6–12

Purpose

Define the target state — structure, process, network, technology — and the path to it.

Core Activities

Target operating model design, process re-engineering, network and capacity design, roadmap sequencing.

Outputs Delivered

Target state blueprint, transition roadmap, resourcing and investment plan.

Model

PHASE 4

Weeks 10–16

Purpose

Prove the design behaves as intended under real variability before it is funded.

Core Activities

Discrete-event and agent-based simulation, digital twin construction, scenario and sensitivity testing.

Outputs Delivered

Validated simulation model, scenario results, risk-adjusted business case.

Phases 05–08: build it, run it, prove the benefit, then hand it over

The delivery half. This is where advisory relationships usually end and where the value the earlier phases identified is either captured or lost.

Optimise

PHASE 5

Weeks 14–20

Purpose

Move from a design that works to the best feasible design within real constraints.

Core Activities

Mathematical optimisation, inventory and routing algorithms, trade-off analysis with the client's decision-makers.

Outputs Delivered

Optimised configuration, quantified trade-off set, decision paper for approval.

Implement

PHASE 6

Weeks 4–14

Purpose

Build, configure and embed the target state alongside the people who will run it.

Core Activities

Workstream mobilisation, PMO operation, system configuration, process rollout, change and communication.

Outputs Delivered

Live processes and systems, trained teams, governance in operation.

Monitor

PHASE 7

Weeks 6–18

Purpose

Track realised benefit against the baseline in the open, including where it falls short.

Core Activities

Benefit tracking, KPI dashboards, deviation analysis, corrective-action management.

Outputs Delivered

Benefit realisation reporting, performance dashboards, corrective action log.

Sustain

PHASE 8

Weeks 12–24

Purpose

Institutionalise the change so performance holds after TDM withdraws.

Core Activities

Capability transfer, competency development, standard work, maturity assessment and continuous improvement.

Outputs Delivered

Capability transfer certification, sustainment plan, maturity assessment.

Eleven technical capabilities, held in-house, that give the consulting an evidentiary base

These are not adjacent offerings. They are the reason a TDM recommendation can be defended quantitatively in a board or procurement setting.

Model the System

Digital Twin
Live, data-connected replicas of plants, terminals and networks

Simulation
Discrete-event and agent-based models of flow, queueing and congestion

Process Mining
Actual process behaviour reconstructed from system event logs

Predictive Analytics
Forecasting of demand, failure, congestion and maintenance need

Find the Best Answer

Optimisation
Mathematical programming for network, routing and allocation problems

Operations Research
Queueing, inventory and scheduling theory applied to live operations

AI & Machine Learning
Applied where a decision improves measurably, not as a demonstration

Make it Operational

Enterprise Architecture
Application, data and integration landscape design

ERP Advisory
Readiness, requirements, selection and implementation assurance

Data Platforms
Warehouse, lakehouse, master data and data quality foundations

Decision Support
Executive dashboards and scenario tools embedded in the decision cycle

Digital twin and simulation: the difference between a recommendation and a rehearsal

01 Modelling

A model of the physical system is built in software, including equipment layout, movement routes, rules and shift patterns, at the level of detail required for decision-making.

02 Validate

The model is calibrated against historical performance until it reproduces known behaviour. A twin that cannot recreate last year cannot forecast next year.

03 Interrogate

Demand surges, equipment failure, staffing changes, layout options and investment cases are run in hours rather than tested in the field over months.

04 Decide

Leadership receives quantified consequences for each option — throughput, queue length, cost, utilisation, risk — rather than a qualitative recommendation.

05 Connect

For assets in operation, the model is linked to live data so it continues to inform scheduling, maintenance and capacity decisions after the project ends.

Where it changes the answer

- **Terminal and port capacity**
  Berth, yard and gate configurations tested before dredging or paving.
- **Pilgrim and passenger flow**
  Crowd density, dwell and egress modelled against surge scenarios.
- **Plant debottlenecking**
  The real constraint isolated before capacity capital is approved.
- **Warehouse and network design**
  Automation cases and slotting strategies proven in model first.
- **Emergency and surge response**
  Response plans rehearsed against failure combinations, not single events.

