

CONSULTING BAY

Consulting, executive development and an ecosystem for transformation.



STRATEGY / PEOPLE / OPERATING MODELS / DIGITAL / EXECUTION

Innovative Practices

Strategy, transformation and capability development

Cairo, Egypt | Engagements across the Gulf and MENA

Company profile and service portfolio | October 2026

WHO WE ARE

Your priorities connected to delivery

Consulting Bay is a consulting firm based in Cairo, supporting organisations with strategy, transformation, corporate services and capability development.

We help leaders make strategic choices, organise the work needed to deliver them, and build the capabilities to sustain progress. Our engagements connect leadership, governance, people, processes and technology around a practical business challenge.

Where we contribute

We work with government and state-owned organisations, family businesses, established companies, growing enterprises and professional service providers. We shape the engagement around the organisation's priorities, operating environment and capacity to implement.

Consulting

Diagnose the issue, design the response and support accountable implementation.

Training

Develop the skills and work products that people need to apply the change.

Ecosystem

Connect learning, expert collaboration and professional practice.

What makes the engagement practical

A defined business question. A named sponsor. Evidence and alternatives. Clear deliverables and decision rights. Capability transfer and a review of adoption and results.

One connected offer

Use a focused diagnostic, a transformation workstream, an executive programme or ongoing advisory support. Combine them when the client challenge requires it.

OUR APPROACH

The 3Rs connect strategy with work

Resources, Relations and Results provide a shared lens for understanding organisational performance and designing change.

R1**Resources**

People, capabilities, knowledge, time, funding, technology and access.

R2**Relations**

Choices, roles, authority, processes, culture and the way work connects.

R3**Results**

Outputs, adoption, stakeholder value, learning and sustainability.

A practical transformation sequence

Assessment → Design → Alignment → Execution → Sustainability. We examine the current state, design the required operating arrangements, align priorities and measures, support delivery, and transfer capability.

Strategiling

Strategizing while implementing: Strategy + Execution + Agility + Adaptation. Leadership teams use feedback to adjust choices and delivery while preserving direction and accountable judgment.

Performance starts with the conditions around people

Do people know what to do? Can they do it? Are they empowered? Do they want to do it? We examine these questions alongside leadership, culture, governance, structure, processes and resources.

Methods guide the work. The client context determines the scope, sequence and level of support.

CONSULTING SERVICES 01

Strategy that can be executed

Connect strategic direction, portfolio choices and delivery governance.

Strategy and execution

A clear direction exists, but priorities compete and execution loses momentum.

What we address

Strategic assessment and planning; business and functional strategies; value-gap analysis; initiative prioritisation; strategy maps, balanced scorecards and OKRs; strategy-as-a-service.

What you receive

Strategic choices and exclusions; an aligned initiative portfolio; accountable owners; a performance and benefits framework; an executive review rhythm.

Start here Strategy diagnostic or leadership alignment workshop.

Related learning S01-S04 in the training catalogue.

Transformation and delivery governance

Programmes need stronger coordination, sponsorship and evidence of progress.

What we address

Transformation roadmap; PMO and TMO design; portfolio governance; programme assurance; dependency and risk management; change leadership; adoption and handover.

What you receive

Office charter and governance calendar; prioritised roadmap; integrated delivery and risk registers; sponsor reporting; benefits and adoption reviews.

Start here Portfolio health review or PMO/TMO design sprint.

Related learning S03, O03, P04 in the training catalogue.

CONSULTING SERVICES 02

An organisation designed to perform

Align how work is organised with the people and capabilities required.

Operating models and corporate services

Unclear roles, slow handovers and fragmented services restrict performance.

What we address

Target operating models; organisation design; decision rights; shared-services design; policies and procedures; process improvement; service excellence and automation readiness.

What you receive

Operating model blueprint; organisation and role architecture; service catalogue; decision-rights matrix; redesigned workflows and implementation priorities.

Start here Operating effectiveness diagnostic focused on a critical service.

Related learning O01-O04, D04 in the training catalogue.

Human capital and leadership

The organisation needs the right roles, skills, leadership and performance conditions.

