

Douglas Clark

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Introductory Note

I'm an MBA-qualified strategic leader based in the UAE (Dubai) on a freelance visa, actively seeking new opportunities to drive cross-functional growth, operational excellence, and transformation delivery.

My experience spans consulting, security operations, FMCG, retail, and software and hardware monitoring technology. I blend hands-on leadership with a strong strategic mindset. I'm known for aligning teams around execution goals, leading change in dynamic environments, and applying business negotiation techniques to drive performance.

I'm immediately available and open to UAE-based or regional roles. I'm happy to travel and, ideally, seek a permanent role.

Thank you for considering my application.

Douglas Clark

Professional Summary

Strategic, results-oriented business leader with 25+ years in senior executive roles, General Manager (COO-equivalent role, reported to the CEO), Director, and Co-Founder, across retail, wholesale, software, security, and international entrepreneurship.

Proven ability to lead complex operations, scale ventures, and drive sustained revenue growth. Led a company through over a decade of consistent year-on-year expansion, overseeing cross-functional operations, team leadership, and client delivery. Co-founded and grew a security division to 45% market share within three years, pioneering customer-first services in highly cost-sensitive markets.

Hold an MBA from Heriot-Watt University (287th globally ranked), with current doctoral studies underway through the European International University (EIU). I have a long-term commitment to leadership excellence and am known for strengths in strategic execution, change leadership, business development, and operational delivery.

I possess advanced proficiency in Microsoft Office (Excel, Word, PowerPoint, Outlook, Teams, Project), WordPress, CorelDRAW, Adobe Photoshop, and various CRM platforms.

Currently based in Dubai and engaged in consulting, adult education, and thought leadership. Featured in Global Business Outlook (June 2025) for the Modo Leader™ concept, a forward-thinking leadership model bridging strategy, management, and culture that I have designed and developed.

Professional Experience

Title: Business Consultant, Online Lecturer and Leadership Author.

Location: Dubai, United Arab Emirates.

Company: Self-employed, while completing studies now seeking a full-time leadership role.

Start Date: March 2024 - **End Date:** Present.

- Provide strategic consulting to SME businesses and entrepreneurs with a focus on organisational growth, customer experience (CX), business transformation initiatives, and market positioning. Recent engagements have included digital strategy reviews, project recovery planning, and operational improvement.
- Consult with department heads and SMEs across brand strategy, instructional design, marketing execution, and applied media communication, including customer journey mapping, signage, and product branding.
- Deliver tailored training sessions in project management, digital media, and branding, adapting to the learner's context using competency-based adult training and diverse cultural differences to support staff development and talent development goals.
- Teach English online to adult professionals with a focus on business English, leadership development, and workplace communication, leveraging Bloom's revised taxonomy to drive performance improvement and learning outcomes.
- Write and publish thought leadership articles on change management, transformation, and negotiation. A recent article in Global Business Outlook introduced the Modo Leader™ concept—a next-gen leadership framework to enhance strategy execution and cross-functional collaboration.
- Design leadership development models and performance dashboard reporting structures for content, training, and coaching and mentoring programmes.
- Built a post-MBA, pre-doctorate executive development platform including strategic initiatives, portfolio presentation, cross-disciplinary consulting, and applied teaching and learning strategies aligned with higher education needs in the UAE.

Title: Director & Business Owner

Company: Doug & Co Deli and Butchery.

Location: Panama Oeste, Panama.

Start Date: May 2021 - **End Date:** February 2024.

- Launched and scaled a South African-style deli and butchery from concept to full operations within three months, overseeing business operations, vendor management, and regulatory compliance.
- Managed daily operations management, product development, pricing strategy, customer experience, and P&L accountability, applying a blend of strategic planning and hands-on leadership.
- Designed and executed all visual branding, signage, and digital assets using CorelDRAW and Adobe Photoshop, aligning with brand strategy and market positioning.

- Developed the company's WordPress site and ran multi-platform marketing execution, including community engagement, loyalty improvement campaigns, and local cultural adaptation.
- Built and trained a small multicultural team, applying coaching and mentoring practices, staff development strategies, and tailored SOP onboarding for service excellence.
- Designed operational dashboards, KPI ownership structures, and real-time decision-making tools to support resource optimisation and performance improvement.
- Applied entrepreneurial mindset, local market understanding, and cost control strategies to deliver profitability and a successful business exit in under three years.

Title: Director.

Company: 4-Warn Security (Division of MSS).

Location: Benoni, South Africa.

Start Date: January 2018 - End Date: January 2021.

