

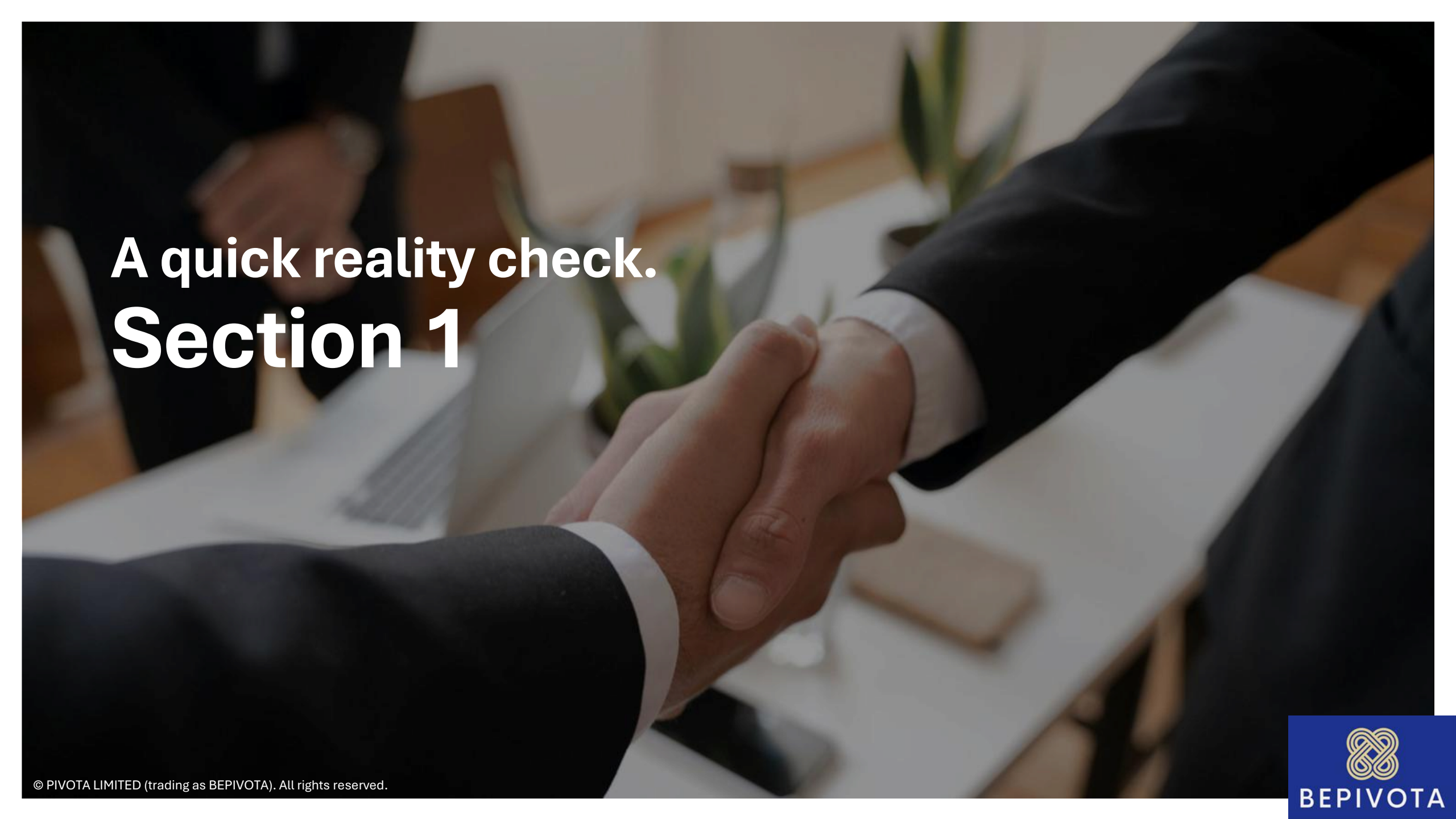
Leadership on Demand Playbook

BEPIVOTA's Leadership on Demand (LOD) gives you senior operator leadership you can deploy part-time to stabilise delivery, accelerate decisions and install a measurable operating rhythm without the full-time cost, hiring risk or long ramp-up.

LOD leads the team, function or business carrying the work. Think: interim-grade leadership + an execution operating system.

How LOD starts: LOD begins with a €2,500 VAT-inclusive Activation Fee. This secures priority engagement, initiates planning and is credited against the agreed LOD scope once confirmed. From there, BEPIVOTA clarifies the module, intensity, cadence, success measures and commercial terms required for the engagement.

Not training. Not theory. Not theatre.

A close-up photograph of two people in business suits shaking hands over a desk. The background is slightly blurred, showing office equipment like a laptop and some papers. The lighting is soft and professional.

A quick reality check. Section 1

Critical areas. Critical questions.

Business Focus

Answer “yes/no”

Leadership & direction

Are you the bottleneck for the hardest decisions?
Do priorities change so often the team hesitates to commit?
Are you busy all week, but not clearly winning?

Operations & delivery

Do projects only land through heroics and escalation?
Is rework/firefighting normal?
Does execution wobble when you step away?

Sales & revenue

Do deals slip late-stage more than they should?
Is forecast accuracy weak enough that hiring feels risky?
Does pipeline quality reset every month instead of improving weekly?

Marketing & demand generation

Are you spending on marketing without predictable conversion confidence?
Do Sales and Marketing argue about ICP and lead quality?
Are you unsure which channels produce profitable opportunities?

Comms, trust & reputation

Do stakeholders hear different stories depending on who they speak to?
Do issues become crises because alignment happens too late?
Does one messy moment risk trust, renewals, or valuation?

Change, adoption & execution of initiatives

Are initiatives launched but not truly adopted?
Do people comply publicly but work around it privately?
Are you failing to capture the benefits you promised from change?

**If you answered “yes” to any of these, you don’t have a performance issue.
You have a leadership + operating system issue. You don’t need more effort. You need leadership leverage.**

If leadership was about hours, middle management would outperform CEOs.

The value of senior leadership is leverage. Sharper priorities, faster decisions, and an operating rhythm that keeps everyone aligned.

LOD (Leadership on Demand) gives you senior operator leadership you can deploy part-time to stabilise delivery, accelerate decisions, and install a measurable execution rhythm. Without full-time cost, hiring risk or long ramp-up.

This is **interim-grade leadership + an execution operating system**: one scorecard, one cadence, clear ownership and weekly progress you can see.

We focus the team on what matters, remove blockers and turn intent into delivery. Week after week, not just when a leader is “in the room.” You get full-time momentum without full-time cost or risk - early structure, fast clarity and visible traction.

If you want momentum you can measure you're in the right place.

Section Section Title

1 A Quick Reality Check

What you'll find (LOD)

The cut-through diagnostic: where momentum leaks (decisions, priorities, execution) and the core truth: **full-scale impact doesn't require full-time hours.**

2 The LOD Operating System

Exactly how LOD creates traction: the **2/4/8/12** models, weekly cadence, decision rights, scorecard, decision log, escalation paths, and what "ownership" looks like by tier.

3 Roles: What We Own

Role cards for **CEO, COO, CCO (Commercial), CMO, CComm (Comms), CGO (Change)** — what each role owns, when to use it, and what success looks like in measurable terms.

4 Engagement Tiers (2 / 4 / 8 / 12 Days)

Advisory → Operator → Embedded → Intensive: who each tier is for, days per month, typical outcomes, and how to scale intensity up/down across phases.

