


Fabrice ZAGBAYOU


- *Innovation and Transformation Director*
- *Startup Fundraising and Venture Building Expert*
- *Value Proposition and Revenue Expert*

KEY REFERENCES

- | | |
|---|--|
| <ul style="list-style-type: none">▪ Delivered business plans supporting \$15m revenue generation▪ Lead Digital banking Project (MTN Mobile Money)▪ Digital Transformation (banking and insurance)▪ Strategic plan (Income \$150 m)▪ Valorisation and Fundraising for startups | <ul style="list-style-type: none">▪ Strategic Assistance for Startups, for UNCDF Ghana, Senegal, Benin▪ Digital Transformation for BNDE bank, Dakar▪ Support for the development of digital microfinance products/services, ADA, Niger▪ Cost-benefit analysis for AFDB▪ Orange Max it, Identity Leader |
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Contact

 Abidjan, Côte d'Ivoire

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Education 1/2

- **Executive MSc in international Business,** ESCP Paris, 2022
- **Disruption Strategy Certificate,** Harvard Business School, 2021
- **Creating and Developing Venture,** X Paris, 2020
- **Strategic management for Innovation,** HEC, 2020
- **Digital transformation for Financial Services Certificate** Copenhagen Business School, 2020
- **Partenariats Public Privés Certificate,** World Bank, 2020

Work Experience 1/2

Since February 2023

Value proposition and Innovation Regional officer | Orange Middle East & Africa, Abidjan

- Program income and profitability
- Drafting business cases and business plans
- Drafting value propositions
- Managing high added value programs.

From November 2020 to November 2022

Program Manager West Africa, Strategy and Digital Finance | Amarante Consulting, Abidjan

- Strategic Analysis and Reporting
- Digital Finance and Transformation

From July 2020 to October 2020

Commercial Manager Project & Reporting | MTN CI, Abidjan

- Strategic Analysis and Reporting
- High Value Project Management

From July 2019 to September 2020

Investment and Digital Expert, Abidjan

- Investment operations (capital risk fund, business angel)
- Digital Transformation

Education 2/2

- **Financial Modelling and Valuation Analyst Certificate**, Corporate Finance Institute, 2020
- **Mergers /Acquisitions Certificate**, New York Institute of Finance, 2020
- **Strategy and Leading Digital Business**, Certificate Columbia Business School, 2019
- **Business strategy Executive Certificate**, HEC Paris, 2019
- **Executive Master's in Finance**, EM LYON, 2019
- **Master's in Information Technology**, CEFIVE, 2006

References

- Magloire N'GUESSAN
COO Société Générale SSA
Magloire.nguessan@socgen.com
- Yannick AMOIKON Senior
Manager Business Reporting,
MTN CI
Yannick.amoikon@mtn.ci

Languages

- French (native language)
- English (professional working proficiency)

Hobbies

- Golf
- Paint ball
- Chess

Work Experience 2/2

From September 2015 to July 2019

Senior Consultant, Advisory | Deloitte CI, Abidjan

- Strategic and Financial Analysis
- Digital Transformation

From May 2014 to May 2015

Senior Consultant, Advisory | AMYRIS CONSULTANCE, Abidjan

- Strategic and Financial Analysis
- Digital Transformation

From February 2014 to April 2014

IT process and methods - Sub-Saharan Africa Regional leader | SOCIÉTÉ GÉNÉRALE GROUP, Abidjan

- Strategic IT
- IT reporting and performance management

From June 2009 to July 2013

Architect Enterprise Application | MTN CI, Abidjan

- High value Project Management (MTN MOBILE MONEY and CUSTOMER LIFECYCLE MANAGEMENT)
- IT reporting and performance management

From June 2008 to May 2009

Head of IT | CENTIF CI (treasury ministry), Abidjan

- Anti-money Laundering
- Data Analysis

SOME REFERENCES

Client: DEFIA / ENABEL

Mission: Implementation of an Agri-wallet for the pineapple industry in Benin

Project description: The objective of the project was the implementation of an electronic wallet for pineapple stakeholders in Benin. It included the setting-up and deployment of a mobile money platform specific to the pineapple industry.

Role in the project:

As PMO, Fabrice was in charge of:

- Coordination of project activities
 - Drafting business model and business plan
 - Strategic analysis
 - Negotiation with partners
 - Validations of deliverables
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Client: FPM / SMICO - 2021

Mission: Study and assistance for the deployment of a digital bank and an agency banking network.

Project description: the MPF asked us to write the strategy for the deployment of a network of third-party agents supported by a digital bank.

Role in the project:

As PMO, Fabrice was in charge of:

- Coordination of project activities
 - Reporting and monitoring of beneficiaries' actions
 - Validations of deliverables
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Client: UNCDF - 2021

Mission: Technical assistance to innovative digital solutions for MSME resilience in the context of COVID 19 - Senegal, Benin, Ghana

Project description: UNCDF selected 6 start-ups as part of a funding support project. The aim was to provide them with technical assistance in their development phase during the funding period in order to strengthen their operational capacities.