TDM is deliberately platform-neutral - partnerships exist to serve the decision, not to route the client to a licence

We maintain working relationships across seven technology categories. Selection is made against the client's problem, existing estate and total cost of ownership.

Simulation & digital twin platforms

Discrete-event, agent-based and 3D environments for modelling plants, terminals, networks and service facilities.

Lets a capital decision be rehearsed before it is funded.

Process mining & analytics

Event-log platforms that reconstruct how a process actually runs, including the variants nobody documented.

Replaces workshop opinion with observed process fact.

Cloud & data platform providers

Warehouse, lakehouse and integration services that carry the client's data foundation at enterprise scale.

Gives analytics a foundation that survives beyond the project.

ERP & enterprise application vendors

Core transactional platforms across finance, supply chain, maintenance and HR.

Ensures the redesigned process is the one that gets configured.

Optimisation & OR solvers

Commercial and open solvers for routing, scheduling, allocation and network design problems.

Turns a good feasible plan into the best feasible plan.

AI & machine learning frameworks

Forecasting, computer vision and language model tooling applied to defined decision points.

Attaches AI to a measurable decision rather than a pilot.

BI & decision-support tooling

Visualisation and reporting layers embedded into the client's management cadence.

Puts the analysis in front of the person who acts on it.

Named accreditations

TDM's current partner and accreditation register is issued with proposals and updated each quarter, so clients see the position at the point of decision rather than at the point of printing.

Three ways clients engage TDM and one rule that applies to all of them

The rule: the benefit case is baselined before we start and reported against until the engagement closes.

6-16 weeks

Advisory Mandate

A defined strategic or technical question answered to decision standard.

- Board-ready analysis and recommendation
- Quantified business case
- Implementation roadmap

9-24 Months

Transformation partnership

Design and delivery of a full transformation, with TDM inside the client's governance.

- Embedded delivery and PMO
- Systems, process and structure implemented
- Benefit tracked to realisation

Multiyear

Retained capability partner

Continuous access to TDM's analytical and modelling capability as an extension of the client's team.

- Maintained digital twin and models
- On-call analysis and scenario support
- Ongoing capability development

How and Engagement runs

01 Joint mobilization

Client and TDM staff form one team with one plan and one reporting line.

02 Weekly evidence

Progress reported against baseline data, not against activity completed.

03 Steering discipline

Decisions taken at a defined cadence, with escalation paths agreed in week one.

04 Deliberate exit

Handover criteria and retained capability defined at the start, tested at the end.

