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TRANSFORMATION ADVISORY

HELPING COMPANIES
MAKE CHANGE STICK.

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THE EXECUTION GAP

**MOST LEADERSHIP TEAMS KNOW WHAT NEEDS TO CHANGE.
THE QUESTION ISN'T WHAT - IT'S HOW TO MAKE IT STICK.**

INITIATIVE FATIGUE & ACCOUNTABILITY VOID

Multiple workstreams, unclear owners. Nobody owns the whole picture. Systems break before they scale.

DECISION BOTTLENECKS & ROLE CONFUSION

Governance doesn't exist or is too rigid. PMO focuses on reporting instead of removing obstacles. Decisions stall; workstreams wait.

IMPLEMENTATION ≠ ADOPTION

System gets built, but the organization doesn't embed it. Post-consulting, engagement drops off a cliff.

NO LINE OF SIGHT TO VALUE

Nobody knows what savings were delivered, what's stuck, or what's at risk. Value disappears into without tracking mechanisms.

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WHERE TRANSFORMATIONS GO OFF TRACK

	DESCRIPTION	TYPICAL CHALLENGES
ENTERPRISE / COST TRANSFORMATION	Margin or productivity programs	Initiative fatigue, unclear accountability
OPERATING MODEL REDESIGN	Reorgs, centralization, new leadership models	Decision bottlenecks, role confusion
DIGITAL / AI TRANSFORMATION	Tech-enablement or automation transformations	Strong tech use cases, weak adoption
POST BIG CONSULTING TRANSITION	After formal large programs led by other firms	Loss of structure, momentum fades

THESE ARE THE MOST IMPORTANT EFFORTS A COMPANY CAN TAKE ON; INVEST IN MAKING THEM STICK.

1749 SUPPORT FRAMEWORK

TWO DIMENSIONS TO DETERMINE TRANSFORMATION SUPPORT

EMBEDDED LEAD / FRACTIONAL CTO

Hands-on leadership. I act as your fractional transformation head to design and run the program.

STRATEGIC PARTNER

Co-design and rigor. I work alongside your transformation lead to build the system and coach your team.

ADVISOR / COACH

Executive guidance. I serve as a senior thought partner to your transformation lead, stress-testing decisions.

ARCHITECT PROGRAM SET-UP

The design of the transformation's core architecture, governance, stage-gate process, and value capture system.

EXECUTE PROGRAM CADENCE

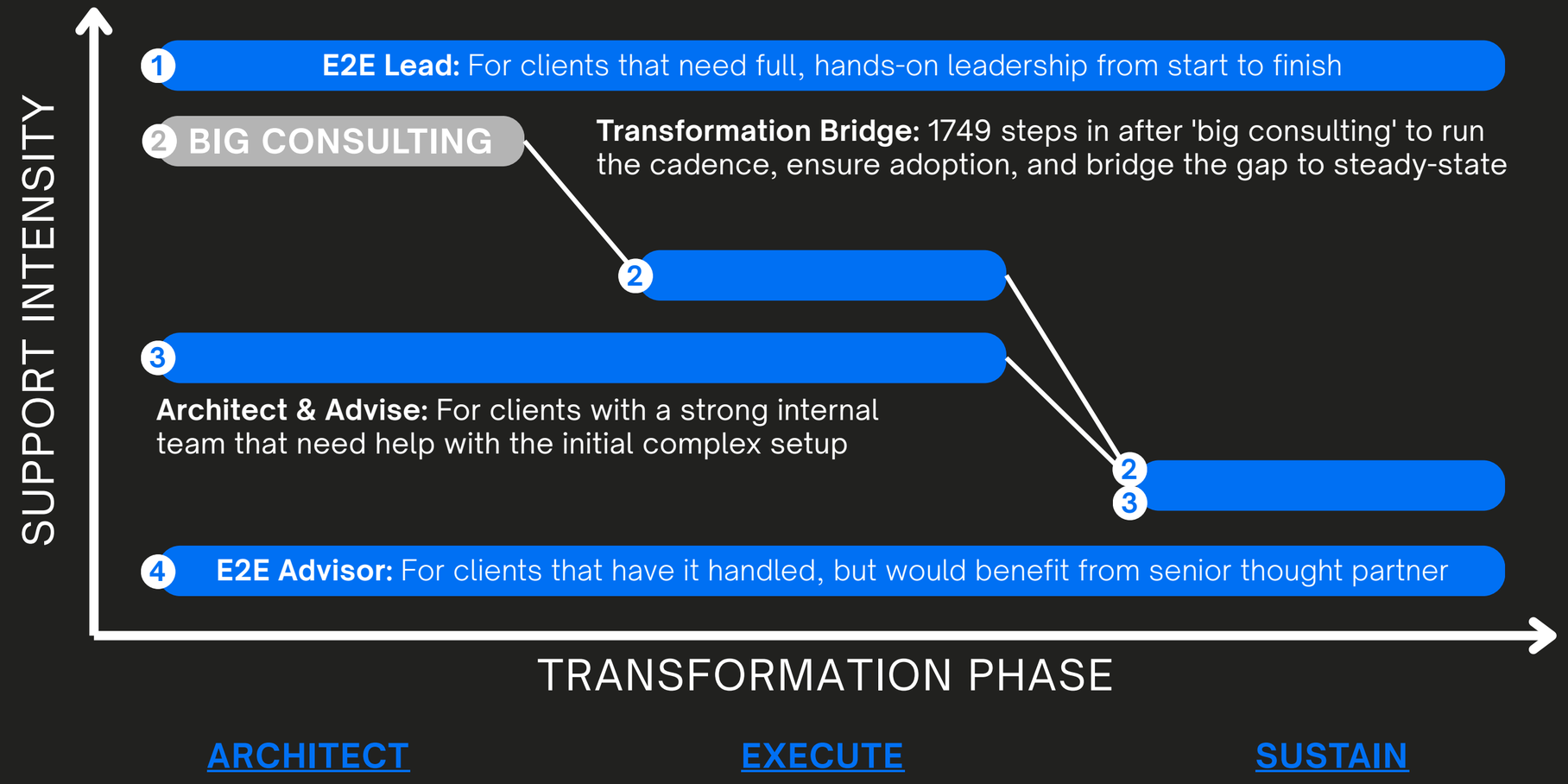
The live operation of the program, where initiatives are implemented and performance is tracked via the governance rhythm.