- Held concurrently with the General Manager (MSS) role, providing cross-functional leadership and operational oversight across the group.
- Co-founded and led the new division from inception, aligning business operations, regulatory compliance, and transformation initiatives to local market dynamics.
- Directed business transformation initiatives and go-to-market strategy, overseeing service delivery models and technology implementation across all operations.
- Held full P&L accountability, including budget forecasting, pricing strategy, and spend management, tailored to a price-sensitive, high-risk client base.
- Grew the division to a 45% market share in its region within three years through execution-driven leadership, customer experience (CX), and partner engagement.
- Designed and launched CELL PANIC™ – an innovative, mobile-based emergency response solution, enhancing digital strategy and accessibility in underserved communities.
- Built strategic partnership development efforts with public safety stakeholders, police forums, NGOs, and civic bodies, enhancing brand trust and stakeholder management.
- Developed and embedded SOPs, KPI design & implementation, operational alignment structures, and training materials to support organisational growth and scalability.
- Led the coaching and mentoring of frontline staff, championed leadership development, and authored tailored learning content for “train-the-trainer” delivery.
- Initiated and managed community-driven CSR and public education campaigns, integrating ESG storytelling and people-first culture into the brand's operational identity.

Title: General Manager (COO-equivalent role, reported to the CEO).

Company: Messaging Software Solutions (MSS).

Location: Benoni, South Africa.

Start Date: July 2010 - End Date: December 2017.

- Cross-functional leadership role held concurrently with Director role at 4-Warn Security until January 2021.
- Reported to the CEO and stakeholders with full P&L accountability, overseeing over 250 employees across technical, sales, marketing, support, and operations.
- Led strategic planning, financial oversight, and long-term planning with full responsibility for budgeting, forecasting, cost control strategies, and revenue growth strategy.
- Delivered sustained 6–7% year-on-year growth through operational strategy, performance optimisation, and cross-functional execution.
- Directed the full project delivery lifecycle, including service delivery models, customer satisfaction tracking, workforce planning, and vendor management.
- Championed performance dashboard reporting and KPI ownership across departments, enabling data-driven decision making and operational analytics.
- Led functional transformation and process redesign initiatives, including the design and implementation of a certified ISO 9001 Quality Management System.
- Established and delivered structured internal training programmes, talent development, and succession planning through a people-first leadership approach.
- Developed internal coaching and mentoring frameworks to support leadership development and team capability growth.
- Orchestrated cross-functional leadership and collaboration to ensure alignment of project management, product development, and go-to-market strategy.
- Oversaw all graphic design, brand strategy, product packaging, and marketing execution across multiple product lines and services.
- Embedded organisational culture and retention strategies that reduced churn and built a high-performance, values-aligned team.

Title: Head of Technical & Maintenance.

Company: Messaging Software Solutions (MSS).

Location: Benoni, South Africa.

Start Date: May 2008 - End Date: June 2010.

- Promoted from senior Manager to head of the entire technical division, including installations, maintenance, support, and an in-house hardware manufacturing unit.
- Held full P&L responsibility for the department, overseeing budget management, vendor negotiations, resource optimisation, and KPI tracking.
- Directed large-scale technical project delivery from planning through to implementation, testing, and customer acceptance.
- Designed standard operating procedures (SOPs), frameworks, and documentation to support operational alignment, lean operations, and process improvement.

- Created and maintained all internal technical manuals, end-user guides, and rapid-deployment resources to drive consistent service delivery and troubleshooting.
- Managed workforce planning, staff development, and skills training programmes to support team capability building and succession planning.
- Conducted complex site assessments and translated customer needs into deployable, tailored solutions—bridging technical feasibility with client requirements.
- Championed systems thinking by aligning technical operations with sales strategy, cross-functional leadership, and customer satisfaction.
- Improved service delivery models by embedding continuous improvement, reducing turnaround times, and scaling departmental performance.
- Played a key role in operational strategy and talent development, helping position the department for sustained organisational growth.

Title: Senior Manager.

Company: Messaging Software Solutions (MSS).

Location: Benoni, South Africa.

Start Date: July 2006 - End Date: April 2008.

- Acted as second-in-command to the Head of Technical, supporting planning, budget input, procurement, and daily oversight across a growing technical team.
- Coordinated resource planning, technician allocation, and project timelines for concurrent client rollouts, contributing to improvements in operational efficiency and service delivery models.
- Delivered structured training support, authored early SOPs, troubleshooting frameworks, and onboarding documentation aligned to capability building and staff development goals.
- Held the hybrid role of Customer Experience Manager (CX and UX), ensuring cross-functional coordination between sales, software, and support for client-centric outcomes.
- Monitored and enhanced performance metrics and quality control, leading issue escalation, root cause analysis, and resolution strategies to ensure customer satisfaction.
- Contributed to R&D testing and emerging technologies, including hardware-software integration for system expansion across diverse customer types.
- Played a visible role in leadership development, knowledge-sharing, and process redesign to support lean operations and long-term team growth.
- Supported digital strategy efforts through documentation consistency and user-focused training tools, laying the foundation for scalable operations.
- Recognised for early leadership and promoted to Head of Technical & Maintenance in 2008, based on cross-functional collaboration, mentoring input, and transformation potential.

