

JENNA KOVAL

Aspen, Colorado | jenna.koval.biz@gmail.com | [linkedin.com/in/jenna-koval](https://www.linkedin.com/in/jenna-koval) | [jenna-koval.com](https://www.jenna-koval.com)

Operator and consultant with 10+ years across PE-backed, enterprise, and founder-led businesses. I fix what breaks when growth outpaces infrastructure: commercial reporting, renewals, collections, and the operating cadence underneath them. Experience spans portfolio operations, diligence, M&A integration, and value creation.

CORE COMPETENCIES

Operating Models & Governance

Organizational Design • Operating Cadence • KPI/OKR • Sponsor Reporting • Quarterly & Annual Planning

Commercial Operations

Forecasting • Pricing • Revenue Operations • Working Capital Management

M&A & Value Creation

Commercial & Operational Diligence • 100-Day Planning • Post-Acquisition Integration • EBITDA Improvement

Tools

Excel • PowerPoint • Salesforce • HubSpot • Apollo • NetSuite • Power BI • Tableau • SQL • Smartsheet • Zapier • ChatGPT • Claude • Lovable • Manus

EXPERIENCE

Interim Chief of Staff, Portfolio Operations | Annex Cloud, an Edited Capital Portco | *Jun 2025 – Feb 2026*
Engaged through independent consulting practice, JI Solutions Group.

- Built and governed the operating layer for a \$7.5M ARR portfolio company, driving execution across Sales, Product, Engineering, and Customer Success through dotted-line functional leadership
- Established revenue and renewal visibility across 47 active projects and 42+ accounts, managing a ~\$7.6M renewal book and identifying \$1M-\$1.6M in expansion opportunities
- Designed and executed a 100-day operating plan spanning client stabilization, working capital, commercial standardization, strategic partnerships, and cross-functional delivery
- Rebuilt collections and AR governance across a delinquent book, recovering \$75K+ in overdue receivables, advancing additional collections through commercial renegotiations, and reconciling a \$247K inherited vendor liability
- Partnered directly with the CEO and PE sponsor on performance and operating-model decisions, establishing renewal and KPI reporting and supporting investor, board, and lender reporting, including commercial-process audit materials

Independent Consultant | JI Solutions Group | *Mar 2024 – Present*

Operations, transformation, and diligence across PE-backed, enterprise, and founder-led businesses.

Commercial, Operational & Product Diligence

 | Delivery Biz Pro, an Edited Capital Portco

- Led a 30-day commercial, operational, and product diagnostic, quantifying \$544K-\$908K in annual value-creation potential across pricing, infrastructure, product, and operating costs
- Evaluated the platform thesis across three complementary SaaS products, recommending an ecosystem strategy over full consolidation based on customer demand, integration cost, technical risk, and unit economics
- Defined the go-forward value-creation plan spanning product rationalization, pricing and packaging, technical modernization, partnerships, cost reduction, and potential divestiture of non-core assets

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Transformation & Operating Model Design | TTEC Holdings, Inc.

- Rationalized a 60+ initiative portfolio to ~20 strategic priorities, creating visibility into ownership, dependencies, OpEx/CapEx, and execution across four functions
- Designed a target operating model across Product, Engineering, Infrastructure, and enterprise teams, establishing governance, prioritization, and KPI/OKR frameworks while contributing to \$172K in annual licensing savings

Product Build & Commercial Launch | FasCat Coaching

- Led a zero-to-one SaaS product build and launch, reaching \$16.6K MRR within five months of launch

Senior Consultant | Accenture | Oct 2022 – Mar 2024

Advised Fortune 500 clients on strategy, product, and transformation initiatives, including Airbnb and Waymo.

- Built financial models and value cases for Waymo's autonomous-mobility strategy, including a scenario projecting up to \$163M in partner NOI
- Mapped and analyzed Airbnb's global booking funnel, identifying 6.2% Request to Book drop-off and 1.4% payment friction and sizing conversion opportunities against bookings and contribution margin
- Co-developed and pitched a custom innovation-hub offering with Business Development, defining the value proposition, operating model, and financial case

Cognizant | 2016 – 2023

Joined via acquisition of Quick Left, a Boulder Colorado based digital product studio. Promoted three times.

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

- Built and scaled Cognizant's LaunchPad innovation incubator, supporting ~16 ventures across four cohorts from validation through product development
- Integrated acquired ventures into Cognizant's operating model, standardizing product, delivery, and governance practices across post-acquisition teams
- Supported M&A diligence through business-plan, P&L, and OpEx analysis, translating findings into product roadmaps and post-acquisition priorities

Senior Agile Project Manager II, Capitalized Projects | Sep 2018 – Sep 2019

- Managed end-to-end delivery of MVPs and production releases across FinTech, retail, and emerging technology, including scope, budgets, resources, and delivery planning

Senior Agile Project Manager I, Capitalized Projects | May 2017 – Sep 2018

Agile Project Manager I, Quick Left | Jan 2016 – May 2017

ADDITIONAL LEADERSHIP

- **Member**, Association for Corporate Growth (Denver Chapter) | 2026 – Present
- **Innovation Advisory Council Member**, Vation Ventures | 2024
- **Presented to the Governor of Colorado**, 'the value of business agility' | 2018

EDUCATION + CERTIFICATIONS

- **B.A., Communication Studies** | University of Montana | 2013
- **Certified Scrum Product Owner (CSPO)** | Scrum Alliance | 2020
- **Certified ScrumMaster (CSM)** | Scrum Alliance | 2015