04

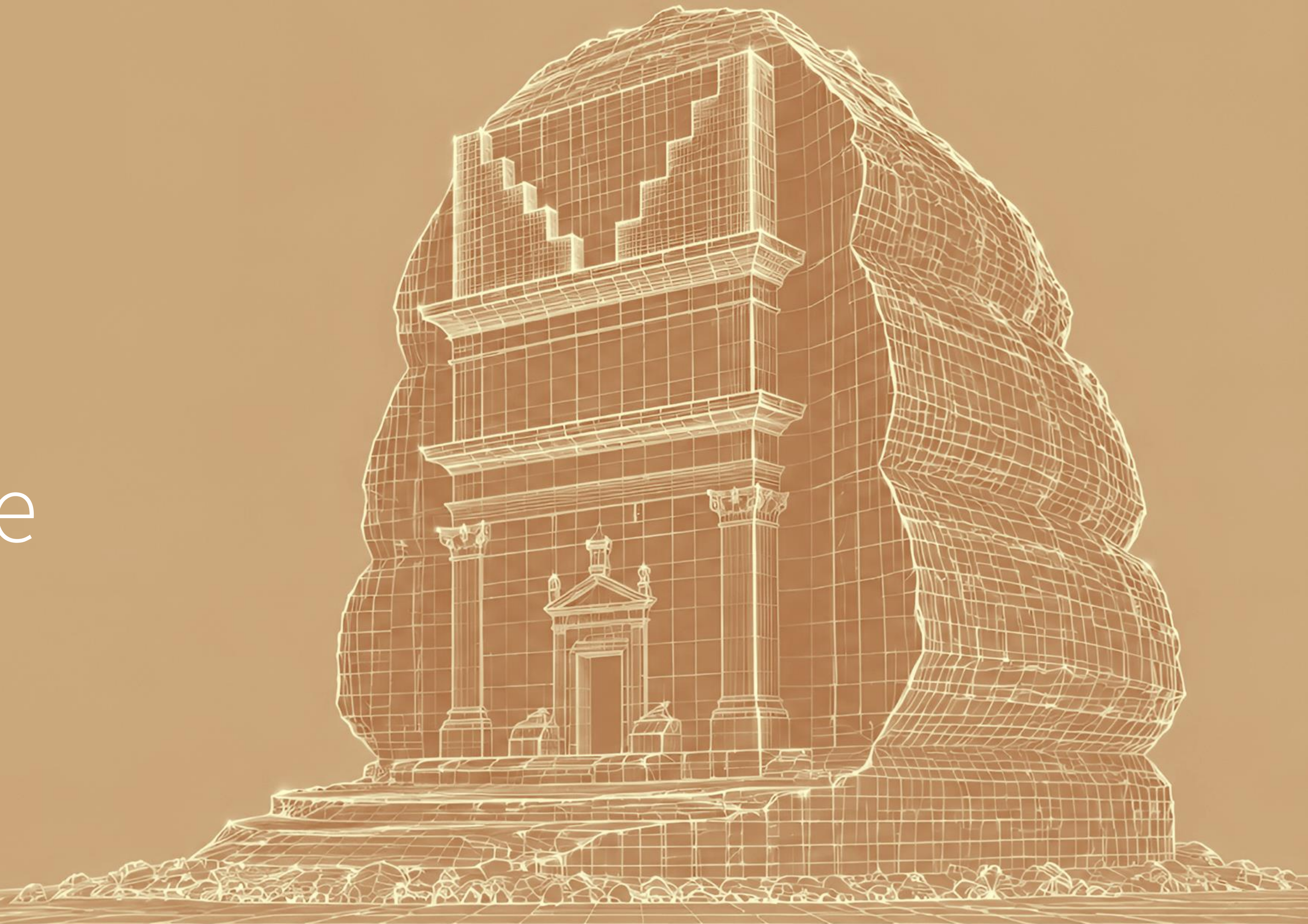
The Value We Create

The levers we move, the outcomes we commit to in the business case, and the record behind them.