Title: Retail Store Manager.

Company: Sounds Great (High-end Consumer Electronics & AV Retail).

Location: Boksburg, South Africa.

Start Date: January 2002 - End Date: June 2006.

- Led full store operations, including sales performance, customer experience (CX), team leadership, and vendor management across premium audio-visual and home entertainment product lines.
- Held responsibility for annual budgeting, sales forecasting, and financial oversight, achieving consistent revenue growth and improving profit margins in a competitive retail environment.
- Directed recruitment, onboarding, and staff development with a focus on service excellence, customer satisfaction, and tailored sales strategies aligned to performance improvement goals.
- Delivered in-house coaching and mentoring, implementing training on cross-selling, branded product placement, and customer interaction aligned with brand strategy.
- Managed inventory planning, supplier coordination, and stock control using customised Excel-based tools and systems integration with internal procurement processes.
- Oversaw visual merchandising, product display standards, and showroom layout to optimise customer journey mapping and high-end experiential retail.
- Designed local store-level marketing execution, including print media, POS assets, seasonal promotions, and signage aligned with brand positioning.
- Built lasting client relationships with high-net-worth individuals, custom installers, and AV integrators, contributing to loyalty improvement and repeat business.
- Acted as liaison to head office and brand partners, delivering reporting on KPIs, sales targets, and product insights to support retail operations and strategic initiatives.
- Recognised for consistently exceeding performance metrics, driving operational efficiency, and fostering a people-first culture with low turnover and high staff engagement.

Title: Assistant Store Manager (Promoted from Photographic Sales Consultant)

Company: FotoCatz (High-end Consumer Electronics & Photographic Retail)

Location: Boksburg, South Africa

Start Date: January 1998 - End Date: December 2001

- Promoted to Assistant Store Manager after excelling in front-line sales of high-end photographic and video equipment.
- Led floor sales, stockroom oversight, and scheduling of staff while supporting corporate accounts and product demonstrations.
- Ensured front-of-house service excellence, brand positioning, and strong customer engagement through technical knowledge and visual merchandising.
- Built deep product knowledge across camera systems, accessories, and AV gear during a time of rapid industry digitisation.

- Early-career position forming the foundation of customer-centric leadership, retail performance, and technical selling, further details available on request.

Key Skills

Operational Strategy & Delivery

Experienced in agile delivery and digital strategy, driving process optimisation, process automation, and cost control strategies to improve efficiency. Skilled in executive visionary leadership, KPI design & implementation, and new product development (NPD). Strong record of partner engagement and senior stakeholder engagement in complex operational contexts.

Strategic Planning & Organisational Leadership

Proven in strategy execution and digital transformation across diverse departments. Strengths include vendor management, department leadership, and KPI ownership. Skilled in operational alignment, business negotiation, forecasting & reporting, and CRM systems (e.g., Salesforce CRM). Adept at channel development and driving growth through strong partnership building.

Change & Transformation Leadership

Experienced in leading change management and functional transformation initiatives. Skilled in designing service delivery models and applying efficiency metrics across frameworks. Strong track record in leadership development, cross-functional coordination, and ESG storytelling. Engaged in board-level engagement and strategic vendor negotiations to support long-term transformation goals.

Project, Programme & Execution Management

Focused on operational efficiency and systems integration to drive scalable execution. Experienced in procurement and spend management within emerging technologies (AI, IoT, GenAI, automation). Adept at fostering people-first culture and vision development while delivering brand positioning and commercial leadership. Skilled in cross-functional leadership for high-impact project delivery.

Digital Innovation & Tech Enablement

Proven success in technology enablement and operational leadership, supporting scalable product launches and workforce planning. Adept at leading diverse teams, developing staff capabilities, and applying performance metrics to optimise results. Experienced in brand strategy and loyalty improvement through commercial negotiations and digital-first thinking.

Financial Oversight & Commercial Strategy

Strong P&L accountability and budget management skills, including forecasting and pricing strategy aligned with sales growth targets. Proven ability to drive lean operations and support project delivery through performance dashboard reporting. Combines go-to-market strategy with commercial insight and emotional intelligence to maximise financial impact.

Customer, Brand & Experience Strategy

Lead customer experience (CX) initiatives and journey mapping aligned to long-term planning and enterprise-level decision making. Drive performance improvement and organisational change through commercial strategy, project management, and standardisation. Ensure brand consistency while embedding health and safety compliance across the service experience.