5 Pricing: Simple, Global, Fair

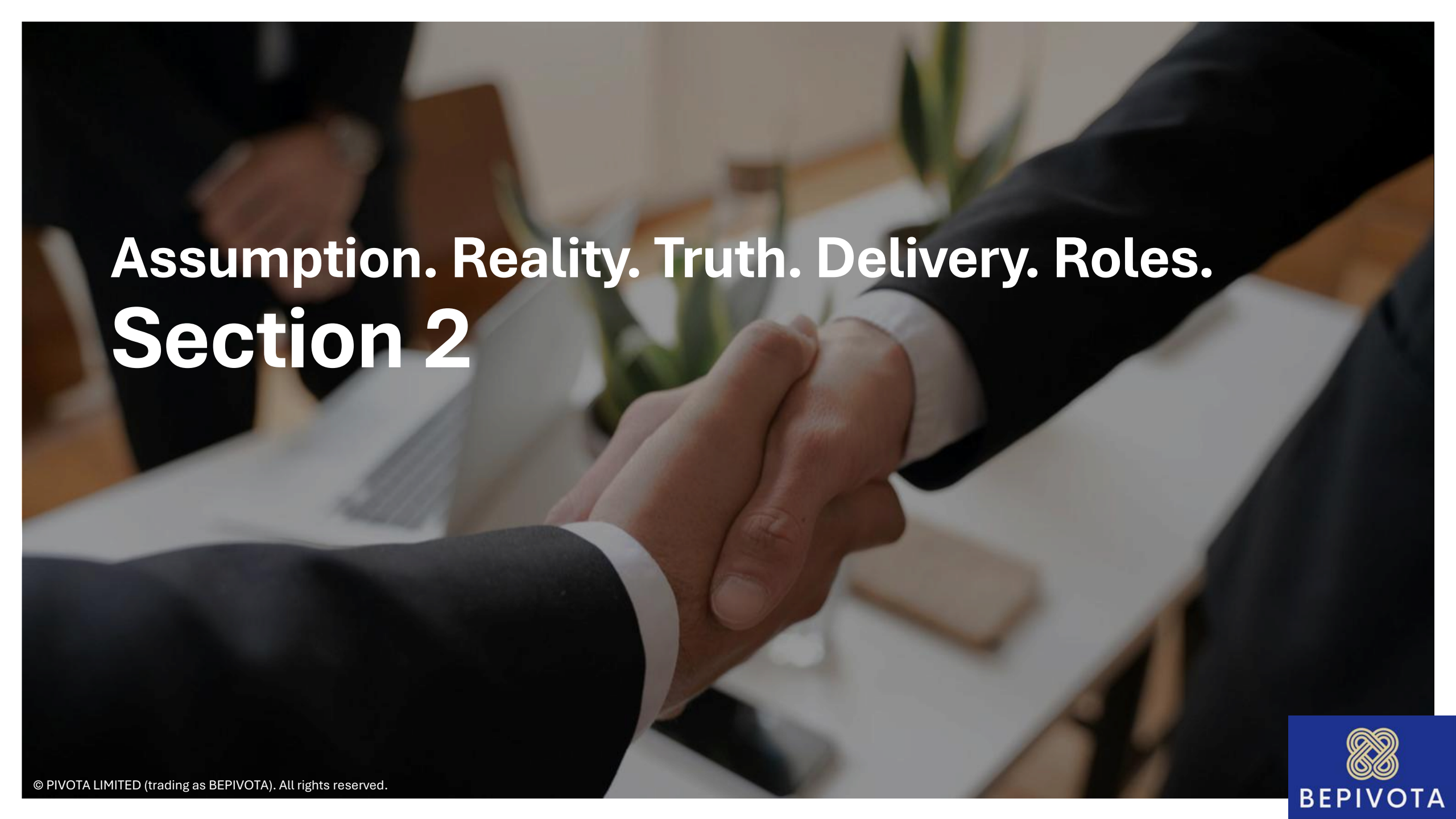
The commercial model: one USD base, regional multipliers (incl. UK/EU/US/Caribbean/LATAM/GCC/APAC), published ranges, and how we confirm the exact retainer after a short diagnostic.

6 Commitment Economics (Bonus Days)

Why we don't discount, how **3/6/12-month prepay** adds bonus days, and the **effective day-rate improvement** by tier (time vs impact, integrity vs incentives).

7 ROI Scenarios by Region

Worked, auditable scenarios (revenue, CAC, churn, opex, cycle time, GM): **monthly value, payback, and the cost of drift** without LOD—across US/UK/EU + ROW examples.

A close-up photograph of two people in business suits shaking hands over a desk. The background is blurred, showing a laptop and some papers. The text is overlaid on the left side of the image.

Assumption. Reality. Truth. Delivery. Roles.
Section 2

The assumption.

What people assume

“It’s fewer days, so it’s less impact.”

“I’m paying for a person to be around.”

“Leaders create value by being busy.”

“We just need more hours.”

“This is support.”

“But we need experienced leadership.”

“What if we need more/less intensity?”

“So we’re buying time.”

The LOD truth

LOD isn’t a smaller version of a full-time hire. It’s a **higher-leverage intervention**: sharper priorities, faster decisions, and an operating rhythm that keeps execution moving.

You’re paying for **direction, prioritisation, clear ownership and a cadence you can run every week** - not “presence”.

Leaders create value by making the **right calls** and removing friction. LOD focuses on the decisions and routines that unlock the team’s output.

You already have the hours. What’s missing is **clarity, decision discipline and accountability**. LOD installs those, then your existing team executes faster.

This is **leadership + operating system**, not support: **scorecard + cadence + decision log + accountability** tied to business outcomes. Progress compounds between sessions.

You get it **without the hiring ramp-up**. We start with a rapid diagnostic and by **Week 2** you have: written scope, a baseline scorecard, decision rights and a **90-day plan**.

LOD is designed for reality. Step **up/down tiers (2/4/8/12 days)** as needs change. More capacity during critical phases, less once the rhythm is embedded.

You’re not buying time, you’re buying **traction**: baseline in week 1, **one measurable lever**, weekly scorecard movement, and proof checkpoints (**Day 30 / Day 60 / Day 90**).

The reality.

BEPIVOTA LOD is for

Startup (Post-Seed → Series A)

What it means

Product exists; early traction; building repeatable motion; leadership gaps start to show as the team grows

Typical size

20–80 people

Why LOD works

Adds **senior fractional leadership capacity** to install **priorities + ownership + weekly cadence** so execution doesn't depend on founder heroics.

The reality

Founder overload, messy priorities, early GTM friction, first “real” management layer, board pressure, too many decisions stuck at the top.

BEPIVOTA LOD is NOT for

Pre-revenue idea stage; founders who want “advice” only; teams unwilling to run weekly cadence/scorecards; no appetite to change ways of working.

Scale-up (Series B → Growth)

Scaling systems, managers, and cross-functional execution; complexity rises faster than operating rhythm

50–250 people

Installs a **measurable operating system** (scorecard + cadence + decision log + accountability) and drives **execution reliability** across functions.

Growth stall, forecast misses, delivery instability, CAC/churn drift, cross-team friction, leadership bandwidth constraints.

Leaders who want decks not delivery; teams that won't commit to weekly accountability; environments where decision-makers won't engage.

SME (Established)

Proven business; needs modern operating rhythm + leadership discipline to protect margin and reliability

50–500 people

Brings **operator ownership** to prioritise, stabilise delivery, and improve decision quality—without the cost/risk of a full-time senior hire.

Margin pressure, ops chaos, handoff failures, sales/marketing misalignment, initiatives that don't land, “busy but not improving.”

Buyers seeking a “cheap pair of hands”; leaders unwilling to delegate decisions or run the cadence; organisations that resist measurement and transparency.

Enterprise (Select / High-stakes)

Complex org; needs senior intervention for a defined outcome where pace, alignment, and trust matter

500+ people

Rapid alignment + decision rights + proof cadence to create traction fast—supports programmes, turnaround moments, and high-stakes delivery without long hiring cycles.

Turnaround/integration, restructure, programme adoption risk, reputational/stakeholder exposure, slow decision loops, internal politics.

Procurement-only buyers who block speed; expecting 24/7 coverage on non-intensive tiers; no access to decision-makers / can't unlock the org.

The Truth.

Hidden cost category	What it is (real world)	Typical real-world value / range	Why it hurts (the “hidden” impact)
Executive search / recruiter fees	Retained or contingency search fees for senior roles	20–33% of first-year compensation (often 25–33% for executive search) (Staffing Advisors)	Big upfront cash outlay before value is delivered; often non-refundable beyond limited guarantees
Interview time cost	Leadership time spent sourcing/interviewing/screening	30–80 leadership hours (plus panel time) = thousands in opportunity cost	Pulls senior team away from execution; slows decisions and delivery while hiring drags
Time-to-hire delay	Vacancy period before start date	8–20+ weeks for senior roles (often longer for niche execs)	The business pays the “gap tax” in missed revenue, delayed delivery, and drift
Ramp-up / productivity lag	New exec needs time to learn org, people, product, politics	3–6 months to full effectiveness (often longer in complex orgs)	You pay full cost while outcomes arrive late; performance dip risk during transition
Compensation burden beyond salary	Employer on-costs: benefits, payroll taxes, pension, insurance, perks	In the US, benefits average ~30% of employer compensation costs (Bureau of Labor Statistics)	The “real cost” is materially higher than base salary; CFOs often underestimate total burden
Bonus/commission exposure	Target bonus plans, sales incentives, executive LTI/STI	Commonly 20–50%+ of base for C-level (role dependent)	Pay increases even if performance is mixed (unless plan is tightly written)
Equity dilution	Options/RSSUs/sign-on equity for senior hires	Often 0.25%–2%+ depending on level and stage	Permanent cost; dilution is invisible on P&L but very real at exit/raise
Sign-on sweeteners	Sign-on bonus, buy-out of existing incentives	5–30% of base (or bespoke buy-out packages)	Cash cost to “win” talent, especially in competitive markets
Tools, setup and enablement	Laptop, software stack, licenses, data tools, executive assistant support	\$5k–\$30k+ per year depending on stack/support	Adds hidden recurring costs; execs often require higher tool access and support
Training, coaching and assessments	Executive coaching, assessments, onboarding support	\$5k–\$50k+ depending on level/program	Often required to improve effectiveness; rarely budgeted at offer stage
Management overhead (“the cost of managing the exec”)	Time spent aligning, correcting, and integrating	1–4 hours/week of CEO/Board time (conservative)	Senior time is your scarcest asset; misalignment multiplies cost and stress
Org redesign ripple effects	Re-org, role changes, new headcount requests, process changes	Can trigger additional hires or restructure costs	A new exec often changes structure; can expand payroll and complexity fast
Compliance + HR risk	Employment law processes, performance management, documentation	Time + legal/HR cost (high variance)	Poor fit becomes a compliance-heavy problem; increases leadership stress and distraction
Termination, notice, and severance	Cost to exit if not working	Commonly 1–6 months (sometimes more at exec level)	“Cost to fire” can be material; plus the team disruption and momentum loss
Bad hire / mis-hire cost	Underperformance, replacement, disruption	Studies commonly cite 30% of first-year pay at minimum; replacement estimates often 50–200% ; some analyses cite 1.5–4× salary in practice (add-victor-web)	This is the killer: you pay full cost + lose time + damage culture + then pay again to replace
Culture and execution drag	Politics, confusion, morale dip, churn risk from wrong leadership	Often shows up as attrition + missed targets (hard to quantify)	The “silent cost”: slows decisions, increases stress and creates internal instability

