

# Douglas Clark

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## Professional Summary

I am a General Manager (C-Level) and Director, with extensive experience in project management and leadership roles, including Change and Transformation. I have over 25 years of experience in cross-sector leadership roles across the UAE, Africa, and Latin America. My background spans Operations management, Retail management, Customer experience (CX), digital enablement, business transformation, policy and procedure creation, and part-time lecturing, with a consistent focus on sustainable growth, process improvement, and people-first delivery.

I've led high-growth divisions, owned and exited businesses, and scaled operational teams with hundreds of staff. At Messaging Software Solutions (MSS), I advanced from senior manager to department head to GM. Overseeing technical, sales, support, accounts and operations teams. Reporting directly to the CEO, I drove consistent YoY growth, embedded ISO-aligned systems, and led major service and systems redesigns. While at MSS, I was simultaneously appointed Director of 4-Warn Security, a newly launched subsidiary that achieved a 45% regional market share within three years. I oversaw full operations, built public safety partnerships, led the development of new products, and created company policies and procedures.

Later, I relocated for safety reasons and founded and scaled a retail butchery business in Panama. By combining strategy, vendor management, retail experience and brand execution into a profitable venture, we exited and relocated to the UAE, as a family member was offered a great opportunity.

Since relocating to Dubai, I've used this time to complete my MBA with Heriot-Watt University, formalising my 25+ years of management experience. I am currently pursuing a Doctorate in Business Administration (DBA).

I am now open to full-time leadership opportunities in the UAE, bringing a unique blend of cross-market insight, executive presence, and on-the-ground delivery.

During this time, I also provided part-time business consulting services and lectured to a diverse range of postgraduate students, with a focus on transformation, digital strategy, project management, marketing and leadership development.

I also published the Modo Leader framework in GlobalBiz Outlook, a leadership model designed to align strategy, delivery, and human capability in the modern working environment.

My freelance visa allows for immediate employment without a notice period.

Some of my core strengths include:

General management, P&L accountability, Change and transformation leadership, Operational strategy, CX and service design, KPI and performance frameworks, Project recovery, Team capability building, ISO and governance systems, Brand and growth strategy, Cross-functional leadership, project management, Retail and B2B experience, UAE and international operations.

# Professional Experience

## Independent Consultant and Lecturer (Part-Time, UAE-Based)

### Connect Freelance

Remote - Dubai, United Arab Emirates.

03/2024 - Present

#### Role Description:

Relocated to the UAE following a family opportunity and chose to use this period to complete an MBA with Heriot-Watt University, formalising 25+ years of operational leadership experience. Alongside studies, provided part-time consulting, lecturing, and project-based support to clients in the UAE.

- Delivered consulting across customer experience design, business transformation, project recovery, and branding strategy.
- Lectured in applied leadership, marketing, project management, and business transformation.
- Developed thought leadership material, including the published Modo Leader™ framework in GlobalBiz Outlook.
- Supported digital enablement and organisational change initiatives in a freelance capacity.
- Engagements were intentionally limited to allow full academic focus and family relocation stability.
- Currently open to full-time leadership opportunities in the UAE; freelance visa enables immediate employment without sponsorship requirements.

### Director & Business Owner

#### Doug & Co Deli and Butchery.

Full-Time - Panama Oeste, Panama.

05/2021 - 02/2024

#### Role Description:

Relocated to Panama for family safety and security, founded a South African-style deli and butchery as a full-time business venture. Built the operation from the ground up, applying strategic, operational, and creative leadership to achieve profitability and a successful exit before relocating to the UAE.

- Launched and scaled the business from concept to full operations within three months, overseeing setup, vendor negotiations, staffing, and local compliance.
- Managed end-to-end operations, including product development, pricing strategy, customer experience, and daily financial oversight.
- Created all visual branding, signage, and digital marketing assets using CorelDRAW and Adobe Photoshop.

- Developed and managed the WordPress website and led multi-platform campaigns, including cultural localisation and loyalty engagement initiatives.
- Built and led a small multicultural team, introducing SOPs, onboarding tools, and coaching-based staff development.
- Implemented dashboards and performance frameworks to drive real-time decision-making and cost efficiency.
- Achieved full profitability and a successful sale of the business in under three years.

## **Director**

### **Messaging Software Solutions trading as 4-Warn Security.**

Full Time - Benoni, South Africa.

01/2018 – 01/2021

#### **Role Description:**

Appointed Director of 4-Warn Security while concurrently serving as General Manager of Messaging Software Solutions (MSS). This dual leadership role involved launching and scaling a new security division with full responsibility for operations, transformation, and strategic partnerships.

