

JENNA KOVAL

Operator | Consultant

Helping organizations improve execution, scale operations, and navigate change.

Snowmass Village, CO | [Email](#) | [LinkedIn](#)

I'm an operator and consultant with experience helping organizations navigate growth, transformation, and operational change.

Over the past decade, I've worked across Cognizant, Accenture, PE-backed portfolio companies, and founder-led businesses leading initiatives spanning operating model design, commercial operations, M&A integration, diligence, and business process improvement.

Most recently, I served as Interim Chief of Staff for a PE-backed SaaS company. In parallel, I advised enterprise clients on transformation and operating model initiatives.

I've attached my resume, and case studies can be found at ji-solutions-group.com.

I would welcome the opportunity to discuss where my background may be a fit.

Best,



Jenna Koval

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(847) 209 - 5088

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SELECT HIGHLIGHTS

- Built operating infrastructure for a \$7.5M ARR PE-backed SaaS portfolio company
- Identified \$544K-\$908K in value creation opportunities during diligence engagements
- Promoted three times during six years at Cognizant
- Led 40+ planning and strategic workshops

CORE COMPETENCIES

Operating Models & Governance

Organizational Design • KPI/OKR Frameworks • Executive Reporting

Commercial Operations

Forecasting • Renewals • Pricing • Revenue Operations

M&A & Diligence

Commercial Diligence • Operational Assessments • Post-Acquisition Integration • Value Creation

Program & Stakeholder Leadership

Executive Alignment • Strategic Planning • Cross-Functional Execution

Tools

Excel • PowerPoint • Salesforce • HubSpot • Jira • Asana

EXPERIENCE

Independent Consultant | JI Solutions Group | Jan 2024 – Present

Operating Model & Value Creation | Private Equity Portfolio Company

- Built and governed the operating infrastructure for a \$7.5M ARR portfolio company, establishing forecasting, renewals, collections, executive reporting, and sponsor governance processes.
- Managed executive relationships across key enterprise accounts, supporting commercial restructuring initiatives impacting retention, renewals, and revenue continuity.
- Identified operational gaps across commercial operations, delivery, and financial reporting that impacted revenue recognition and efficiency.

Product & Commercial Diligence | Private Equity Portfolio Company

- Surfaced \$544K-\$908K in value within a 30-day diligence diagnostic.
- Evaluated pricing, unit economics, and commercial performance, identifying a path to profitability.
- Delivered a 50-page diagnostic covering financial model, GPM by product, competitive landscape, risk register, technical architecture path, and 30/60/90-day priorities.

Transformation & Operating Model Design | Global BPO

- Led discovery across multiple teams, defining target operating model covering process, governance, and KPI/OKR framework.
- Developed governance and operating model assets to support scalable delivery and global team alignment.

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Independent Consultant | JI Solutions Group | 2024 – Present (*continued*)

Mobile Product Build & Launch | *SaaS Software Product*

- Took a mobile product from zero to \$16.6K MRR in 10 months for a founder-led coaching business.
- Aligned product, delivery, and business priorities; led cross-functional team across product, engineering, and stakeholders.

Business Development & Deal Structuring | *Consulting Services*

- Led RFP responses and deal structuring for new business; constructed commercials and negotiated MSAs and SOWs; built and scaled a subcontractor bench.

Senior Consultant, Process Design & Transformation | Accenture | Oct 2022 – Mar 2024

- Built value cases and financial models used to prioritize transformation initiatives, tying program investments to expected ROI and cost impact.
- Led cross-functional transformation initiatives spanning process design and enterprise execution.
- Co-developed and pitched a custom innovation hub offering with business development.

Innovation Program Lead & M&A Transformation | Cognizant | Sep 2019 – Jan 2023

- Led post-acquisition process adoption across acquired ventures, integrating product and delivery practices into a unified operating model.
- Built and scaled Cognizant's LaunchPad innovation incubator, supporting approximately 16 ventures across four cohorts and scaling acquired delivery methodologies across the enterprise.
- Led 40+ product inceptions and planning sessions, shaping product direction, scope, and delivery approach across complex environments.
- Promoted three times in six years.

Senior Agile Project Manager (Capitalized Projects) | Cognizant | May 2017 – Sep 2019

- Delivered MVPs, prototypes, and production releases across FinTech, retail, and emerging tech using CI/CD methodologies; scoped projects, built delivery plans, and managed budgets and resource allocation.

Agile Project Manager | Cognizant Quick Left | Jan 2016 – May 2017

- Contributed to early-stage product development and client delivery, helping define inception, release planning, and SOW structures.

ADDITIONAL LEADERSHIP

- Author of a [Substack](#) publication focused on operating models, M&A integration, and the operational realities of PE-backed and post-acquisition companies | 2025
- Member of Vation Ventures' Innovation Advisory Council | 2024
- Presented to the Governor of Colorado on the value of business agility | 2018

EDUCATION + CERTIFICATIONS

- **Certified Scrum Product Owner (CSPO)** | Scrum Alliance | 2020
- **Certified ScrumMaster (CSM)** | Scrum Alliance | 2015
- **Bachelor of Arts, Communication Studies** | The University of Montana | 2009 – 2013