What we address

Human capital strategy; workforce planning; competencies; job architecture; career and reward frameworks; succession; leadership development; culture and national talent capability.

What you receive

Human capital roadmap; critical-role and capability map; performance and development framework; succession priorities; manager enablement plan.

Start here People and organisation review or leadership capability assessment.

Related learning P01-P04 in the training catalogue.

CONSULTING SERVICES 03

Digital change with business purpose

Start with the business decision and readiness to adopt.

Digital transformation and AI readiness

Technology ambition needs a business case, clear ownership and readiness to adopt.

What we address

Digital strategy; AI opportunity and readiness assessment; use-case prioritisation; data and process readiness; business requirements; technology selection support; governance and adoption.

What you receive

Prioritised use cases; readiness gap map; transformation roadmap; pilot brief; human oversight and review criteria; capability-building plan.

Start here Executive AI readiness lab followed by a scoped business diagnostic.

Related learning D01-D04 in the training catalogue.

From a promising use case to a governed pilot

We connect expected value with workflow design, data availability, ownership, risk and the people affected. A pilot needs acceptance criteria, a review point and a decision about what happens next.

Business and technology working together

Consulting Bay supports business architecture, requirements, governance, adoption and vendor coordination. Specialist implementation roles are defined within the engagement, with a clear allocation of responsibility.

Applied learning alongside the engagement

Executive briefings, practical AI labs and manager development help teams understand the change and use it in their work.

CONSULTING SERVICES 04

Growth with stronger management

Support owners and executives as their organisation becomes more complex.

Growth governance and executive advisory

Growth outpaces management capacity, or owners need a clearer path to professionalisation.

What we address

SME and family-business professionalisation; growth operating models; management governance; leadership continuity; executive advisory; fractional leadership; service-business development.

What you receive

Growth choices; management responsibilities; a 90-day action agenda; leadership mandate; an operating cadence; a capability and handover plan.

Start here Owner or executive alignment session and a focused growth review.

Related learning G01-G04, C04 in the training catalogue.

Family businesses and growth organisations

Clarify ownership and management roles, strengthen delegation, develop the next layer of leaders and establish an operating rhythm. Continuity discussions connect people, responsibilities and business priorities.

Fractional and ongoing advisory support

A defined leadership or advisory mandate can provide additional capacity for a specific stage of growth or transformation. We agree the authority, time commitment, sponsor relationship, review cadence and handover arrangements.

Legal, tax and regulated professional work is scoped with appropriately qualified specialists where required.

WAYS TO ENGAGE

Start with a focused engagement

Choose an entry point that produces a usable decision and a clear next step.

Strategy and Performance Diagnostic

For unclear priorities or an execution gap.

You receive Leadership interviews, evidence review, a 3Rs diagnosis, priority choices and a recommended action sequence.

Operating Model and People Blueprint

For growth, restructuring or fragmented services.

You receive A target operating model, roles and interfaces, governance requirements and a capability roadmap.

AI Readiness and Use Case Sprint

For leaders deciding where to invest and what to test.

You receive A shortlist of use cases, readiness gaps, a prioritised pilot brief and adoption responsibilities.

Transformation and Capability Partnership

For organisations moving from design into sustained delivery.

You receive A roadmap, programme governance, sponsor reviews, applied training and capability transfer.

Scope, milestones, delivery team, fees and client inputs are agreed in the engagement proposal. Programmes can be delivered in person, virtually or through a blended format.

CAPABILITY DEVELOPMENT

Pro Strategist Academy

From Expertise to Impact

Our learning portfolio connects strategic thinking with implementation, leadership, organisational effectiveness and professional practice. Programmes use decisions, exercises, work products and feedback so participants can apply the learning.

For leaders

Executive labs and focused programmes on strategy, performance, AI readiness and leading change.

For transformation teams

A common practitioner foundation followed by focused studios in enterprise transformation, consulting and digital and AI transformation.

For consultants and service providers

Discovery, delivery, facilitation, commercial design and Practice Builder pathways.