- Co-founded and led the division from inception, ensuring operational alignment, regulatory compliance, and local market adaptation.
- Designed and executed go-to-market strategy and transformation initiatives, including service delivery models and technology integration.
- Held full P&L accountability, including forecasting, pricing strategy, and cost management in a high-risk, price-sensitive market.
- Achieved 45% market share within three years through execution-led leadership, CX strategy, and effective community engagement.
- Designed and launched CELL PANIC™, a mobile-based emergency response solution improving access for underserved communities.
- Built strategic partnerships with police forums, NGOs, and community safety groups, driving brand credibility and stakeholder alignment.
- Developed SOPs, KPI frameworks, operational systems, and training material to support organisational growth and scalability.
- Led frontline coaching and authored tailored leadership and onboarding content for “train-the-trainer” deployment.
- Initiated and managed community-focused CSR campaigns, embedding ESG storytelling and people-first values into the brand culture.

**General Manager - A COO equivalent role, reporting to the CEO.**

**Messaging Software Solutions (MSS).**

Full-Time - Benoni, South Africa.

07/2010- 12/2017

**Role Description:**

Promoted from Head of Technical Department to General Manager, with full operational and financial accountability across all business functions. This role was held concurrently with the Director position at 4-Warn Security from 2018 to 2021, supporting strategic oversight of both divisions.

- Reported to the CEO and executive stakeholders, managing 250+ staff across technical, sales, marketing, support, and operations.
- Delivered consistent 6–7% year-on-year growth through operational strategy, cost control, and performance optimisation.
- Directed all budgeting, forecasting, and financial planning initiatives to ensure profitability and strategic alignment.
- Led full project delivery lifecycle, including service implementation, customer experience, vendor management, and workforce planning.
- Introduced cross-departmental KPIs, real-time dashboard reporting, and data-driven decision-making frameworks.
- Championed ISO 9001-aligned Quality Management System implementation, embedding compliance into day-to-day operations.
- Designed and delivered in-house training programs, succession planning, and staff development to build leadership capability.
- Created internal coaching frameworks to drive team development, collaboration, and performance culture.
- Oversaw go-to-market strategy, product development, and brand execution across multiple channels.
- Directed all visual design, packaging, and marketing collateral using Adobe Creative Suite and CorelDRAW.
- Embedded cultural values, retention strategies, and a high-performance ethos that reduced churn and improved team alignment.

**Head of Technical & Maintenance.****Messaging Software Solutions (MSS).**

**Full-Time - Benoni, South Africa.**

**05/2008 - 06/2010**

**Role Description:**

Promoted from senior Manager to head of the entire technical division, with responsibility for leading the company's largest operational department during a period of rapid expansion. Included 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.
- Oversaw 80+ technical and support staff across installation, maintenance, and field services.
- Introduced departmental KPIs and performance tracking to improve service response times and client satisfaction.
- Designed and rolled out a tiered support structure to streamline ticket resolution and resource allocation.
- Led vendor negotiations and managed procurement strategy to improve margins and supply chain reliability.
- Developed and enforced standard operating procedures (SOPs) for fieldwork, customer interaction, and reporting protocols.
- Collaborated with sales and executive teams to align service delivery with customer expectations and product capabilities.
- Initiated technical staff training programmes to reduce skills gaps and enhance internal promotion pathways.
- Implemented preventative maintenance scheduling and asset lifecycle tracking to optimise service reliability.

**Title: Senior Manager.****Company: Messaging Software Solutions (MSS).**

**Full-Time - Benoni, South Africa.**

**07/2006 - 04/2008**

**Role Description:**

Served as second-in-command to the Head of Technical during a high-growth phase. Contributed to strategic planning, resource allocation, training systems, and operational improvements across installation, maintenance, and client support teams.

- Managed technician scheduling, project coordination, and client deployment planning across multiple concurrent rollouts.
- Designed onboarding documentation, SOPs, and technical training materials aligned to internal capability-building efforts.
- Led quality control tracking and CX-focused resolution strategies, ensuring rapid response and performance visibility.
- Supported R&D efforts including integration testing for hardware/software systems tailored to diverse client sectors.
- Held dual responsibility as Customer Experience Manager, bridging sales, software, and support to strengthen client delivery.
- Enhanced documentation standards and user training assets to support digital strategy and system scalability.
- Recognised for cross-functional leadership and promoted to Head of Technical & Maintenance in 2008.

#### **Retail General Manager.**

##### **Sounds Great Audio and Hi-Fi**

Boksburg, South Africa.

01/ 2002 - 06/2006.

#### **Role Description:**

Led end-to-end operations of a specialist high-end consumer electronics and audio-visual retail store, delivering strategic and operational performance across sales, CX, team capability, and vendor relationships. This role provided a deep foundation in customer-focused retail management, premium product positioning, and team leadership within a demanding sales environment.