Our delivery blueprint.

Phase	Timing	What happens (LOD)	What you get — tangible outputs
Rapid Diagnostic + Baseline	Days 1–5	Stakeholder interviews + data review. Map execution friction. Identify the one highest-leverage constraint . Confirm what data is “source of truth” with Finance/ops owner.	Clear problem definition, validated baseline , draft scorecard, risk/constraint map, first leverage hypotheses.
Alignment + Decision Rights	Days 5–10	Lock scope, outcomes, success measures. Define decision rights + escalation paths. Set the leadership cadence and owners.	Written scope + success measures, decision log started, decision-rights map (RACI-lite) , escalation rules, meeting rhythm set.
90-Day Outcomes Plan	By end of Week 2	Turn intent into a 90-day plan: priorities, owners, timelines, scorecard targets—built off baseline variance and capacity reality.	90-day plan, owner/timeline map, scorecard targets, first 2-week actions list , risks + mitigation plan.
Install the Leadership Operating System	Weeks 2–3	Implement cadence, scorecard rhythm, weekly leadership reviews, accountability routines. Make “how decisions get made” explicit and repeatable.	Operating cadence live, scorecard rhythm live, weekly progress mechanism, escalation playbook, templates (agenda, update, decision log).
Execution + Momentum	Weeks 3–12	Drive execution through the leadership team: unblock decisions, tighten handoffs, align stakeholders, track movement weekly, adjust fast.	Measurable weekly movement, decisions made, blockers removed, priorities shipped, scorecard trend visible.
Proof of Value Checkpoint	Day 60	Validate movement on the agreed scorecard lever. Decide: continue / adjust intensity / change focus.	Day-60 proof pack: what moved, why it moved, what’s next; decision to scale/adjust/exit (clean).
Sustained Proof + Transfer	Day 90	Embed ownership so the system runs without dependence. Lock the trend. Transfer capability to internal leaders.	Day-90 sustained proof pack , internal owners running cadence, capability transfer checklist, next-quarter priorities.
Executive Summary	Monthly	Clear view of progress, decisions, risks, and next actions tied to the scorecard.	Monthly exec summary: what moved / why / decisions taken / what’s next—tied to scorecard.

By Day 10: **finance-validated baseline + scorecard, written scope + success measures, decision rights + escalation paths, cadence + meeting rhythm set, decision log live, draft 90-day outcomes plan, and the first priority actions shipped.**

Our Roles

Role	What it owns	When to use it	What success looks like
CEO on demand	Direction, decisions, priorities, leadership rhythm, performance scorecard	Growth stall, founder overload, strategy reset, investor pressure, leadership misalignment	One clear plan, faster decisions, aligned leaders, predictable execution, visible momentum on the scorecard
COO on demand	Operating cadence, delivery reliability, process/ownership, cross-team execution	Chaos/firefighting, missed deadlines, scaling ops, margin squeeze, inconsistent delivery	Fewer escalations, stable delivery, clear owners, smoother handoffs, measurable cycle-time and quality improvements
CCO (Commercial) on demand	Pipeline discipline, conversion, forecast accuracy, revenue operating system	Lumpy revenue, weak conversion, poor forecasting, sales/marketing friction, scaling GTM	Clean pipeline, improved win rate, reliable forecast, tighter ICP/offers, measurable pipeline-to-revenue uplift
CMO (Marketing) on demand	Positioning, messaging, demand plan, funnel performance, marketing-to-revenue link	Unclear story, low lead quality, weak demand, high CAC, “busy marketing” with no impact	Clear positioning, consistent demand, improved conversion, stronger lead quality, measurable pipeline contribution
CCOmm (Communications) on demand	Narrative control, stakeholder trust, internal comms cadence, crisis readiness	Change/transition, reputational risk, employee anxiety, media scrutiny, leadership comms gaps	Consistent message, calmer organisation, prepared leaders, faster comms response, trust protected internally and externally
CGO (Growth/Change) on demand	Adoption plan, stakeholder management, manager enablement, change governance	Transformation rollout, new systems/processes, resistance, low adoption, change fatigue	Higher adoption, reduced resistance, managers equipped, clear metrics, transformation benefits realised and sustained

CEO LOD.

Category	Included in retainer (CEO LOD)	Excluded (billed separately)
CEO LOD capacity	Agreed tier days per month (2/4/8/12) reserved • CEO-level support on priorities, trade-offs, sequencing, decision quality • “Hard calls” support (what to do / not do / when)	Additional days beyond tier (unless bonus-day policy) • Always-on / 24/7 cover • Out-of-hours incident response • Daily “war room” coverage
CEO cadence & governance	Weekly/fortnightly CEO cadence (as agreed) • CEO scorecard rhythm + decision log • Monthly exec summary (what moved / why / what’s next) • 30/60/90 plan discipline	Full governance redesign programmes beyond scope • PMO build-out / programme office running • Enterprise governance operating model redesign
Priorities & execution focus	Lock 3–5 priorities • Priority stability rules (stop-start prevention) • Weekly “what matters most” focus to keep momentum compounding	Full strategy projects • Research-heavy planning sprints • Multi-month transformation programme design (extra days)
Decision rights & accountability	Decision-rights map (RACI-lite) • Escalation paths + “how decisions get made” rules • Accountability loop: owners, dates, follow-through	Org redesign, job architecture, levelling, restructures • HR case execution / performance programmes
Leadership team alignment	Alignment sessions with CEO + key leaders (within tier) • Meeting architecture (purpose, outputs, agenda discipline) • Reduce internal friction by making ownership explicit	Multi-day offsites/workshops beyond scope (extra days) • Running leadership-team comms day-to-day
Stakeholder / board readiness	Board/investor prep support (narrative clarity, Q&A shaping) • Stakeholder mapping + escalation plan • Exec message consistency	Full board pack production at volume • Investor deck creation beyond agreed templates (extra days) • PR agency execution / media handling
Performance visibility (light-touch)	Define the one measurable lever + baseline • Scorecard setup guidance (KPI/OKR) • Weekly movement checks	Dashboards/BI builds • Data engineering, integrations, analytics implementation
Commercial direction (CEO-level)	CEO-level commercial decisions: focus, pricing trade-offs, pipeline truth checks, resource prioritisation	Running sales/marketing functions • Campaign delivery, paid media, creative/production, SDR management
Ops / delivery (CEO boundary)	CEO-level clarity on delivery failure points and what must change (ownership, cadence, handoffs) • Decision escalation to remove blockers	Running operations day-to-day • Implementation ownership (process builds, tooling rollouts, execution teams)
Tools & systems (light-touch)	Work inside existing tools (Slack/Teams/CRM/PM) • Templates: agenda, updates, decision log, scorecard rhythm	New software licences • Systems implementation • Data subscriptions/enrichment tools
Third-party resources	Recommendations + selection support for key advisers/partners • Light oversight where relevant (within tier)	Contractor/agency fees • RFP management at scale • Ongoing vendor management as a function
Hiring support (CEO-level)	Role scorecards for senior hires • Interview panel support • Onboarding plan for a senior hire	Recruitment/search fees • Job ads, assessments, background checks, employer-of-record costs
Travel & on-site	Remote-first unless agreed	Travel time, flights, mileage, accommodation, meals, visas, on-site expenses (pre-approved)
Legal / HR / compliance	Leadership-level risk escalation + coordination and decision support	Legal counsel • HR case management • Employment law • Regulatory filings • Specialist compliance work

COO LOD.