Value Creation

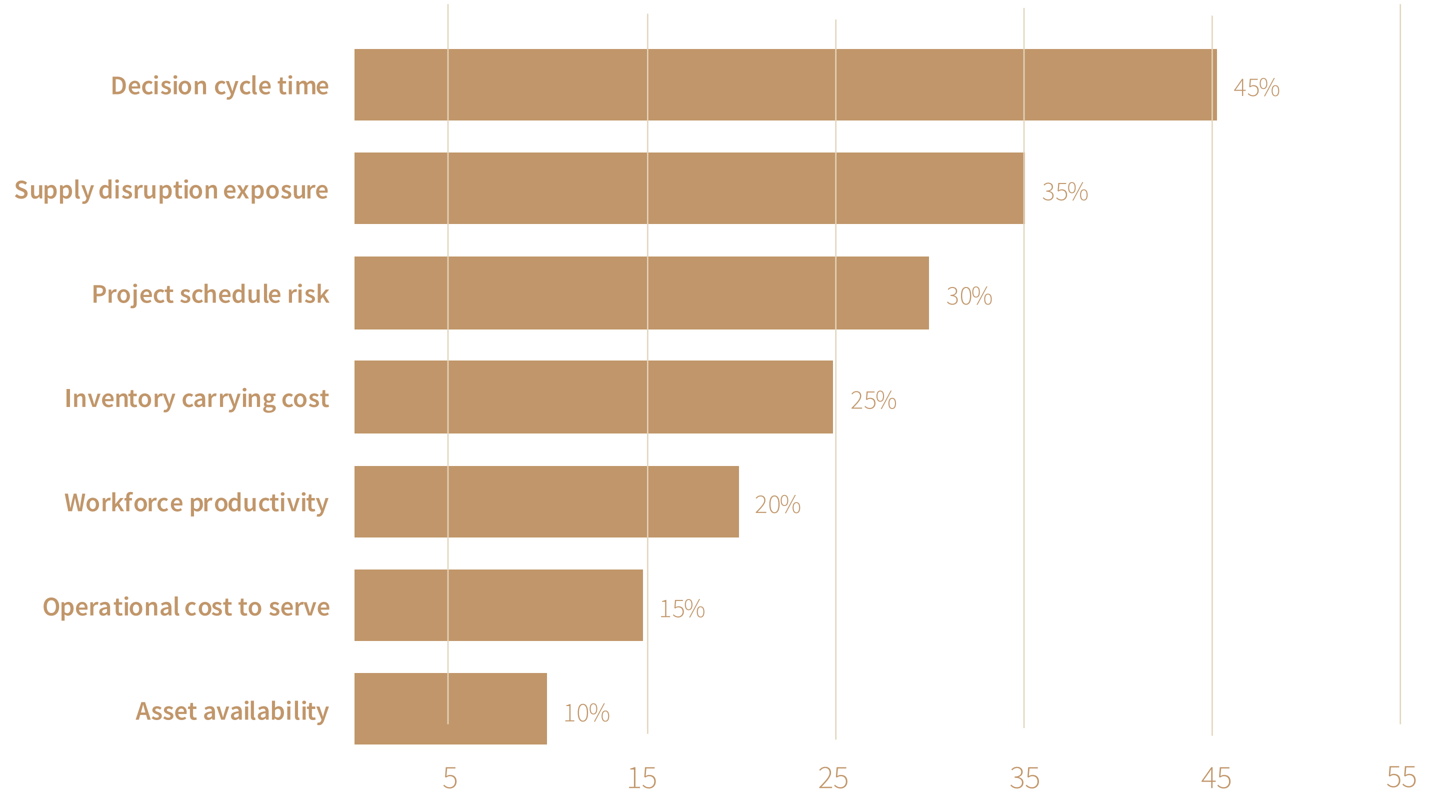
Proof

Track Record



Seven levers, each one underwritten with a number before the work begins

TDM engagements open by baselining these levers and close by reporting against them. The bands below are the planning ranges we use to build a business case.



How to read this

These are the improvement bands TDM uses when constructing a client business case, calibrated to the specific baseline in every engagement. They are planning benchmarks, not guarantees - and we would rather present them as such than quote an average that means nothing in your operation.

What we commit to

- A baseline agreed in writing before work starts
- A benefit case with named owners on the client side
- Monthly realisation reporting, including shortfalls
- A closing statement of value delivered against baseline

Three engagements that show the pattern: deep diagnostic, structural redesign, capability left behind

Client identities are withheld in this document and disclosed under NDA where a procurement process requires reference verification.

Kingdom of Saudi Arabia - 2023

Government municipality

Strategic consulting and performance improvement

A municipality facing persistent project delays and service-quality gaps needed to understand whether the cause was capacity, process or structure.

What we delivered

- Ten years of project delivery data analysed
- Structural — not incidental — causes of delay isolated
- Transformation plan with sequenced quick wins
- Organisational capability strengthened for delivery

Kingdom of Saudi Arabia - 2023

Centre for Social Studies & Research

Strategic planning and performance development

A national research institution needed a three-year strategy that would narrow its research focus and be implementable with the capability it actually had.

