

FATOUMATA DORO

Global C-Suite Executive | Strategy & Growth Leader | Board Director (Ecobank, Vlisco BV)

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EXECUTIVE PROFILE

Visionary business leader with 15+ years of experience driving **growth, transformation, and impact** across FMCG and fashion/textiles. Expert at turning around businesses, entering new markets, and scaling brands across complex geographies. Proven leadership of **\$50M+ P&Ls**, digital transformation initiatives, and high-stakes stakeholder engagement across 15+ countries.

- ◆ Scaled Arla Foods West Africa **from €100K → €11M in 3 years**
 - ◆ Turned around Vlisco's \$50M business with **30% sales growth**
 - ◆ **Led Arla's €136M** pan-African portfolio across 15+ SSA markets
 - ◆ Built inclusive teams with **60%+ women in leadership roles**
 - ◆ **Board Director** at Ecobank, Vlisco BV, and African Science Academy
 - 🏆 Top 100 Most Influential Career Women in Africa (2022)
 - 🏆 First African Female MD at Arla Foods | First Female MD at Vlisco Ghana
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CORE COMPETENCIES

Strategic Growth & Scaling | Commercial Excellence | P&L Ownership (**\$50M+** & Indirect **€136M**)
Market Expansion & Entry (15+ countries) | Business Turnaround & Change Management
Digital Transformation (ERP, RFID, BI, E-Com) | Brand Development & Innovation
Public–Private Stakeholder Engagement | DEI & Talent Development | Board Governance

EXECUTIVE EXPERIENCE

Managing Director – Vlisco Group | *Ghana, UAE, Africa*

2021 – 2024

Oversaw a \$50M business, 100,000 sqm industrial site, and 760+ employees.

- Revived sales performance: +30% revenue growth post stagnation
- Digitized operations via ERP, RFID, Power BI & SFA—cutting supply chain costs by 15%
- Expanded to the USA, Nigeria...via omni-channel strategy; footfall +20%
- Built a 60% female executive team (from 0%); led local product innovation strategy
- Served on the Vlisco BV Board (Netherlands)

General Manager – West Africa – Arla Foods | *Ghana, Côte d'Ivoire, Liberia*

2018 – 2021

Launched and scaled operations across the region; built the business from the ground up.

- Revenue: €100K → €11M in 3 years; achieved full profitability
- Spearheaded Nigeria market entry (share: 9% → 20%)
- Managed packaging operations; hired and led 150+ staff and commercial teams

- Developed distribution networks and long-term route-to-market strategy

Head of Marketing, Africa – Arla Foods | Dubai, Nigeria

2014 – 2017

Led the brand, innovation, and commercial marketing strategy for Dano across 15 SSA markets.

- Managed €136M P&L across 15 countries
- Unified brand identity across Africa; launched 5-year innovation roadmap
- Elevated Dano to #2 brand in Nigeria; boosted awareness to 20%
- Led expansion into Senegal and Ghana; built pan-African marketing & insights teams

Associate Brand Manager – Procter & Gamble | Dubai, Nigeria, West & North Africa

2009 – 2014

Managed brands including Always, Pampers, Ariel, Gillette, Ambi Pur, and Mr. Proper.

- Managed **\$2.5B budget**; cut 18% in TDC through pricing & trade optimization
- Designed DTC campaigns that **reached 850K+ women**
- Turned around Mr. Proper in Morocco with **+35% gross margin** gains
- Led market strategies in Nigeria, Ghana, Algeria, Morocco, South Africa

BOARD & ADVISORY ROLES

- Ecobank Niger – Chair, Remuneration Committee (2023–Present)
- Vlisco BV (Netherlands) – Board Member (2021–2024)
- African Science Academy – Risk Committee (2022–2024)
- David Suddens Foundation – Board Member (2024–Present)

ENTREPRENEURSHIP & IMPACT

- Consultant – fatoumatadoro.com: Business coach on strategy, marketing, and leadership
- Founder – Koira (2024–Present): African fashion brand fusing tradition & innovation
- Founder – Hourera Charity (2019–2022): Mentored 100+ youth with senior executives

EDUCATION

- MSc – Financial Mathematics | ISM, Senegal
- MSc – Statistics & Econometrics | Cheikh Anta Diop University
- Mathematics Diploma (DEUG) | Paul Sabatier University, France

GLOBAL PROFILE

- Citizenships: French, Senegalese, Nigerien | Golden Visa: UAE
- Languages: English, French (bilingual)
- Countries Worked In: Ghana, UAE, Nigeria, Senegal, France