Category	Included in retainer (COO LOD)	Excluded (billed separately)
LOD leadership capacity	Tier time reserved (2/4/8/12 days) • COO-level operating leadership (systems, rhythm, accountability) • Decision support on delivery trade-offs, sequencing, resourcing	Additional days beyond tier (unless bonus-day policy) • Always-on operations cover • Out-of-hours cover / “on call”
Operating cadence & governance	Operating cadence design + install • Weekly/fortnightly operating rhythm • Escalation rules + decision log • Monthly exec summary (what moved / why / what’s next)	24/7 incident response • Full PMO build + run • Enterprise governance redesign programmes
Role clarity & ownership	Ownership clarity for outcomes, KPIs, handoffs • RACI-lite where needed (decision rights + escalation) • Accountability loops (owners, dates, follow-through)	Org redesign programmes • Job architecture / levelling / restructures
Cross-team alignment & influence	Cross-functional alignment sessions (within tier) • Escalation paths and operating comms rhythm • “How work moves” agreement across teams	Large offsites and multi-workshop programmes (extra days) • Company-wide comms rollouts at scale
Planning & reporting	30/60/90 delivery plan • Scorecard for cycle time, rework, escalations, throughput • Weekly progress mechanism (update format, review rhythm)	Audit-style reporting packs • Complex BI/dashboard builds • Data engineering/integrations
Leader enablement	Coaching managers on execution habits • Operating playbooks + templates (reviews, handoffs, escalation) • Meeting hygiene and performance rhythm	Company-wide training delivery at scale • Full L&D programme design and rollout
Execution support (coaching-led)	Remove blockers via leadership actions and decisions • Facilitate operating reviews (within tier) • Tighten handoffs and reliability loops	Acting as delivery lead for projects • Hands-on project management at volume • Running functions day-to-day
Tools & systems (light-touch)	Work inside existing tools • Template setup for reviews, updates, decision logs • Light process templates	New systems implementations and licences • Tool selection/implementation programmes (beyond light-touch)
Commercial & marketing dependencies	Only where needed to unblock delivery dependencies (handoffs, prioritisation, SLAs)	Campaign execution, production, paid media, sales ops build-outs
Third-party resources	Vendor oversight cadence (light) • Supplier performance rhythm • Escalation coordination	Vendor contracting and procurement processes • RFP management at scale • Agency/contractor fees
Hiring support	Role scorecards for ops hires • Interview panel support • Onboarding plan for key ops roles	Recruitment fees and assessments • Employer-of-record/contracting costs
Travel & on-site	Remote-first unless agreed	Travel and on-site expenses (pre-approved)
Legal / HR / compliance	Leadership-level escalation guidance and coordination	Case management and legal work • HR case handling
Taxes	N/A	VAT/GST/sales taxes where applicable

CCO LOD.

Category

Included in retainer (**CCO LOD**)

Excluded (billed separately)

LOD leadership capacity

Tier time reserved (**2/4/8/12 days**) • **CCO-level commercial leadership** (revenue strategy + execution discipline) • Deal + forecast decision support • Leadership coaching for Commercial leadership team (VP Sales / RevOps / CS)

Additional days beyond tier (unless bonus-day policy) • Always-on sales management cover • Out-of-hours cover / “on call”

Cadence & governance

Pipeline rhythm + stage discipline • Forecast rules + review cadence • Exec-level deal cadence (QBR/MBR inputs, operating rhythm) • Decision log + monthly exec summary (what moved / why / what’s next)

Running SDR/AE management day-to-day • Full RevOps “run function” coverage

Role clarity & leadership ownership

Sales/CS/RevOps ownership clarity • Accountability coaching • Handoffs + “definition of done” (Sales → CS, SDR → AE, AE → CS, CS → Renewals)

Full org redesign programmes • Compensation plan redesign/overhauls (commission architecture, legal review)

Stakeholder readiness & influence

Exec-level deal support + rehearsal • Internal alignment for key accounts / renewals • Board/investor narrative readiness on revenue (when needed)

Large workshops/offsites (extra days) • Company-wide comms programmes

Planning & reporting

30/60/90 commercial plan • Scorecard setup + rhythm (**coverage, win rate, cycle time, slippage, forecast accuracy, churn/NRR**)

Audit-style reporting packs • Bespoke investor reporting programmes • Complex BI builds

Leader enablement

Coaching managers on pipeline discipline + coaching habits • Playbooks/templates (stage criteria, MEDDIC/qualification, close plans, renewal plans)

Company-wide sales training rollout at scale • Full enablement programme build

Execution support (coaching-led)

Unblockers through leaders (deal strategy, trade-offs, resourcing decisions) • Deal/forecast reviews within tier time

Acting as SDR/AE/outbound at volume • Hands-on RevOps delivery at volume

Tools & systems (light-touch)

Working inside CRM and existing tools • Hygiene rules + templates for reviews (pipeline, forecast, close plans)

CRM rebuild projects • New tools, enrichment, analytics builds • Systems implementation/integration work

Commercial & marketing guidance

ICP/offer tightening with leadership • Sales–Marketing alignment cadence (lead quality, handoff rules, feedback loops)

Paid media budgets • Content production • Creative/brand work at volume

Third-party resources

Agency selection support (enablement/RevOps support) • Vendor oversight cadence (light)

Agency fees and procurement • RFP management at scale • Vendor contracting

Hiring support

Role scorecards + interview support for commercial leadership hires

Recruitment fees and assessments

Travel & on-site

Remote-first unless agreed

Travel and on-site expenses (pre-approved)

Legal / HR / compliance

Contract escalation guidance (leadership level)

Legal counsel and contract negotiation services

Taxes

N/A

VAT/GST/sales taxes where applicable

CMO LOD.

Category	Included in retainer (CMO LOD)	Excluded (billed separately)
LOD leadership capacity	Tier time reserved (2/4/8/12 days) • CMO-level marketing leadership (direction, prioritisation, trade-offs) • Funnel strategy + decision support (where to invest / what to stop)	Additional days beyond tier (unless bonus-day policy) • Always-on marketing ops cover • 24/7 response cover
Cadence & governance	Funnel rhythm + scorecard cadence • Weekly/fortnightly growth review design • Decision log + monthly exec summary (what moved / why / what's next) • Budget governance and allocation rules	Running marketing ops day-to-day • Full PMO build and run
Role clarity & leadership ownership	Clarity on ownership across growth functions (Marketing / Sales / RevOps touchpoints) • Alignment on ICP, message, priorities and "definition of done"	Full org redesign programmes • Job architecture work
Stakeholder readiness & influence	Exec readiness for story + proof (board/investor narrative inputs where needed) • Alignment sessions within tier time	Company-wide town halls • Multi-session programmes (extra days)
Planning & reporting	30/60/90 demand plan • Scorecard setup + rhythm (CAC, lead→opp, opp quality, pipeline contribution, conversion by stage)	Audit-style reporting packs • Complex BI/analytics builds
Leader enablement	Coaching leaders on focus, measurement and decision discipline • Templates (briefs, review rhythm, scorecards)	Training programmes and rollouts at scale
Execution support (coaching-led)	Campaign oversight + decision support (priorities, sequencing, kill/keep calls) • Unblockers through leaders (handoffs, approvals, trade-offs)	Content production at volume • Design output • Hands-on channel management (paid/search/social/email at volume)
Tools & systems (light-touch)	Work within existing tools • Measurement hygiene, naming conventions, and light templates	New licences/platforms • Data projects, instrumentation, tracking rebuilds
Media / marketing spend	Spend governance and prioritisation guidance (how budgets are allocated, measured, and reviewed)	Paid media budgets and ad account spend • Production (video/photo/design/print)
Third-party resources	Agency selection support + oversight cadence (light)	Agency fees and procurement • RFP management at scale
Hiring support	Role scorecards + interview support for key marketing hires	Recruitment fees and assessments
Travel & on-site	Remote-first unless agreed	Travel and on-site expenses (pre-approved)
Legal / HR / compliance	Escalation guidance (leadership level)	Specialist compliance work • Legal counsel
Taxes	N/A	VAT/GST/sales taxes where applicable

CComm LOD.