What we delivered

- Three-year strategy formulated and approved
- Research priorities defined and deliberately narrowed
- Implementation capability built alongside the plan
- Outcome measures attached to each priority

Riyadh - 2022

Real Estate Development Firm

Strategic consulting and organisational development

A developer operating with an inherited structure could not establish who owned which activity, and suspected value was being lost in the gaps.

What we delivered

- Activity gaps of approximately SAR 300 million identified
- New corporate strategy formulated
- Operating model with clear roles and decision rights
- Performance measurement system established

The cumulative position, stated plainly

Figures reflect value delivered by TDM's leadership and consulting teams across public and private sector mandates in the Kingdom.

47,000+
Roles Optimized
Organizational structures redesigned and workforce productivity lifted across public and private entities.

SAR 800M+
in client value created
Verified savings and value realised through strategy, supply chain and operating-model work.

SAR 10B+
revenue scale advised
Programmes led for organisations at the top of the Kingdom's revenue distribution.

27+
years of leadership experience
in the disciplines we advise

8
core sectors served
with repeat engagement history

~300M
SAR in unaddressed
activity gaps surfaced in a single mandate

10
years of project data reconstructed
in one municipal diagnostic

4
disciplines delivered
by one integrated team

100%
of engagements baselined
before work begins

05

Our Commitment

What TDM owes the Kingdom that hosts it, and where the firm intends to be by the end of the decade.

- Commitment to Saudi Vision 2030
- Localisation and capability transfer
- Future vision
- Closing statement

TDM's contribution is specific: five national priorities where our work moves a measurable number

We do not claim alignment with Vision 2030 as a matter of positioning. We identify the programmes our engagements affect and the indicators they move.

Economic diversification

Building the operational and analytical capability non-oil sectors need to compete in logistics, manufacturing, tourism infrastructure and industrial services.

Strategy, network design and industrial operations work in non-oil sectors.

Human capability development

Every mandate carries a named capability transfer plan. National professionals are trained in method and tooling, not briefed on conclusions.

Technical academies, embedded coaching, and certified capability handover.

Government effectiveness

Institutional design, mandate clarity and performance governance that let public entities deliver against Vision 2030 commitments.

Operating models, governance frameworks and KPI systems for public bodies.

Digital and technological leadership

Digital twins, AI and advanced analytics developed in the Kingdom, by Saudi teams, on Saudi problems.

Local development of modelling and analytical assets that remain with the client.

Sustainability and resource efficiency

Efficiency work reduces consumption, waste and emissions as a by-product of reducing cost — the two are rarely in conflict.

Energy, yield, utilisation and network optimisation with environmental accounting.

A national firm by choice

TDM is Saudi-owned, Saudi-led and Saudi-resident. Fees stay in the Kingdom, capability is built in the Kingdom, and the institutional knowledge generated on our engagements does not leave with a departing global team.

Capability transfer is a deliverable with acceptance criteria, not a closing paragraph

Most advisory contracts mention knowledge transfer. Few define what would count as having achieved it. TDM defines it at contract signature.

At Mobilisation

- Client roles that must own the target state are named
- Required competencies are assessed against current capability
- A transfer plan is written into the engagement charter
- Shadowing and co-delivery pairs are assigned

During Delivery

- Client staff co-author deliverables rather than receive them
- Methods, models and templates are handed over in editable form
- Technical academies run alongside the workstreams
- Client teams present to steering committees, with TDM in support

At Closure

- Capability is tested against the criteria agreed at mobilisation
- Model and tooling ownership transfers with documentation
- A sustainment plan names owners, cadence and escalation
- Residual gaps are declared rather than concealed

The test we apply: if TDM withdrew from an engagement thirty days early, would the client be able to continue? Where the answer is no, the transfer plan is behind schedule and the engagement is managed accordingly — reported to the steering committee as a delivery risk, not a soft objective.

Where TDM intends to be by 2030 and what has to be true for that to happen

Ambition stated without preconditions is marketing. These are the four things TDM is building deliberately, in sequence.

