

FATEN SALEH

FINANCE & COST CONTROL LEADER | FP&A | INDUSTRIAL & CAPITAL PROJECTS | MENA REGION

+963-938-865513 | faten.saleh82@gmail.com | Damascus, Syria | [linkedin.com/in/fatensaleh82](https://www.linkedin.com/in/fatensaleh82)

EXECUTIVE PROFILE

Strategic finance and cost control leader with 22+ years of progressive experience across industrial manufacturing, construction, real estate, and large-scale capital projects in the MENA region. Proven expertise in building cost control, budgeting, forecasting, and financial reporting frameworks from the ground up, strengthening financial governance, and translating complex financial data into actionable intelligence for executive and board-level decision-making.

Experienced in capital expenditure governance, project cost control, scenario-based financial modeling, financial planning and analysis, investment feasibility, and ERP finance systems. Proven ability to align finance with engineering, procurement, and operations to strengthen cost discipline, improve visibility, reduce financial leakage, and optimize capital allocation.

Combines extensive practical finance leadership with a Doctor of Business Administration (DBA), International MBA, and International Arab Certified Public Accountant (IACPA) qualification. Experienced in developing financial dashboards, geopolitical and scenario-based models, and project monitoring tools to support decision-making in volatile and high-uncertainty operating environments, including active conflict-zone conditions.

CORE COMPETENCIES

- Cost Control & Variance Analysis.
- Budgeting, Forecasting & FP&A
- CapEx / OpEx & Construction Finance
- Geopolitical & Scenario-Based Modeling
- IFRS & Financial Reporting Standards
- ERP Implementation & Configuration
- Cash Flow & Project Finance Modeling
- Audit Readiness & Compliance
- Stakeholder & Board-Level Reporting
- Investment Feasibility & ROI Analysis
- Team Leadership & Finance Development

SELECTED CAREER ACHIEVEMENTS

United Cement Group	Developed a geopolitical scenario-based financial model enabling leadership to maintain budget planning continuity under volatile operating conditions — directly preventing unplanned capital reallocation across 3 project phases.
United Cement Group	Restructured CapEx tracking and procurement controls; established a variance reporting framework that flagged overruns before commitment, generating an estimated 8-12% cost avoidance on procurement commitments.
Souccar Chemical	Automated the materials costing system with real-time consumption tracking, achieving an estimated 15% reduction in raw material waste and improving production cost accuracy by 20+ percentage points.

Fiorella Macaroni	Implemented a material withdrawal system with moisture content measurement, reducing avoidable raw material losses by approximately 10% and improving finished-goods cost accuracy.
Magilla Co.	Founded the company's cost accounting system and studies department from zero, establishing the full financial infrastructure for budgeting, costing, and reporting across three industrial units.
Advisory Practice	Implemented zero-based budgeting across multiple client organizations, delivering consistent double-digit EBITDA margin improvement within 12 months through tighter cost center controls and P&L ownership alignment.
Naoura / ONI	Structured ROI and investment feasibility models incorporating sensitivity analysis on construction cost and absorption rate scenarios — directly informing pricing strategy and securing investor approval on two development projects.
Souccar Chemical	Recovered supplier overcharges through forensic auditing of semi-finished materials, cross-referencing moisture content against product specifications to reclaim funds at source.

PROFESSIONAL EXPERIENCE

Deputy Finance Manager & Financial Controller

United Cement Group (Al Ghurair Investment)

Sep 2015 – Present

Lead financial governance, cost control, budgeting, and financial reporting for a large-scale greenfield cement plant and major industrial capital investment.

- Designed and managed end-to-end cost control framework covering monthly budget-vs-actual tracking, variance reporting, and commitment registers across the full project lifecycle.
- Developed a geopolitical scenario-based financial model and live project monitoring dashboard, equipping leadership with informed budget decision-making under complex regional conditions.
- Established variance reporting mechanisms that identified and escalated overrun risks before commitment, enabling proactive redirection of project expenditure.
- Introduced automated forecasting dashboards that reduced month-end reporting turnaround by approximately 40% and improved speed and quality of executive decision-making.
- Ensured full IFRS compliance across all financial statements; managed year-end audits in collaboration with Big Four auditors with zero material misstatements.
- Supervised layered tax obligations including VAT, Stamp Duty, and Social Security, alongside reconciliation across multiple credit facilities.
- Partnered with engineering and procurement teams to validate budgets, challenge cost assumptions, and optimize capital utilization throughout the project.
- Led ERP finance module configuration, standardizing chart of accounts and cost center mapping across the project entity.