Category	Included in retainer (CComm LOD)	Excluded (billed separately)
LOD leadership capacity	Tier time reserved (2/4/8/12 days) • Comms leadership support (narrative, message discipline, stakeholder confidence) • Decision support on sensitive moments (what to say / what not to say / when)	Additional days beyond tier (unless bonus-day policy) • 24/7 press office cover
Cadence & governance	Narrative cadence + message discipline • Escalation paths + incident readiness (light) • Monthly exec summary (what moved / risks / next actions)	Always-on crisis response • Out-of-hours incident cover
Role clarity & leadership ownership	“Who says what, when” clarity • Decision rights + approvals coaching • Spokesperson alignment and briefing rhythm	Full comms function build-out
Stakeholder readiness & influence	Leadership rehearsal for sensitive moments • Investor/board messaging prep (readiness + consistency) • Internal trust rhythm (what leaders reinforce and how often)	Large-scale town halls and multi-session offsites (extra days)
Planning & reporting	30/60/90 narrative plan • Trust/retention risk indicators scorecard (simple, usable, reviewed on cadence)	Audit-style reporting packs • Monitoring platform builds
Leader enablement	Coaching leaders on comms under pressure • Templates (talking points, Q&A, briefings, holding lines)	Company-wide comms training rollout at scale
Execution support (coaching-led)	Guidance + review of key comms (draft review, narrative tightening, risk flags) • Facilitation of leadership alignment sessions (within tier)	Writing/production at volume • PR campaigns • Media buying
Tools & systems (light-touch)	Work within existing channels and tools • Light templates + governance hygiene	New platforms/subscriptions/monitoring tools
Media / marketing spend	Governance guidance (what spend is for, what “good” looks like, decision rules)	PR wire fees • Production • Paid media
Third-party resources	Agency selection support + oversight cadence (light)	Agency fees and retainers • Procurement processes
Hiring support	Role scorecards + interview support for comms hires	Recruitment fees and assessments
Travel & on-site	Remote-first unless agreed	Travel and on-site expenses (pre-approved)
Legal / HR / compliance	Escalation guidance and coordination (leadership level)	Legal counsel • HR case management
Taxes	N/A	VAT/GST/sales taxes where applicable

CGO LOD.

Category	Included in retainer (CGO LOD)	Excluded (billed separately)
LOD leadership capacity	Tier time reserved (2/4/8/12 days) • Change / growth leadership support (adoption strategy, sequencing, trade-offs) • Adoption decision support (where to push, where to pause, what “done” means)	Additional days beyond tier (unless bonus-day policy) • Always-on change office cover
Cadence & governance	Adoption cadence + scorecard rhythm • Decision log + monthly exec summary • Light change governance (steering rhythm, escalation paths, decision rules)	Full change programme office build + run
Role clarity & leadership ownership	Ownership clarity for adoption (who owns uptake, benefits, comms, training, process) • Manager enablement coaching (how to lead change locally)	Full org redesign programmes
Stakeholder readiness & influence	Stakeholder map + resistance plan (friction points + interventions) • Rehearsal for key moments (launches, resets, exec asks) • Escalation paths for blockers	Company-wide offsites and large workshop series (extra days)
Planning & reporting	30/60/90 adoption plan • Scorecard setup (adoption, utilisation, benefits capture)	Audit-style reporting and complex BI
Leader enablement	Manager toolkits and templates (talk tracks, nudges, playbooks) • Coaching managers on behaviour change and reinforcement	L&D programmes and training rollout at scale
Execution support (coaching-led)	Unblockers via leadership actions (decisions, sequencing, accountability) • Facilitation of key adoption sessions (within tier)	Doing the rollout work at volume • Building training content libraries
Tools & systems (light-touch)	Work within existing tools • Light measurement hygiene (simple tracking, meeting hygiene, nudges)	New platforms, licences, data subscriptions
Third-party resources	Recommendations and selection support (light)	Contractor/agency fees
Hiring support	Role scorecards and interview support	Recruitment fees and assessments
Travel & on-site	Remote-first unless agreed	Travel and on-site expenses (pre-approved)
Legal / HR / compliance	Escalation guidance (leadership level)	Case management and legal work
Taxes	N/A	VAT/GST/sales taxes where applicable

Each **LOD role** installs a clear operating rhythm, tight decision-making and measurable progress on **one outcome that matters** for that function. You're not buying "advice". You're buying a **leadership system**: priorities that don't churn, decisions that land, execution that becomes predictable and leaders who level up fast because they're coached in real time on real situations.

- **CEO LOD**: sharper priorities, faster decision velocity, clear decision rights, weekly accountability.
- **COO LOD**: delivery reliability, cycle-time down, fewer escalations, fewer "heroics".
- **CCO LOD**: pipeline discipline, deal quality, forecast integrity, win-rate movement.
- **CMO LOD**: demand clarity, channel prioritisation, CAC/efficiency trends, lead → opp quality.
- **CComm LOD**: narrative control, stakeholder confidence, incident readiness, trust under pressure.
- **CGO LOD**: adoption that sticks, resistance reduced, benefits captured - not "rolled out and forgotten".

Every role is anchored to **auditable inputs**, a **Week 1 scorecard + baseline validated by Finance** and a premium proof cadence: **Week 2 checkpoint, Day 60 proof of value, Day 90 sustained proof** - so impact is visible and verifiable, not subjective.

If results aren't moving on the agreed metrics, the engagement is **adjusted or exited cleanly**.

The practical outcome is simple:

Fewer costly mistakes, faster momentum, calmer leadership and performance you can actually measure.
Exactly what organisations need when growth, change or complexity is stretching the leadership team.

A close-up photograph of two people in business suits shaking hands over a desk. The background is slightly blurred, showing a laptop and some papers. The text is overlaid on the left side of the image.

**Activation Fee. Model. Tier. Pricing. Base Rate.
Multiplier. Formula. Commitment. Terms.
Section 3**

Our Activation Fee.

LOD begins with a €2,500 VAT-inclusive Activation Fee. It moves the engagement from interest to action, secures priority onboarding, reserves executive leadership capacity and creates the space to shape the work properly before delivery begins. This is a serious commercial commitment that protects time, focus and momentum on both sides.

The LOD Activation Fee is non-refundable, except where BEPIVOTA is unable to deliver the engagement, in which case it will be refunded in full. The LOD Activation Fee is credited against the first agreed LOD engagement fee.

Rescheduling requests may be accommodated at BEPIVOTA's discretion and subject to availability. Additional charges may apply where scope, format, location, audience requirements, or delivery complexity materially change. Final commercial terms, delivery scope, and scheduling are confirmed directly with BEPIVOTA before the engagement is fully activated.

The LOD Activation Fee can be paid securely through the BEPIVOTA Exchange here:

<https://www.bepivota.com/product/leadershipactivationfee>

Start simple. Secure the engagement with the €2,500 Activation Fee. Then we confirm the right module, intensity, scope and retainer based on the outcome required together.

Our Model & Engagement Tiers

One Simple & premium model

Choose your role. CEO, COO, CCO, CMO, Comms, Change.

Choose your size. Start-up, SME or Enterprise.

Choose your time. The engagement tier is based on days per month. 2, 4, 8 or 12.

Choose your price. Price ranges are based on your size. Our rate base is global and is anchored in USD. It is calibrated globally using a straightforward regional multiplier.

Why? Pricing stays fair. Across the US, UK, Europe and beyond.

Every engagement is a monthly retainer with a three-month minimum.

This reserves executive capacity and a delivery cadence.

You're not buying hours.

You're buying decisions, momentum and measurable outcomes.

Four simple & premium engagement tiers

Advisory. Light-Touch. **2 days/month.** Ideal for: founders/teams who can execute but need direction + accountability. Includes: scorecard + priorities, weekly call, async feedback, monthly exec summary. Think **Keep me honest. Keep us focused. Keep momentum.**

Operator. Own the Outcome. **4 days/month.** Ideal for: "We need someone to own this and move it forward." Includes: leadership cadence, delivery ownership, decision log, weekly progress rhythm + unblockers. Think **One accountable owner. Weekly progress. No drift.**

Embedded Leader. Scale & Stabilise. **8 days/month.** Ideal for: growth phases needing hands-on leadership across teams/functions. Includes: leadership team facilitation, cross-functional execution, hiring support, systems/process improvements. Think **A leader inside the business. Building the system as we grow.**

Intensive. High-Velocity. **12 days/month.** Ideal for: Interim. Transitions, turnaround, launches, restructures, high-stakes change. Includes: acting leadership presence, rapid execution, stakeholder management, accelerated decision-making + delivery control. Think **Stabilise fast. Decide faster. Deliver results.**

Our Pricing Philosophy.

We publish tiers & ranges to keep pricing fair and transparent.

Two companies can ask for the same role and the same number of days per month. They will require very different levels of intensity depending on size, urgency, complexity and the maturity of systems already in place.

The tier defines the time. The range reflects the problem size.

A quick rule-of-thumb to help you self-select ranges

Lower end = steady-state improvement, clear data, single priority

Middle = multi-priority, some ambiguity, cross-team alignment needed

Upper end = turnaround, change programme, broken pipeline/ops, high urgency

Our ranges are benchmarked with interim executive day rates in the EU/UK and typical US fractional executive retainers.

UK (Interim market): The Institute of Interim Management's 2025 survey reports an overall average day rate of £894, and private sector average ~£970. It also shows meaningful volume at higher brackets (including £1,400+/day).