SUSTAIN PROGRAM HAND-OFF

The transition of the transformation's systems and accountabilities from a temporary project into steady-state ops.

1749 FLEXIBLE ENGAGEMENT

EXAMPLE PATHWAYS OF SUPPORT - CAN ADJUST TO YOUR TRANSFORMATION NEEDS



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EMBEDDED LEAD / CTO

WHAT SUPPORT LOOKS LIKE AT EACH STAGE OF THE TRANSFORMATION

THIS MAY BE FOR YOU IF...

- You are **launching a transformation** from scratch and need an accountable owner
- You **lack the specific internal talent** or leadership bandwidth to run the program.
- You need to **rescue a high-stakes program** that has lost momentum or stalled.
- You need a single, hands-on leader to **design the program *and* run** it day-to-day.

WHAT SUPPORT LOOKS LIKE

- **ARCHITECT: I design** the full transformation architecture, **stand up governance** from scratch, and establish value-tracking.
- **EXECUTE:** I act as your **interim head of transformation**, running the live program cadence, removing obstacles, and holding workstreams accountable..
- **SUSTAIN:** I build your internal capability & manage a **deliberate hand-off** to your full-time team, **ensuring change sticks**.

1749 STRATEGIC PARTNER

WHAT SUPPORT LOOKS LIKE AT EACH STAGE OF THE TRANSFORMATION

THIS MAY BE FOR YOU IF...

- You **have an internal lead** but need to add bandwidth, rigor, and senior support.
- You want to **upskill your internal team** (e.g., PMO) by co-piloting with an expert.
- Your program is **"stuck in the execution gap"** and needs help embedding the cadence and discipline.

WHAT SUPPORT LOOKS LIKE

- **ARCHITECT: I co-design** the program's governance, cadence, and KPI framework *with* your lead, pressure-testing the design
- **EXECUTE:** I provide high-touch support during the live cadence, **coaching the PMO** and initiative owners on best practices and helping remove blockers.
- **SUSTAIN:** I partner with your lead to **sustain discipline**, embed new processes, and plan for transition to steady-state operations.

1749 ADVISOR / COACH

WHAT SUPPORT LOOKS LIKE AT EACH STAGE OF THE TRANSFORMATION

THIS MAY BE FOR YOU IF...

- You have a **strong internal lead** who needs a confidential thought partner.
- Your **C-level sponsors** need a confidential, "outside-in" sounding board to spot risks.
- You are **managing the transition from a 'Big Consulting'** firm and need senior guidance to ensure the hand-off sticks.
- You need **light-touch, flexible guidance** to stress-test choices for established program.

WHAT SUPPORT LOOKS LIKE

- **ARCHITECT:** I serve as a senior sounding board, **reviewing your framework** and stress-testing the program design.
- **EXECUTE:** I join key steering committees or check-ins to provide **executive guidance** and an outside-in perspective, **coaching sponsors** and your PMO lead.
- **SUSTAIN:** I advise on the final transition plan, team readiness, and potential risks to **long-term adoption.**

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WHY CHOOSE US?

1749 is the partner that bridges the gap between your strategic plan and reality. We provide the hands-on discipline to make your transformation stick.

EXPERIENCE, NOT OVERHEAD.

When you hire 1749, you get me, Leah Davis. Your high-stakes program will never be delegated to a junior team.

WE BRIDGE THE EXECUTION GAP.

Big strategy firms just deliver a plan. We are execution experts who stay to make it stick.

FLEXIBLE & EMBEDDED.

Our model adapts to you. We plug in as a fractional lead, partner, or coach, providing the exact support you need.

FOCUS ON ADOPTION.

Value is lost when adoption fails. We ensure the hand-off sticks so full ROI is captured and sustained.