Talent Development & Organisational Culture

Champion people-first leadership and team building through tailored talent development and executive education. Foster a high-performing organisational culture with a focus on succession

planning, team development, and customer satisfaction. Promote competitive positioning and influencing skills to drive internal engagement and retention.

Governance, Risk & Compliance

Drive strategic initiatives and technology implementation with a focus on operational risk reduction and business continuity. Apply feasibility studies and M&A strategy to guide decision-making across infrastructure management, daily operations management, and continuous improvement. Promote resource optimisation and execution-driven leadership within business operations.

Sales, Market & Revenue Growth

Deliver organisational growth through business and transformation initiatives that scale performance monitoring and resource planning. Drive strategic partnership development and retail operations excellence. Apply corporate governance and institutional frameworks to support data-driven decision making and executive collaboration across commercial functions.

Collaboration Across Teams & Functions

Facilitate collaboration by translating strategy into delivery through strategic planning, post-implementation reviews, and corporate strategy execution. Strengthen cross-team alignment with insights and analysis, performance optimisation, and revenue growth strategy. Promote cultural transformation, effective marketing execution, and adaptive change leadership and management across functional areas.

Stakeholder Influence & Executive Presence

Demonstrate board-level visibility through executive reporting, board communication and collaboration, and strategic roadmap development. Apply stakeholder management, investment governance, and value creation principles to optimise performance. Strengthen executive presence via P&L management, operational strategy, operational analytics, and Net Promoter Score (NPS) leadership.

Teaching, Training & Mentoring

Experienced in designing and facilitating competency-based adult and vocational training, incorporating Bloom's revised taxonomy and learner-centred methodologies. Skilled in tailoring training content to suit diverse cultural differences and audience levels. Delivered online English instruction, supported process redesign in academic settings, and promoted mentoring and coaching to support individual growth.

Education:

1. Degree: Doctor of Business Administration (DBA)- in progress.

Institution: European International University, Paris (Online)

Start Date: June 2025

Date completed: IN PROGRESS/CURRENT

Expected graduation: End 2027.

2. Degree: Master of Business Administration (MBA).

Institution: Heriot-Watt University - Edinburgh Business School.

Start Date: April 2023

Date completed/Graduated: April 2025.

3. Degree/Diploma: Postgraduate Diploma - Interim award in Business Administration.

Institution: Heriot-Watt University - Edinburgh Business School.

Start Date: January 2023

Date completed/Graduated: September 2025.

4. Degree/Diploma: Postgraduate Certificate - Interim award in Business Administration.

Institution: Heriot-Watt University - Edinburgh Business School.

Start Date: April 2023

Date completed/Graduated: December 2023.

5. Degree/Diploma: Course - Security Officer Training Courses A, B, C, D & E.

Institution: Anti-Crime Force Training Academy.

Start Date: June 2017

Date completed/Graduated: August 2017.

Grades A, B, C, D and E.

6. Degree/Diploma: Course - Quality Management Systems (QMS 9001).

Institution: AR Training Academy, South Africa.

Start Date: January 2016

Date completed/Graduated: December 2016.

- Course 1 ISO 9001 Lead Implementer.
- Course 2 Systems Internal Auditor.
- Course 3 Requirements & Implementation.

Certifications:

1. Certification: Firearm Competency- SAPS (South African Police Service).

Date: 2018 Expire: Never.

Credential number: 0615835-8.

Details: Self-loading Rifle, Carbine & Shotgun.

2. Certification: Security Registration- PSIRA (Private Security Industry Regulatory Authority).

Date: 2017 Expire: Never (needs renewal).

Details: Grade A Registered - 2017.

3. Certification: Firearm Competency- SAPS (South African Police Service).

Date: 2015 Expire: Never.

Credential number: 0621863-6.

Details: Self-loading Handgun.

4. Certification: Maritime Safety Certification- SAMSA (South African Maritime Safety Authority).

Date: 2010 Expire: Never.

Details: Skipper Category R- Vessel under 9m.

Community Engagement and Social Impact

- Conducted public safety awareness events with Community Policing Forums and SAPS (South African Police Service).
- Hosted free community seminars on crime prevention and environmental sustainability.
- Supported local neighbourhood watch and safety forums.
- Developed and promoted waste-reduction programmes linked to 4-Warn's sustainability strategy.
- Raised funds and provided support to: Local orphanages, senior citizen centres and animal shelters.

Languages

- **English** - Native, Fluent proficiency (professional fluency in speaking, reading, and writing).
- **Afrikaans** - Fluent (professional fluency in speaking, reading, and writing).
- **Arabic** - Not spoken.