Co-Founder & Strategic Financial Advisor

Professional Services — MENA Region

Apr 2021 – Present

- Advised SMEs and family-owned businesses on ERP selection, budget control frameworks, and financial structuring for investor readiness.
- Implemented zero-based budgeting for multiple client organizations, delivering consistent double-digit EBITDA margin improvement within 12 months.
- Designed P&L dashboards and cost center reporting structures providing leadership with real-time visibility into profitability drivers.

- Delivered finance capability training for junior teams and founders on forecasting methodology, variance interpretation, and P&L ownership.

Financial Controller — Real Estate

Naoura Group & ONI | Morocco & Syria (Freelance)

Sep 2019 – Sep 2021

Embedded financial controller for two real estate development groups across active residential and commercial projects.

- Built project-level cost tracking systems covering land acquisition, construction draw schedules, and sales proceeds modeling across a diverse real estate portfolio.
- Designed ROI models and investment feasibility studies with sensitivity analysis on construction cost, absorption rate, and financing scenarios — directly informing pricing decisions.
- Established monthly cash flow monitoring against investor disbursement terms, ensuring contractual compliance and eliminating funding-gap risk.
- Produced investor-ready reporting packages including IRR, NPV, and payback analysis, supporting financing negotiations and strengthening partner confidence.
- Identified cost-saving opportunities by benchmarking subcontractor rates and flagging scope creep against approved BOQ, achieving estimated 6-9% savings on contractor spend.
- Established a structured materials tracking system in coordination with building engineers and quantity surveyors, ensuring legal compliance with contractor agreements and maintaining construction safety standards.

Senior Accountant & Costing Analyst

Souccar for Chemical Industries Co.

Apr 2015 – Jun 2016

- Produced monthly financial statements and detailed cost performance reports against standard costs for chemical production lines.
- Automated the materials costing system; achieved estimated 15% reduction in raw material waste through real-time consumption tracking against standard norms.
- Recovered supplier overcharges by conducting rigorous audits of semi-finished materials, cross-referencing moisture content against product specifications.
- Identified recurring profit leakages through cost variance analysis and recommended procurement process changes that improved gross margins.

Executive Assistant — Finance & Administration

Fiorella Macaroni & Foodstuffs Co.

Mar 2014 – May 2015

- Implemented a material withdrawal and moisture content measurement system, achieving measurable reduction in material losses and production waste.
- Supported procurement negotiations, financial reporting, and production KPI monitoring.
- Developed Excel-based performance dashboards adopted by senior management for cross-departmental tracking.

Head of Costing & Budgets

Magilla Co.

Jan 2006 – Feb 2012

- Founded and built the company's cost accounting system and dedicated studies department from the ground up, establishing the analytical infrastructure for three industrial units.
- Designed comprehensive budgeting frameworks and standard costing structures aligned with production processes and organizational strategy.
- Conducted break-even analysis, pricing optimization studies, and monthly variance reviews presented at board level.
- Elevated board reporting quality through structured dashboards providing clear visibility into cost performance and margin trends.

Accountant

Tello Co.

Jan 2004 – Dec 2005

- Managed bookkeeping, payroll, and account reconciliation; supported annual audit preparation.

EDUCATION

Doctor of Business Administration (DBA) | 2026

International Business Academy of Switzerland
Focus: ESG Finance & AI Transformation

International MBA | 2022

Rome Business School
Focus: HR Transformation

Mini MBA in Business Administration | 2020

Belarusian State University

BSc in Small & Medium Enterprises (SMEs) | 2018

Damascus University

Diploma in Statistics & Programming | 2003

Damascus University

CERTIFICATIONS & PROFESSIONAL DEVELOPMENT

IACPA

International Arab Certified Public Accountant certificate | 2026

International Arab Society of Certified Accountants (IASCA)

IFRS

Certified

CMA

Part 1 Completed

CFA

Level 1

ISO 9001:2015

Quality Management Introduction

LinkedIn Learning

Financial Analysis | Corporate Reporting | Managerial Skills

TECHNICAL SKILLS & LANGUAGES

Accounting Systems

Odoo, Al Ameen, Al Edari.

Analytics & Reporting

Microsoft Excel (Advanced), Power BI (Intermediate), PowerPoint

Financial Modeling

Scenario analysis, sensitivity modeling, DCF, IRR/NPV, Zero-Based Budgeting

Programming

Visual Basic, C++

Languages

Arabic (Native) | English (Professional)

Memberships

Institute of Human Resources Management (IHRM)
Syrian Association of Financial Professionals