For organisations

A Corporate Transformation Academy tailored to business priorities, role requirements and live initiatives.

Learning evidence

Participants produce a decision brief, roadmap, diagnostic, operating design or engagement portfolio. Workplace application can be reviewed with the sponsor.

24 CONFIGURABLE PROGRAMMES

Training catalogue at a glance

Six learning areas. Focused programmes can also form a tailored corporate pathway.

Strategy and execution

- S01** The 3Rs Executive Lab (8h)
- S02** Strategy Development and Alignment (16h)
- S03** Strategiling and Adaptive Execution (16h)
- S04** Performance Measures and Strategic Reviews (12h)

Digital transformation and AI

- D01** AI Readiness for Executives (6h)
- D02** Digital Transformation Strategy and Planning (16h)
- D03** Responsible AI in Professional Work (12h)
- D04** Process Improvement and Automation Readiness (12h)

Operating models and governance

- O01** Operating Model and Organisation Design (16h)
- O02** Shared Services and Service Excellence (12h)
- O03** PMO and Transformation Office Enablement (16h)
- O04** Governance and Decision Effectiveness (12h)

People leadership and change

- P01** Human Capital Strategy and Job Architecture (16h)
- P02** Workforce Planning and Succession (12h)
- P03** Leadership for Performance and Collaboration (12h)
- P04** Change Leadership and Adoption (16h)

Growth and enterprise development

- G01** SME Growth and Business Professionalisation (16h)
- G02** Family Business Roles and Continuity (12h)
- G03** Commercial Design for Service Businesses (12h)
- G04** Fractional Leadership and Executive Advisory (8h)

Consulting and practice building

- C01** The Pro Consultant Delivery Programme (24h)
- C02** Structured Problem Solving and Discovery (8h)
- C03** Executive Facilitation and Advisory Communication (8h)
- C04** Practice Builder (16h)

Hours are guided learning time, excluding breaks and independent work. Final programme design, entry requirements and delivery arrangements are agreed with the client. Detailed outcomes appear in the companion catalogue.

PRO STRATEGIST

An ecosystem for professional impact

A connected architecture for learning, application, collaboration and growth.

Pro Strategist Academy

APPLIED LEARNING

Executive programmes, practitioner learning and supervised application built around strategy, execution and transformation.

Corporate Transformation Academy

ORGANISATION-SPECIFIC CAPABILITY

A tailored learning pathway connected to live initiatives, manager support and evidence of workplace application.

Pro Strategist Studio

CLIENT AND PRACTICE DEVELOPMENT

Advisory and transformation engagements, with Practice Builder supporting consulting, fractional leadership and managed-service businesses.

Pro Strategist Labs

FACILITATED APPLICATION

Structured problem-solving, scenario and responsible AI labs where participants test ideas and refine decisions.

Pro Strategist Network

COLLABORATION

Expert exchange, learning forums and project-specific collaboration, configured around the engagement.

Pro Strategist Certification

DEVELOPMENT ROADMAP

A proposed professional assessment and designation pathway. Programme completion does not confer an externally accredited professional designation.

Pro Strategist Marketplace

FUTURE PLATFORM

A planned connection between professional capability and opportunities. Access and launch arrangements will be announced separately.

Two career tracks: internal transformation professionals and external transformation service providers. Components are scoped as programmes or engagements; certification and marketplace remain development initiatives.

HAZEM HASSANIN

Experienced leadership

Strategist | Transformation Advisor | Fractional Executive

Hazem brings executive and advisory experience across government and private-sector transformation in the MENA region. His work connects strategy, organisation design, human capital, culture and implementation.

He is the founder of Consulting Bay, former CEO of Global Innovation Company, and former Group HR Director of Al-Hajery Group. His earlier professional experience in Egypt includes Deloitte, Mercedes-Benz (EGA) and Daewoo Motors Egypt.



Professional qualifications

Certified Organizational Manager (COM), Florida State University.
Senior Professional in Human Resources - International (SPHRi), HRCI.
Human Resource Management Diploma, The American University in Cairo.

