

# RACHAEL NGINA

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## PROFESSIONAL SUMMARY

Management consultant and operations strategist with 14+ years delivering strategic planning, operational transformation, market intelligence, and business growth solutions across East Africa and globally. KPMG-trained deal advisor with expertise in market research, due diligence, KPI design, and execution-focused strategy. Proven track record advising government institutions, development organizations, and SMEs on scaling operations, improving performance, and executing complex strategic initiatives. Recently finalized advising 3–5 concurrent clients through independent consulting practice; available for hourly-based, retainer-based engagements and strategic advisory projects.

## SKILLS

Strategic Consulting: Strategic Planning & Execution | Management Consulting | Business Strategy Development | Growth Strategy | Change Management | Executive Advisory

Market & Intelligence Work: Market Intelligence & Research | Competitive Analysis | Due Diligence & Business Analysis | Sector Analysis | Market Entry Strategy

Operations & Transformation: Operational Transformation | Business Process Improvement | Operations Strategy | Workflow Optimization | Remote Operations Leadership

Analytics & Frameworks: KPI Design & Performance Monitoring | Financial Analysis | Business Diagnostics | SWOT/PESTEL/Porter's Five Forces Analysis | Dashboard & Metrics Reporting | Data-Driven Insights

Leadership & Stakeholder Management: Cross-Functional Team Coordination | Stakeholder Management | Executive Reporting & Presentations | Remote Team Leadership | Vendor & Contractor Coordination | Client Relationship Management

## SELECTED CONSULTING ENGAGEMENTS

### Strategic Planning Review and Development Engagements (KPMG, Bethel Advisors & Seven Levers)

- Contributed to **development of 20+ multi-year strategic plans** for government institutions, private sector and development-focused organizations across Kenya, Uganda, and Ethiopia
- Engagements supported **business model reviews, operational model review, long-term planning and operational capacity building initiatives** for projects exceeding \$1 million cumulatively
- Projects included: sector strategy development for healthcare ministry, agricultural value chain optimization for a private sector company, business and operational model review for a government owned financial sector player among others.
- Role: Conducted **stakeholder interviews** with 50+ government & private sector and organizational leaders, reviewed the **current business and operational models**, facilitated **strategic workshops, synthesized research** into **board-approved strategic recommendations**
- Impact: Strategic plans directly informed **policy decisions, capital allocation, clear focus** for the next 5 years and organizational restructuring among others.

### Market Intelligence for Investment Decision-Making (KPMG & Bethel Advisors)

- Conducted **market studies** across **healthcare, education, agriculture, financial services, and pharmaceutical sectors** supporting **client expansion and investment decisions**
- Delivered **10+ complex research and advisory projects** for public sector, private sector, and NGO clients across East Africa
- Project examples: Healthcare sector studies for 5 confidential clients, Analyzed competitive landscape, regulatory environment, and growth opportunities for private healthcare expansion; advised on market entry strategy and service offerings; pharmaceutical manufacturing feasibility (Ethiopia): Conducted macro environment scan, regulatory analysis, competitor analysis, and demand analysis; advised client on market entry strategy and competitive positioning; Mitsubishi market entry: Comprehensive market research and competitive analysis supporting market entry decision

### Transaction Advisory & Due Diligence (KPMG & Bethel Advisors)

- Supported **transaction advisory and due diligence engagements** for private equity, corporate development, and acquisition decisions - Conducted business reviews, financial analysis, market assessments, and strategic evaluation across multiple sectors
- Project examples: - **SME acquisition diligence (2020): Completed financial analysis, market positioning assessment, and operational review** supporting \$2M acquisition decision, business model assessment, evaluated operational efficiency, cost structure, and scalability for growth-stage company considering expansion; identified \$500k in cost optimization opportunities, sector market assessment, conducted competitive and regulatory research informing private equity investment decision in microfinance sector
- Deliverables: Financial and Commercial Due Diligence, SWOT analyses, market positioning reports, board-ready advisory memos

### **Remote Operations Leadership & Scaling (Influx, 2021–2025)**

- Managed client projects with 50+ distributed staff, designed SOPs, onboarding systems, and accountability frameworks for remote teams, established KPI-driven performance management and reduced absenteeism by 25%, managed 15+ client accounts across US, UK, Germany, and other regions, generating \$130,000+ in repeat revenue & implemented CRM systems and reporting dashboards improving client visibility and retention to 95%+.