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LEAH DAVIS

Leah is an independent consultant and former BCG strategy leader with a knack for large-scale change. She spent 7 years in BCG's Denver office working with CPG and Retail clients, and for the past 2 years with her own firm. As a case example, she helped one global client stand up an 18-month transformation program designed to deliver $500M in impact through 50+ initiatives. Translation: **She knows how to make big, messy, high-stakes things actually happen.**

Now, as the Owner of 1749 Ventures, Leah brings that same outcome-oriented transformation discipline to Transformation advisory. Her specialty? **Helping executives bridge the gap between vision and execution.**

A GREAT STRATEGY IS USELESS IF IT DOESN'T TAKE HOLD. 1749 BRINGS THE HANDS-ON DISCIPLINE TO MAKE CHANGE STICK.

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CLIENT EXAMPLE: ARCHITECT & EXECUTE

CLIENT CONTEXT & CHALLENGE

- $10B Global CPG company
- Steady margin decline over preceding ~5 years
- Known inefficiencies; lack of enterprise prioritization

ACTIONS TAKEN

- Facilitated ideation sessions across 4 workstreams
- Developed and supported execution of stage-gate process from biz case development to value capture

MY ROLE

- Over 1 year, **p**artner with existing, strong PMO leadership team to architect and run program, from opportunity identification to initial phases of execution

RESULTS

- **50+ initiatives** stood-up across full value chain, from portfolio, to procurement, manufacturing & delivery
- ...totalling **$750M in annual run-rate impact**

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CLIENT EXAMPLE: SUSTAIN

CLIENT CONTEXT & CHALLENGE

- $10B+ Global Industrial Goods company
- Completed ~6 month operating model transformation with large consultancy with significant change
- Org in place but core processes & ways of working undefined

ACTIONS TAKEN

- Designed Growth Program Management governance to oversee process projects key to op model effectiveness
- Advised CGO and Functional Leads on priority projects

MY ROLE

- 18-month retainer to serve as core advisor to newly enacted Chief Growth Officer (overseeing CoEs for commercial, innovation, strategy & marketing)

RESULTS

- **15+ projects** executed across CGO scope; highlights:
  - New enterprise-wide innovation stage-gate
  - Updated global commercial governance policy
  - Global customer segmentation methodology

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LET'S MAKE YOUR CHANGE STICK

NEXT STEPS

DISCOVERY & SCOPING: ~30MIN CALL RECOMMENDED TO UNDERSTAND TRANSFORMATION SCOPE & SUPPORT NEEDED

PROPOSAL DEVELOPMENT: DETAILED PROPOSAL OUTLINING APPROACH FOR YOUR SPECIFIC CONTEXT WITH ESTIMATED INVESTMENT

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THANK YOU.

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APPENDIX

Leah Davis

Independent Consultant and Owner

Leah Davis is an independent consultant with 7 years of experience with BCG's Denver office. Joining BCG in 2017, she worked primarily in Consumer (goods & retail) practice areas, focused on large-scale change, process improvement and cost optimization. For the last two years, she now focuses on similar topics as the Owner of her own consulting firm, 1749 Ventures.

Key relevant experience highlights

Industrial goods manufacturer *(Current; 18 months - 1749 Ventures)*

- Post-transformation support for ~$12B beverage packaging manufacturer
- Providing Chief of Staff services to Chief Growth Officer, optimizing process and ways of working
- Key projects include identification and implementation of improvements in R&D stage-gate process, commercial deal governance and customer segmentation

Frozen food manufacturer *(14 months - BCG)*

- Led program management for full transformation to ID, size and execute 50+ opptys totaling $750M in P&L impact; focused on full value chain, from procurement, to manufacturing, to finished goods logistics
- Led identification of key problem areas across above functions, developed and socialized initiatives to improve issues, and supported initial implementation

Retailer in Canada + PE owner *(5 months - BCG)*

- Delivered $50M+ in impact from goods-not-for-resale cost optimization across ~15 categories
- Focused on procurement and operational improvements within facilities, operations & logistics

Private label food manufacturer *(15 months - BCG)*

- Led internal Program Management Office, coordinating cost optimization effort across six workstreams

Other casework (not comprehensive)

- Provider shared services transformation | Identified and sized 35+ opportunities across six different shared services, including supply chain, revenue cycle and HR and SC activities
- Facilities services COVID-19 response | Supported COVID-19 rapid response effort, with focus on agile stand-up of an S&OP process
- DCG in hospitality | Supported Demand-Centric Growth effort, focused on consumer survey analysis & personalization for global hospitality and entertainment company
- Due Diligence | Pre-DD for a theme park holding company and DD for MedSpa chain

Prior experience and education

Prior to joining BCG, Leah worked in various procurement and supply chain roles within the oil and gas industry, focusing on procure-to-pay and contract management / strategy.

Her educational background is concentrated in supply chain management

- Bachelor of Science in Supply Chain & Information Systems from Penn State (2014)
- Master of Engineering in Supply Chain Management from MIT (2017)