A practitioner perspective

His project experience spans strategic and organisational transformation, governance, human capital frameworks, executive selection, performance and rewards, and capability transfer.

Knowledge transfer is part of the engagement

The objective is to help the client organisation own the work, understand the decisions and continue developing its capability.

SELECTED PROJECT EXPERIENCE

Transformation experience

Assignments from Hazem Hassanin's professional experience, including work delivered through previous roles and collaborations.

National Technology Enterprises Company



Context A transition from an investment-oriented role towards specialised operating businesses.

Contribution Organisation design; corporate governance; human capital strategy and policies; talent attraction and retention; cultural change; implementation support.

Scope and continuity Five years of support for group human capital interventions, followed by a handover to a trained national human capital team.

Transferable practice Design the organisation and its internal capability together so ownership can transfer to the client.

Touristic Enterprises Company



Context Leadership and organisational renewal in a government-owned tourism and leisure business.

Contribution Leadership selection; organisation development; job analysis and descriptions; pay and benefits architecture; career paths; performance arrangements; policies and automation.

Scope and continuity Two years of organisational, human capital and automation interventions.

Transferable practice Connect leadership appointments, role design and people systems to one operating agenda.

SELECTED PROJECT EXPERIENCE

Organisation and leadership experience

Assignments from Hazem Hassanin's professional experience, including work delivered through previous roles and collaborations.

Public Utilities Management Company



Context A strategic transformation requiring a revised organisation, governance and performance culture.

Contribution Strategic assessment; organisation structure and cascading; people and culture; strategic enablers; compensation and rewards.

Scope and continuity Restructuring towards specialised subsidiaries, supported by work on organisational and human capital arrangements.

Transferable practice Support structural changes with clear responsibilities and the conditions people need to perform.

National executive selection

Context Recruiting national C-level leaders within public-sector governance and reward constraints.

Contribution A structured, digitally supported selection process using role requirements, evidence and traceable decision records.

Scope and continuity Development of a fact-based selection methodology for leadership appointments.

Transferable practice Improve the consistency and traceability of selection decisions while retaining accountable human judgment.

SELECTED REFERENCES

Experience across organisational contexts

Selected organisations from Hazem Hassanin's professional project experience.

 الشركة الوطنية لمشاريع التكنولوجيا National Technology Enterprises Company NTEC	 شركة المشروعات السياحية Touristic Enterprises Company Touristic Enterprises Company	 شركة إدارة المرافق العامة Public Utility Management Company Public Utilities Management Company
 المؤسسة العامة للرعاية السكنية Public Authority for Housing Welfare Public Authority for Housing Welfare	 الشركة العامة للنقل العام KPTC Kuwait Public Transport Company Kuwait Public Transport Company	 الدرة FOR MANPOWER (ش.م.ك.) Al-Durra Al-Durra
 شركة القرين للصناعة الكيماويات البترولية QURAIN PETROCHEMICAL INDUSTRIES COMPANY Qurain Petrochemical Industries	 بنك الائتمان الكويتي Kuwait Credit Bank Kuwait Credit Bank	 Careem YALLA LET'S GO! Careem

Sector exposure

Government and state-owned enterprises; investment and diversified groups; tourism and leisure; transportation and logistics; housing and utilities; manufacturing; healthcare; retail and services; media and education.

Specialists around the client need

Engagements may combine Consulting Bay advisory leadership with defined specialist contributions. Responsibilities, delivery scope and quality expectations are agreed for each assignment.

References illustrate professional project experience. They do not imply a current endorsement, exclusive partnership or ongoing contract.

CONTACT CONSULTING BAY

Let us define the right first step

Start with the challenge, the decision you need to make and the result that matters.

An initial conversation helps us identify the sponsor, scope, available evidence and desired outcome. We then propose the right combination of diagnostic work, advisory support, implementation and capability development.

Agree the mandate

Business priorities, decision owners, deliverables, boundaries and success measures.

Work with your team

Evidence gathering, co-design, practical decisions and agreed implementation responsibilities.

Review and transfer

Review adoption and results, refine the work and transfer knowledge and ownership.

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