Now	Next	Then	2030
Deepen the four angles Strengthen simulation, optimisation and digital twin capability until modelling is standard on every consequential engagement rather than an option on some.	**Scale sector depth** Concentrate senior hiring and reference-data investment in government, giga-projects, logistics and industry — going deeper rather than adding sectors.	**Extend across the GCC** Take Saudi-proven methods into neighbouring markets facing the same transformation agenda, led from Riyadh rather than from a global head office.	**A regional standard** Be the Middle East firm institutions call when the decision is consequential, the technical content is real, and the answer must still hold in five years.

The measure of success is not headcount or offices. It is whether a Saudi institution facing a difficult decision considers TDM the obvious call.

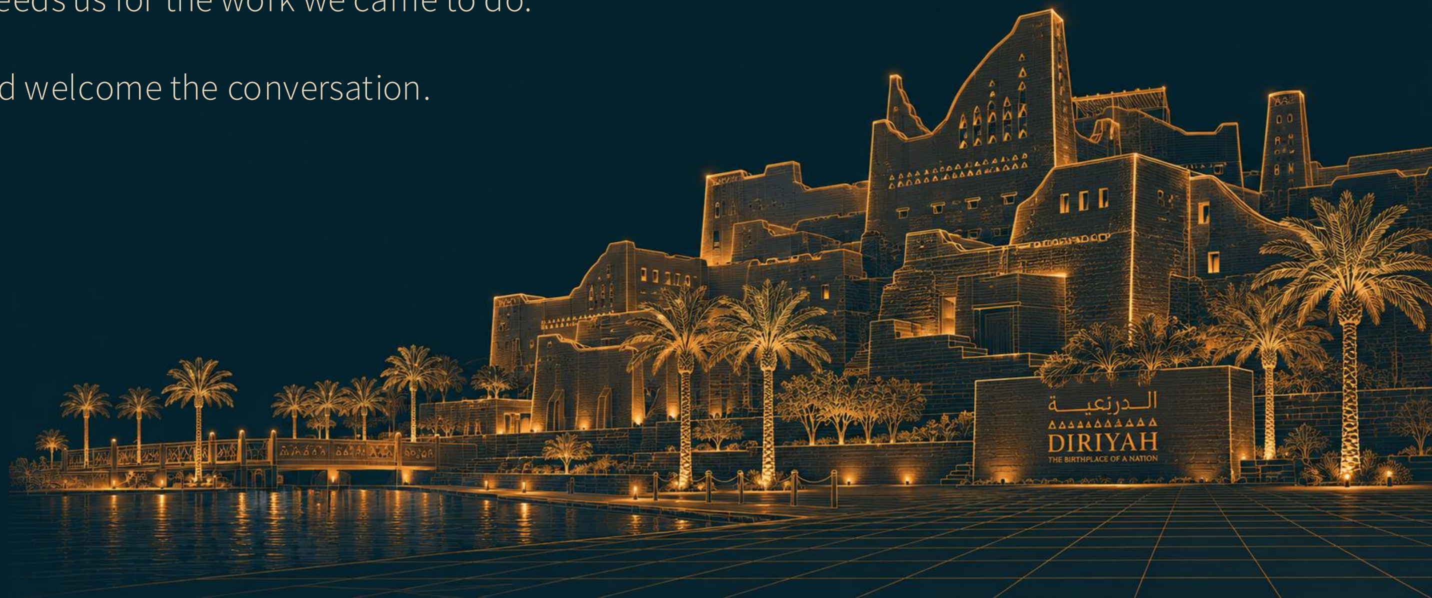
In Closing

The distance between a decision and its consequence is where firms are made.

Saudi Arabia is not short of ambition, capital or analysis. What is scarce is the capability to carry a decision all the way through an organisation — past the approval, past the pilot, past the point where the consultants normally leave — and to still be accountable for the number at the end.

That is the whole of TDM's proposition. We bring board-level strategy, engineering fact, and the analytical machinery to prove both. We stay until the target state is running. And we leave behind an institution that no longer needs us for the work we came to do.

If that is the kind of partner your organisation is looking for, we would welcome the conversation.



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Transforming visions into victories.