- Managed daily store operations, including sales performance, client satisfaction, inventory control, and staff supervision across premium AV, home theatre, and hi-fi systems.
- Owned budgeting, sales forecasting, and financial oversight, achieving revenue growth and strong profit margins through strategic planning and hands-on leadership.
- Recruited, trained, and mentored sales and service staff, embedding a customer-first culture with measurable performance improvement and low turnover.
- Led in-house coaching on high-end product knowledge, consultative selling, and branded customer journeys, tailored to HNWI and AV integrator clients.
- Developed and maintained local procurement systems using Excel and manual controls, ensuring accurate forecasting, stock rotation, and cost control.
- Oversaw showroom presentation, merchandising standards, and customer flow mapping for optimised high-touch experiential retail.
- Designed and executed local marketing, including print ads, promotional materials, signage, and seasonal campaigns aligned to national brand standards.

- Built strong relationships with brand representatives, head office stakeholders, and local B2B partners, aligning operations with broader strategy.
- Delivered consistent KPI performance, staff engagement, and customer satisfaction outcomes over multiple annual cycles.
- Recognised for consistently exceeding performance metrics, driving operational efficiency, and fostering a people-first culture with low turnover and high staff engagement.

## **Assistant Store Manager**

### **FotoCatz**

Boksburg, South Africa

01/1998 - 12/2001

#### **Role Description:**

Started as a floor salesperson in FMCG and photographic equipment retail, where I completed formal photography training and was promoted to Assistant Store Manager based on performance. This early-career position laid the groundwork for technical sales, team coordination, and operational leadership in fast-paced customer environments.

- Promoted to Assistant Store Manager after exceeding sales targets and demonstrating strong product knowledge and leadership potential.
- Supported daily store operations, including sales team coordination, scheduling, stockroom oversight, and service standards.
- Delivered front-of-house service excellence, technical product demonstrations, and visual merchandising aligned to brand positioning.
- Gained extensive knowledge of photography, video, and AV equipment during a period of industry digitisation and rapid change.
- Contributed to high-impact customer experiences and early-stage leadership, helping set store standards and drive repeat business.
- Supported corporate accounts and custom orders, liaising with suppliers and internal stakeholders for B2B fulfilment.

## **Education:**

### **Doctor of Business Administration (DBA)**

*European International University, Paris*

06/2025 – present (Currently in progress)

Expected graduation 12/2027.

**Master of Business Administration (MBA).**

Heriot-Watt University - Edinburgh Business School.

04/2023 – 04/2025

**Security Training GRADES: A, B, C, D, & E.**

Anti-Crime Force Training Academy.

06/2017 - 08/2017.

**Quality Management Systems Course (QMS 9001).**

AR Training Academy, South Africa.

01/2016 - 12/2016.

- ISO 9001 Lead Implementer.
- Systems Internal Auditor.
- Requirements & Implementation.

## Certifications:

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

Date: 2018

Expire: Never.

Credential number: 0615835-8.

Details: Self-loading Rifle, Carbine & Shotgun.

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

Date: 2017

Expire: Never (needs renewal).

Details: Grade A Registered - 2017.

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

Date: 2015

Expire: Never.

Credential number: 0621863-6.

Details: Self-loading Handgun.

**4. 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

- Coordinated public safety awareness events in partnership with Community Policing Forums and SAPS
- Organised free community education seminars on crime prevention and sustainability
- Supported local neighbourhood watch and residential safety forums
- Created waste-reduction programmes integrated into 4-Warn's sustainability efforts
- Fundraised for and provided support to local orphanages, elderly care 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.

## Key Skills

General management, operations leadership, project management, transformation and change leadership, customer experience (CX) strategy, digital enablement, business growth, KPI ownership, performance improvement, team capability development, succession planning, coaching and mentoring, people-first leadership, ISO 9001 quality systems, SOP development, governance and compliance, policy and procedure development, P&L accountability, budgeting and forecasting, cost control strategies, board-level reporting, stakeholder engagement, cross-functional collaboration, vendor management, procurement oversight, product lifecycle management, service design, customer satisfaction strategy, workforce planning, staff training and onboarding, CRM systems (e.g. Salesforce), digital strategy, branding and marketing execution, visual merchandising, customer journey design, process optimisation, lean operations, performance dashboards, operational alignment, service recovery, project recovery, go-to-market strategy, product innovation, retail management, B2B and B2C sales, pricing strategy, community engagement, CSR and ESG initiatives, adult education, vocational training, content development, article writing, business negotiation, leadership development.