Europe (Interim market): Robert Walters' interim management guide (2024) lists client daily rates such as: Managing Director/CEO: €1,800–€3,500/day, Operations Director: €1,400–€2,000/day, CMO/Marketing Director: typically €1,400+/day (varies by country/sector).

US (Fractional retainers): Multiple fractional CMO sources consistently cite \$5k–\$15k/month as the common retainer band, with broader ranges up to ~\$20k+ depending on scope/time. For broader "fractional executive" retainers, \$10k–\$20k/month is often cited for established operators (again depending on scope/time). For fractional COO specifically, \$5k–\$15k/month is commonly quoted.

Our Pricing Ranges.

Startup pricing is lower because cash is constrained and scope is typically tighter (fewer layers, faster decisions). In early-stage companies, it's also common to blend cash with upside (success fee / options) rather than paying full market cash rates.

Enterprise pricing is higher because complexity is higher. More stakeholders, governance, compliance risk, cross-functional dependencies, and the cost of mistakes is larger. This “stage-based” pricing is consistent with interim/fractional benchmarks that vary day rates by startup vs scale-up vs enterprise.

The right fee depends on the size and complexity of the challenge, not a one-size-fits-all number. Every BEPIVOTA engagement starts with alignment. We agree the scope, the weekly cadence, and the measurable outcomes up front, so there's no ambiguity and no surprises. You'll know exactly what's included, what success looks like, and how progress will be tracked. After a short diagnostic, we confirm a precise retainer alongside a clear deliverables plan.

Trust is built on clarity, accountability and commitment from day one.

Our Global Rate Base.

Role	Advisory (2 days/month)	Operator (4 days/month)	Embedded (8 days/month)	Intensive (12 days/month)
CEO	S \$3.75–\$6.75k M \$5–\$9k E \$6.25–\$11.25k	S \$7.5–\$13.5k M \$10–\$18k E \$12.5–\$22.5k	S \$15–\$27k M \$20–\$36k E \$25–\$45k	S \$22.5–\$40.5k M \$30–\$54k E \$37.5–\$67.5k
COO	S \$2.7–\$4.8k M \$3.6–\$6.4k E \$4.5–\$8k	S \$5.4–\$9.6k M \$7.2–\$12.8k E \$9–\$16k	S \$10.8–\$19.2k M \$14.4–\$25.6k E \$18–\$32k	S \$16.2–\$28.8k M \$21.6–\$38.4k E \$27–\$48k
CCO	S \$2.7–\$4.8k M \$3.6–\$6.4k E \$4.5–\$8k	S \$5.4–\$9.6k M \$7.2–\$12.8k E \$9–\$16k	S \$10.8–\$19.2k M \$14.4–\$25.6k E \$18–\$32k	S \$16.2–\$28.8k M \$21.6–\$38.4k E \$27–\$48k
CMO	S \$2.7–\$4.8k M \$3.6–\$6.4k E \$4.5–\$8k	S \$5.4–\$9.6k M \$7.2–\$12.8k E \$9–\$16k	S \$10.8–\$19.2k M \$14.4–\$25.6k E \$18–\$32k	S \$16.2–\$28.8k M \$21.6–\$38.4k E \$27–\$48k
CComm	S \$2.25–\$4.2k M \$3–\$5.6k E \$3.75–\$7k	S \$4.5–\$8.4k M \$6–\$11.2k E \$7.5–\$14k	S \$9–\$16.8k M \$12–\$22.4k E \$15–\$28k	S \$13.5–\$25.2k M \$18–\$33.6k E \$22.5–\$42k
CGO	S \$2.7–\$4.8k M \$3.6–\$6.4k E \$4.5–\$8k	S \$5.4–\$9.6k M \$7.2–\$12.8k E \$9–\$16k	S \$10.8–\$19.2k M \$14.4–\$25.6k E \$18–\$32k	S \$16.2–\$28.8k M \$21.6–\$38.4k E \$27–\$48k

Engagement tiers (days/month): Advisory 2 | Operator 4 | Embedded 8 | Intensive 12 Key: S = Startup | M = SME/Scale-up | E = Enterprise

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Our regional multiplier.

Region	Multiplier
United States	1.00×
UK & Ireland	0.90×
Western Europe (DACH, Benelux, Nordics, France)	0.95×
Southern & Eastern Europe	0.85×
Canada	0.95×
Caribbean	0.80×
Australia / New Zealand	1.00×
Singapore / Hong Kong	1.15×
GCC (UAE / Saudi / Qatar)	1.25×
Japan / South Korea	1.10×
LATAM	0.70×
South Africa	0.70×
India	0.50×
Southeast Asia (Thailand/Vietnam/PH/Indonesia etc.)	0.60×
Rest of Africa	0.60×

Engagement tiers (days/month): Advisory 2 | Operator 4 | Embedded 8 | Intensive 12 Key: S = Startup | M = SME/Scale-up | E = Enterprise



How it works. Our calculation model.

Global Rate Base & Regional Multipliers Explained

What they do

We publish one **global USD rate base**. Regional multipliers simply adjust that base price to keep pricing fair and **consistent across markets**.

How they work

They convert the USD base price into a region-adjusted price that reflects: typical **interim/fractional executive market rates** in that region practical delivery realities like **timezone coverage** and **on-site/travel expectations**

What they're based on

Multiplier x Role x Tier x Base = Price Range.

This is the formula for indicative pricing. We invoice in USD or local currency using prevailing FX.

Why is this better?

Multipliers are calibrated using **UK/EU interim day-rate benchmarks** as a strong reference point for senior interim leadership pricing, **common US fractional executive retainer ranges** as the global USD anchor & practical delivery factors we see repeatedly in cross border work: timezone coverage, travel/on-site requirements and governance load

It is global, simple & premium. Separate price lists per country are complex. Pricing stays transparent. One simple adjustment. No hidden "country tax". A price that matches local expectations without underpricing or overpricing.

That's it.

One base. One multiplier. Transparent pricing globally.



BEPIVOTA

Worked Examples. Our calculation model in action.

Region	Multiplier x Role x Tier x Base = Price Range
UK & Ireland	(0.90x) CMO LOD, Operator (4 days/month), SME base \$7.2k-\$12.8k = \$6.48k-\$11.52k/month
Western Europe	(0.95x) COO LOD, Operator (4 days/month), SME base \$7.2k-\$12.8k = \$6.84k-\$12.16k/month
Singapore / Hong Kong	(1.15x) CEO LOD, Operator (4 days/month), SME base \$10k-\$18k = \$11.5k-\$20.7k/month
India	(0.50x) CCO LOD (Commercial), Operator (4 days/month), Startup base \$5.4k-\$9.6k = \$2.7k-\$4.8k/month
Caribbean	(0.80x) CComm LOD (Comms), Operator (4 days/month), SME base \$6.0k-\$11.2k = \$4.8k-\$8.96k/month
United States	(1.00x) CEO LOD, Embedded (8 days/month), SME base \$20k-\$36k = \$20k-\$36k/month
Gulf Cooperation Council	(1.25x) COO LOD, Intensive (12 days/month), SME base \$21.6k-\$38.4k = \$27.0k-\$48.0k/month
Japan / South Korea	(1.10x) CMO LOD, Advisory (2 days/month), SME base \$3.6k-\$6.4k = \$3.96k-\$7.04k/month
LATAM	(0.70x) CEO LOD, Operator (4 days/month), Startup base \$7.5k-\$13.5k = \$5.25k-\$9.45k/month
Southeast Asia	(0.60x) CGO LOD (Change), Operator (4 days/month), SME base \$7.2k-\$12.8k = \$4.32k-\$7.68k/month



We don't discount. We reward commitment with additional capacity.

We're not selling time, we're delivering traction. Premium work demands clarity, focus and accountability. Not price negotiation.

BEPIVOTA is built as a premium, outcome-led service. Discounting devalues the work and shifts focus to price instead of results. Instead, we reward commitment in the only way that genuinely accelerates your outcomes: **additional executive capacity**. When you prepay for 3, 6 or 12 months, we add **bonus days** on top of your chosen tier so we can go deeper on the high leverage work - decision velocity, leadership cadence, alignment and momentum - without diluting the standard of delivery. It's a simple principle. Protect the value. Increase the impact.

How it works

- Added to your current plan - they sit on top of your tier days
- Can be used anytime within the prepaid term — applied only when the full term is paid in advance and the tier/scope remains consistent for that term.
- Applied to the same role and the same client — must be used within the prepaid term. Unused days expire.
- Cover leadership time only. Taxes, travel/expenses, third-party costs and extra resourcing remain separate.
- We only add bonus days when capacity is committed and prepaid.

We don't discount outcomes. We plan delivery properly and protect quality. We add capacity and deliverables that accelerate results.