## **EDUCATION**

- ❖ **Bachelor's Degree in Business Administration (Finance) | Maseno University**
- ❖ **Higher Diploma in Human Resources | Skynet College**

## **EXPERIENCE**

### **Independent Management Consultant | Certified OBM®**

#### **The OBM Pro | Remote | March 2025 – Present**

#### **Roles & Responsibilities:**

- Advise 3–5 concurrent clients (entrepreneurs, SaaS founders, service-based business owners) on operational strategy, business scaling, workflow optimization, and systems organization
- Develop operational frameworks, onboarding systems, reporting structures, and execution processes to improve efficiency and scalability
- Support business owners with strategic planning, quarterly goal setting, KPI development, client operations management, and implementation support across remote business environments
- Provide operational leadership support including process redesign, project coordination, documentation development, workflow automation, and team coordination

### **Operations Manager / Head of Department**

#### **Influx | Remote | Sept 2021 – March 2025**

#### **Roles & Responsibilities:**

- Led operational coordination and service delivery activities within fast-paced remote environment supporting global teams and 15+ concurrent client accounts across US, UK, Germany, and other regions
- Built and scaled high-performing remote team: hired, onboarded, managed 50+ staff members across multiple countries
- Designed 20+ Standard Operating Procedures (SOPs) tailored to client Service Level Agreements (SLAs), reducing service gaps and improving delivery speed by 30%
- Implemented KPI-driven performance management frameworks reducing absenteeism and improving accountability across distributed teams
- Integrated CRM platforms (Zoho CRM) and built reporting dashboards enhancing visibility, improving service tracking, and enabling data-driven client engagement
- Managed client relationships and service delivery consistency, achieving 95%+ client retention and generating \$130,000+ in repeat revenue

- Improved workflow management, operational reporting, documentation systems, and internal coordination processes through structured process improvement initiatives
- Supported performance management, issue resolution, stakeholder communication, and cross-functional operational execution across time zones

### **Operations & Client Support Consultant | Head of Strategy & Market Intelligence**

**Seven Lever LLC | Remote | Jan 2021 – Sept 2021**

#### **Roles & Responsibilities:**

- Coordinated operational and client support activities across remote consulting engagements and distributed research teams in East Africa
- Redesigned internal workflows and business systems, increasing operational efficiency by 20% and reducing process redundancies
- Delivered strategic market analyses and growth proposals that supported fast-growing companies, securing 3 long-term client contracts worth approximately \$10,000
- Managed cross-border virtual research teams executing projects in Tanzania, Ethiopia, Kenya, Uganda, and Nigeria
- Conducted high-level data analysis, stakeholder interviews, and competitor reviews to inform brand repositioning and market entry strategies
- Improved cross-team research output by 36% through structured mentoring and documentation protocols - Managed reporting workflows, scheduling coordination, documentation processes, and stakeholder communication activities

### **Strategy, Transactions & Development Services Manager**

**Bethel Advisors | Hybrid | Sept 2020 – Jan 2021**

#### **Roles & Responsibilities:**

- Managed strategy and operational coordination activities across advisory engagements and client projects for international NGOs and development-focused organizations
- Developed remote consulting systems, proposal templates, and strategic review processes, boosting team productivity by 21%
- Prepared executive reports, presentations, operational documentation, and strategic analysis materials for leadership and stakeholders
- Facilitated fully virtual consulting engagements using Zoom, Slack, and collaborative platforms to maintain alignment and workflow efficiency
- Coordinated proposal development and bid writing efforts, securing new contracts during the project period - Supported business development, client coordination, and process improvement initiatives
- Conducted business model analyses and aligned strategic insights with mission-critical goals, supporting long-term NGO planning and execution
- Team Development: Provided remote training, mentoring, and guidance to junior team members on quantitative analysis, report writing, and presentation development