Role in the project:

As PMO, Fabrice was in charge of:

- Coordination of project activities
 - Reporting and monitoring of beneficiaries' actions
 - Validations of deliverables
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Client: ARTCI CEDEAO

Mission: Drafting of the digital strategy 2019 - 2023

Project description: Within the framework of its 2019 - 2023 strategic plan, ECOWAS wanted to include a digital economy component which aimed to take into account the potential of technology and its contribution, as well as put in place a roadmap and a series of projects through which the community will be able to bring the digital economy to a mature level. So, we prepared the strategic plan and then the operational roadmap.

Role in the project:

- Drafting of the digital strategy
 - Diagnosis of the existing situation
 - Drafting of the operational roadmap
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Client: BENIN GOVERNMENT

Mission: Ennov 2021 project, Beninese government's digital economy plan

Project description: Within the framework of the Ennov 2021 project, the Beninese government had decided to position Benin as a digital platform by 2021. There was a restitution before the President of Benin.

Role in the project:

- Drafting of the digital strategy
 - Diagnostics of the existing situation
 - Drafting of the operational roadmap
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Client: MTN CI, Based in Côte D'Ivoire, 2020 Commercial Project and Reporting Manager - In charge of the supervision of MTN strategic projects and strategic analysis of the distribution chain

Project description:

- Identify growth areas and performance levers
- Implementation of a loyalty procedure for the distribution chain
- Implementation of an IT solution for the digitization of the airtime payment process
- Business analysis and recommendations to the regional manager to increase revenue and the life span of the POS

Role in the project:

As head of the division, Fabrice was the project manager on each of the axes and assumed the role of project manager.

Project results: 3% revenue growth over the period

Client: VITIB SA

Mission: Strategic road map and business plan

Project description: The Ivorian government launched the VITIB technology and biotechnology free zone project with the aim of creating a smart city, an ecosystem for the world's leading companies. We had to draw up the strategic plan, which involved a development plan, a catalogue of services and then a business plan. We set up an economic model, a financing model and an action plan.

Role in the project:

- Drafting of the development strategy
 - Diagnosis of the existing situation and benchmarking
 - Drafting of the operational roadmap
 - Organisation of workshops
 - Business plan and financing model
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Client: APO CI

Mission: Strategic road map and business plan

Project description: The Economic Interest Grouping of Orange CI partners had asked us to provide them with a strategic plan for the next 4 years as well as a roadmap to strengthen their market position.

Role in the project:

- Strategic Plan
 - Roadmap
 - Project Implementation Planning
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Client: INVESTMENT FUND

Mission: Due Diligence, valorisation, Business Plan

Project description: we were approached by business angels and investment funds to carry out due diligences and valuations of the start-ups they were interested in. After the choices were made, we had to go into venture building, i.e. accompany the companies to make them more profitable.

Role in the project:

- Diagnosis of the existing situation and strategy
 - Drafting of the operational roadmap and company valuation
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Client: DIGITAL BANK

Mission: Due Diligence, valorisation, Business Plan

Project description: we were approached by business angels and investment funds to carry out due diligence and valuations for a digital bank.

Role in the project:

- Drafting of the strategy
 - Company valuation
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Client: MTN CI

Mission: Due Diligence, Business Plan, Strategic Advice

Project description: MTN asked us to coach its startups in the Yello Startups' program

Role in the project:

- Drafting of the strategy
 - Company valuation
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Client : FONDATION JEUNESSE NUMERIQUE (FJN)

Mission: Due Diligence, Business Plan, Strategic Advice

Project description: FJN asked us to coach its startups in the incubator program.

Role in the project:

- Drafting of the strategy
 - Company valuation
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Client: CGECI

Mission: Due Diligence, Business Plan, Strategic Advice

Project description: CGECI asked us to coach its startups in the incubator program.

Role in the project:

- Drafting of the strategy
 - Drafting Business Plan
 - Competition
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Client: SUNU GROUP

Mission: Digital transformation

Project description: The SUNU Group is a leader in Africa in the field of insurance. It approached us to carry out its strategic and digital transformation. The aim was to support the group in its

strategic and operational transformation. It was a question of defining the strategy, the catalogue of services and monitoring its implementation.

Role in the project:

- Drafting of the digital strategy
 - Drafting of the operational roadmap
 - Drafting of the change management strategy
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Client: ADA

Mission: Support for the development of digital products for microfinance

Project description: The NGO ADA approached us to look at the capacity of two MFIs to implement digital products. The mission took place in Niger.

Role in the project:

- Analysis of the digital ecosystem
- Drafting of the digital strategy and roadmap