Prepayment Made	Bonus Added
3 months prepaid	+1 bonus day
6 months prepaid	+5 bonus days
12 months prepaid	+12 bonus days

Commitment lowers cost & drives ROI.

Prepayment isn't about "giving us money early". It's about **locking in executive capacity and accelerating outcomes with lower effective day rates and measurable ROI**. Leadership on demand works optimally when it has continuity. The same cadence, the same context, the same momentum week after week. Prepaying does three non-negotiable things for you.

Guaranteed priority

access to senior time. Your days are reserved, not "fit in".

Faster execution

removes procurement/payment friction and keeps focus on delivery.

Significantly lower effective day rate

added bonus days.

On the most common Operator tier (4 days/month), the maths is straightforward: **3 months prepaid = 8% lower effective day-rate (12+1 days)**, **6 months = 17% lower (24+5 days)** and **12 months = 20% lower (48+12 days)**. Without reducing the quality or integrity of the engagement.

Think

Prepaying is my cleanest way to buy traction.

More capacity, fewer delays and a measurably better ROI.

Commitment significantly reduces effective day rate.

Region	Mult.	Role	Tier (days/month)	Stage	Monthly (USD)	3 mo prepaid (Total • Days)	6 mo prepaid (Total • Days)	12 mo prepaid (Total • Days)	Prepay day-rate ↓
UK & Ireland	0.90×	CMO LOD	Operator (4)	SME	\$6.48k–\$11.52k	\$19.44k–\$34.56k • 13	\$38.88k–\$69.12k • 29	\$77.76k–\$138.24k • 60	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
Western Europe	0.95×	COO LOD	Operator (4)	SME	\$6.84k–\$12.16k	\$20.52k–\$36.48k • 13	\$41.04k–\$72.96k • 29	\$82.08k–\$145.92k • 60	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
Singapore / Hong Kong	1.15×	CEO LOD	Operator (4)	SME	\$11.50k–\$20.70k	\$34.50k–\$62.10k • 13	\$69.00k–\$124.20k • 29	\$138.00k–\$248.40k • 60	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
India	0.50×	CComm LOD	Operator (4)	Startup	\$2.70k–\$4.80k	\$8.10k–\$14.40k • 13	\$16.20k–\$28.80k • 29	\$32.40k–\$57.60k • 60	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
Caribbean	0.80×	CComm LOD	Operator (4)	SME	\$4.80k–\$8.96k	\$14.40k–\$26.88k • 13	\$28.80k–\$53.76k • 29	\$57.60k–\$107.52k • 60	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
United States	1.00×	CEO LOD	Embedded (8)	SME	\$20.00k–\$36.00k	\$60.00k–\$108.00k • 25	\$120.00k–\$216.00k • 53	\$240.00k–\$432.00k • 108	3mo 4.0% • 6mo 9.4% • 12mo 11.1%
GCC	1.25×	COO LOD	Intensive (12)	SME	\$27.00k–\$48.00k	\$81.00k–\$144.00k • 37	\$162.00k–\$288.00k • 77	\$324.00k–\$576.00k • 156	3mo 2.7% • 6mo 6.5% • 12mo 7.7%
Japan / South Korea	1.10×	CMO LOD	Advisory (2)	SME	\$3.96k–\$7.04k	\$11.88k–\$21.12k • 7	\$23.76k–\$42.24k • 17	\$47.52k–\$84.48k • 36	3mo 14.3% • 6mo 29.4% • 12mo 33.3%
LATAM	0.70×	CEO LOD	Operator (4)	Startup	\$5.25k–\$9.45k	\$15.75k–\$28.35k • 13	\$31.50k–\$56.70k • 29	\$63.00k–\$113.40k • 60	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
Southeast Asia	0.60×	CGO LOD	Operator (4)	SME	\$4.32k–\$7.68k	\$12.96k–\$23.04k • 13	\$25.92k–\$46.08k • 29	\$51.84k–\$92.16k • 60	3mo 7.7% • 6mo 17.2% • 12mo 20.0%


Terms: 3-month minimum. Retainers billed monthly in advance (or prepaid for 3/6/12 months). USD base; invoice in USD or local currency at prevailing FX. Excludes taxes, travel/expenses and third-party budgets/tools. Extra days are pre-approved and billed separately. 30 days' notice applies after the minimum term.



Prepayment, Billing & Engagement Terms.

Pricing basis	Monthly retainer (USD base) aligned to selected tier (2 / 4 / 8 / 12 days per month) and agreed role scope
Minimum engagement	3 months (90 days)
Prepay commitment options	3 / 6 / 12 months prepaid (qualifies for bonus-day policy where applicable)
Onboarding / start	Starts on agreed commencement date after signed agreement + first invoice paid
Billing frequency	Monthly in advance (or prepaid in full for 3/6/12-month commitments)
Payment terms	Due upon receipt (<i>Net 7/14 available for enterprise/procurement by prior agreement</i>)
Currency	Invoiced in USD or local currency at prevailing FX (if agreed)
Taxes	Applicable taxes added (VAT/GST/sales tax where required)
Scheduling & cadence	Days are scheduled into a delivery plan; includes agreed weekly cadence, scorecard rhythm, and governance
Unused time	Days do not roll over unless explicitly agreed in writing
Extra days / overages	Pre-approved; billed at the agreed day rate; invoiced monthly (or deducted from any available bonus days if agreed)
Travel / on-site expenses	Pre-approved; billed at cost; invoiced monthly (travel time treated as delivery time only if agreed)
Tools / third-party spend	Software licences, data, paid media, production, contractors are excluded unless explicitly included in scope
Confidentiality / NDA	Mutual confidentiality applies; NDA available on request
IP & materials	BEPIVOTA retains IP in frameworks/methods; client owns their business outputs/deliverables created for them
Change control	Material scope changes require written change request and may adjust tier/pricing
Termination / notice	Engagements run for the minimum term; thereafter 30 days' written notice
Pauses / rescheduling	Any pause or significant reschedule is by agreement; prepaid terms/bonus days must be used within the prepaid period unless otherwise agreed
Client responsibilities	Client provides timely access to stakeholders, data, and decision-makers to maintain cadence and outcomes

Terms: 3-month minimum. Retainers billed monthly in advance (or prepaid for 3/6/12 months). USD base; invoice in USD or local currency at prevailing FX. Excludes taxes, travel/expenses and third-party budgets/tools. Extra days are pre-approved and billed separately. 30 days' notice applies after the minimum term.

A close-up photograph of two people in dark business suits shaking hands over a white table. In the background, a laptop, some papers, and a small potted plant are visible on the table. The scene is brightly lit, suggesting an office environment.

Scenarios. Section 4

Ireland

Role	Ireland scenario (what's broken)	Full-time hire (Year-1 loaded cost)*	BEPIVOTA model (tier / est. cost)	Year-1 cash saved	"Hard" ROI lever (12-month view)	Payback + ROI	Prepay bonus-days effect (effective €/day ↓)
CEO LOD	Founder-led SME; priorities fragmented; cash burn; decisions slow	~€420k	Embedded (8 days/mo) ≈ €240k/yr	~€180k	Focus + prioritisation: €50k/month saved = €600k/yr	~0.40 months • ~150% ROI (≈2.5x)	3mo 4.0% • 6mo 9.4% • 12mo 11.1%
COO LOD	Ops firefighting; missed deadlines; rework/overtime; delivery unreliable	~€280k	Embedded (8 days/mo) ≈ €170k/yr	~€110k	Ops savings: €30k/month = €360k/yr	~0.47 months • ~112% ROI (≈2.12x)	3mo 4.0% • 6mo 9.4% • 12mo 11.1%
CCO LOD (Commercial)	Pipeline active but weak conversion; forecast misses; GTM friction	~€300k	Operator (4 days/mo) ≈ €95k/yr	~€205k	Conversion + discipline: €200k contribution/yr	~0.48 months • ~111% ROI (≈2.11x)	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CMO LOD	CAC drifting; lead quality poor; "busy marketing" not driving pipeline	~€250k	Operator (4 days/mo) ≈ €90k/yr	~€160k	CAC reduction: 15% of €1.2M spend = €180k/yr saved	~0.50 months • ~100% ROI (≈2x)	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CComm LOD (Comms)	Change/incident risk; internal uncertainty; narrative gaps; churn risk	~€190k	Operator (4 days/mo) ≈ €75k/yr	~€115k	Prevent churn/erosion of trust: €120k contribution/yr	~0.63 months • ~60% ROI (≈1.6x)	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CGO LOD (Change)	Transformation stalling; low adoption; benefits not landing	~€260k	Operator (4 days/mo) ≈ €95k/yr	~€165k	Adoption/productivity capture: €15k/month = €180k/yr	~0.53 months • ~89% ROI (≈1.89x)	3mo 7.7% • 6mo 17.2% • 12mo 20.0%

*Loaded cost = base + variable/bonus + employer costs/benefits + typical recruiter/search fee (cash view; excludes equity + mis-hire risk).