### **Strategy & Market Intelligence – Deal Advisory**

**KPMG East Africa | Nairobi, Kenya | Aug 2019 – Sept 2020**

#### **Roles & Responsibilities:**

- Managed large-scale strategy and market intelligence engagements supporting public and private sector clients across Kenya, Uganda, and Ethiopia
- Conducted comprehensive market research, strategic assessments, and sector analysis to support investment decisions and organizational planning
- Led multi-country strategic planning engagements for government institutions directly informing policy and capital allocation decisions exceeding \$3 million

- Conducted sector market studies (healthcare, education, agriculture, financial services) supporting client expansion strategies and investment decisions
- Delivered executive presentations, strategic reports, financial analysis, and client-ready advisory materials to senior leadership and board-level audiences
- Developed strategic frameworks and action plans combining market, operational, and organizational analysis to support long-term growth for client organizations

### **Senior Associate/Associate Strategy and Market Intelligence, Deal Advisory**

**KPMG East Africa | Nairobi, Kenya | Feb 2012 – Aug 2019**

#### **Roles & Responsibilities:**

- Supported multi-country strategy and market intelligence engagements for government institutions, development organizations, and private sector clients across diverse sectors
- Delivered 30+ complex consulting projects across market research, strategy development, due diligence, and business analysis engagements
- Strategic Planning: Contributed to development of 7+ strategic plans for government institutions and development-focused organizations
- Market Research & Analysis: Conducted market intelligence and sector research across healthcare, education, agriculture, financial services, real estate, hospitality, and pharmaceutical sectors to support client expansion and investment decisions
- Due Diligence & Business Analysis: Conducted financial due diligence, commercial due diligence, and business analysis to support transaction advisory and investment decisions; delivered business case analyses supporting capital allocation decisions
- KPI & Performance Frameworks: Developed KPI monitoring frameworks, operational assessment tools, and business performance reporting structures supporting strategic execution and performance tracking
- Strategic Frameworks: Delivered strategic insights using SWOT analysis, PESTEL analysis, Porter's Five Forces, competitive market analysis, and market benchmarking methodologies
- Team Leadership: Led and managed high-performing teams with mentoring, coaching, and professional development; took ownership of end-to-end project management from inception to completion
- Stakeholder Engagement: Facilitated stakeholder engagement sessions, executive workshops, and strategic planning discussions with senior leadership teams across government, private sector, and development organizations
- Client Service: Managed relationships across multiple concurrent engagements; developed strong reputation for analytical rigor, client-focused recommendations, and timely delivery

#### **CERTIFICATIONS**

- Certified Online Business Manager (OBM) | OBM Institute
- Lean Six Sigma – Green Belt | KPMG India
- Foundations of Project Management | Google
- Certified Public Accountant (CPA) | Pinnacle School of Business Management – India
- Professional Business Writing & Professional Skills | KPMG Advisory Services Limited
- Higher Diploma in Human Resource | The Institute of Commercial Management

#### **TOOLS**

Productivity & Collaboration: Microsoft Office Suite (Excel, PowerPoint, Word, Outlook) | Google Workspace (Docs, Sheets, Drive, Slides) | Asana | ClickUp | Slack | Zoom | Canva  
Business Analytics & Reporting: KPI Reporting Tools | Financial Modeling Tools | Dashboard Development | Presentation Development | Workflow Documentation | Odoo  
Industry Knowledge: Strategic Planning Frameworks | Market Research Methodologies | Financial Analysis & Modeling | Business Diagnostics | Due Diligence Processes | Remote Team Management