Bonus-day policy: 3 months +1 day, 6 months +5 days, 12 months +12 days

Effective day-rate improvement depends only on tier:

- Operator (4 days/mo): 3mo 7.7% • 6mo 17.2% • 12mo 20.0%
- Embedded (8 days/mo): 3mo 4.0% • 6mo 9.4% • 12mo 11.1%

(All figures are illustrative + conservative for use.)

UK

Role	UK scenario (what's broken)	Full-time hire (Year-1 loaded cost)*	BEPIVOTA model (tier / est. cost)	Year-1 cash saved	"Hard" ROI lever (12-month view)	Payback + ROI	Prepay bonus-days effect (effective £/day ↓)
CEO LOD	Priorities fragmented; burn + slow decisions	~£450k	Embedded (8 days/mo) ≈ £242k/yr	~£208k	£50k/month saved = £600k/yr	~0.40 months • ~148% ROI	3mo 4.0% • 6mo 9.4% • 12mo 11.1%
COO LOD	Firefighting; rework + overtime; unreliable delivery	~£300k	Embedded (8 days/mo) ≈ £173k/yr	~£127k	£35k/month saved = £420k/yr	~0.41 months • ~143% ROI	3mo 4.0% • 6mo 9.4% • 12mo 11.1%
CCO LOD (Commercial)	Weak conversion + forecast misses; GTM friction	~£320k	Operator (4 days/mo) ≈ £86k/yr	~£234k	~£216k contribution/yr (after GM)	~0.40 months • ~150% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CMO LOD	CAC drifting; lead quality poor; "busy marketing"	~£260k	Operator (4 days/mo) ≈ £86k/yr	~£174k	15% of £1.5M spend = £225k/yr saved	~0.38 months • ~160% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CComm LOD (Comms)	Change/incident risk; narrative gaps; churn risk	~£200k	Operator (4 days/mo) ≈ £74k/yr	~£126k	Prevent 3% churn on £6M ARR ⇒ ~£144k contribution/yr	~0.52 months • ~94% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CGO LOD (Change)	Low adoption; resistance; benefits not landing	~£280k	Operator (4 days/mo) ≈ £86k/yr	~£194k	£20k/month value = £240k/yr	~0.36 months • ~178% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%

*Loaded cost = base + bonus + employer NI/pension/benefits + typical recruiter fee (cash view; excludes equity + mis-hire risk).

Bonus-day policy: 3 months +1 day, 6 months +5 days, 12 months +12 days.

Effective day-rate improvement depends only on tier:

- Operator (4 days/mo): 3mo 7.7% • 6mo 17.2% • 12mo 20.0%
- Embedded (8 days/mo): 3mo 4.0% • 6mo 9.4% • 12mo 11.1%

(All figures are illustrative + conservative for use.)

EU

Role	EU scenario (what's broken)	Full-time hire (Year-1 loaded cost)*	BEPIVOTA model (tier / est. cost)	Year-1 cash saved	"Hard" ROI lever (12-month view)	Payback + ROI	Prepay bonus-days effect (effective €/day ↓)
CEO LOD	Priorities fragmented; burn + slow decisions	~€600k	Embedded (8 days/mo) ≈ €270k/yr	~€330k	€60k/month saved = €720k/yr	~0.38 months • ~167% ROI	3mo 4.0% • 6mo 9.4% • 12mo 11.1%
COO LOD	Firefighting; rework + overtime; unreliable delivery	~€420k	Embedded (8 days/mo) ≈ €220k/yr	~€200k	€40k/month saved = €480k/yr	~0.46 months • ~118% ROI	3mo 4.0% • 6mo 9.4% • 12mo 11.1%
CCO LOD (Commercial)	Weak conversion + forecast misses; GTM friction	~€360k	Operator (4 days/mo) ≈ €110k/yr	~€250k	~€250k contribution/yr (after GM)	~0.44 months • ~127% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CMO LOD	CAC drifting; lead quality poor; "busy marketing"	~€320k	Operator (4 days/mo) ≈ €100k/yr	~€220k	15% of €1.8M spend = €270k/yr saved	~0.44 months • ~170% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CComm LOD (Comms)	Change/incident risk; narrative gaps; churn risk	~€250k	Operator (4 days/mo) ≈ €90k/yr	~€160k	Prevent 3% churn on €7M ARR ⇒ ~€168k contribution/yr	~0.64 months • ~87% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CGO LOD (Change)	Low adoption; resistance; benefits not landing	~€380k	Operator (4 days/mo) ≈ €110k/yr	~€270k	€25k/month value = €300k/yr	~0.44 months • ~173% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%

*Loaded cost = base + variable/bonus + employer costs/benefits + typical recruiter/search fee (cash view; excludes equity + mis-hire risk).

Bonus-day policy: 3 months +1 day, 6 months +5 days, 12 months +12 days

Effective day-rate improvement depends only on tier:

- Operator (4 days/mo): 3mo 7.7% • 6mo 17.2% • 12mo 20.0%
- Embedded (8 days/mo): 3mo 4.0% • 6mo 9.4% • 12mo 11.1%

(All figures are illustrative + conservative for use.)

US

Role	US scenario (what's broken)	Full-time hire (Year-1 loaded cost)*	BEPIVOTA model (tier / est. cost)	Year-1 cash saved	"Hard" ROI lever (12-month view)	Payback + ROI	Prepay bonus-days effect (effective \$/day ↓)
CEO LOD	Founder-led \$10–\$20M rev; priorities fragmented; burn high; decisions slow	~\$650k	Embedded (8 days/mo) ≈ \$336k/yr	~\$314k	Burn reduction via focus: \$70k/month saved = \$840k/yr	~0.4 months • ~150% ROI (≈2.5×)	3mo 4.0% • 6mo 9.4% • 12mo 11.1%
COO LOD	Firefighting ops; missed deadlines; rework/overtime; delivery unreliable	~\$450k	Embedded (8 days/mo) ≈ \$192k/yr	~\$258k	Ops savings: \$50k/month = \$600k/yr	~0.3 months • ~212% ROI (≈3.1×)	3mo 4.0% • 6mo 9.4% • 12mo 11.1%
CCO LOD (Commercial)	B2B SaaS ~\$8M ARR; weak conversion; forecast misses; GTM friction	~\$488k	Operator (4 days/mo) ≈ \$144k/yr	~\$344k	Win-rate lift: +\$360k ARR/yr; @80% GM ⇒ \$288k contribution	~0.5 months • ~100% ROI (≈2×)	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CMO LOD	CAC rising; lead quality poor; marketing not tied to pipeline	~\$400k	Operator (4 days/mo) ≈ \$120k/yr	~\$280k	CAC reduction: 15% on \$2.0M spend = \$300k/yr saved	~0.4 months • ~150% ROI (≈2.5×)	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CComm LOD (Comms)	Change/incident risk; narrative gaps; churn risk; stakeholder anxiety	~\$320k	Operator (4 days/mo) ≈ \$96k/yr	~\$224k	Prevent 3% churn on \$8M ARR = \$240k ARR; @80% GM ⇒ \$192k contribution	~0.5 months • ~100% ROI (≈2×)	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CGO LOD (Change)	Transformation rollout stalling; low adoption; benefits not landing	~\$418k	Operator (4 days/mo) ≈ \$120k/yr	~\$298k	Adoption uplift/productivity: \$25k/month value = \$300k/yr	~0.4 months • ~150% ROI (≈2.5×)	3mo 7.7% • 6mo 17.2% • 12mo 20.0%

*Loaded cost = base + bonus + employer NI/pension/benefits + typical recruiter fee (cash view; excludes equity + mis-hire risk).

Bonus-day policy: 3 months +1 day, 6 months +5 days, 12 months +12 days

Effective day-rate improvement depends only on tier:

• Operator (4 days/mo): 3mo 7.7% • 6mo 17.2% • 12mo 20.0%

• Embedded (8 days/mo): 3mo 4.0% • 6mo 9.4% • 12mo 11.1%

(All figures are illustrative + conservative for use.)

Caribbean

Role	Caribbean scenario (what's broken)	Full-time hire (Year-1 loaded cost)*	BEPIVOTA model (tier / est. cost)	Year-1 cash saved	"Hard" ROI lever (12-month view)	Payback + ROI	Prepay bonus-days effect (effective \$/day ↓)
CEO LOD	Regional business (tourism/FS/services) losing speed: priorities unclear, decisions slow, margin leakage	~\$380k	Operator (4 days/mo) ≈ \$120k/yr	~\$260k	Decision focus + cost control: \$40k/month saved = \$480k/yr	~0.25 months • ~300% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
COO LOD	Ops firefighting: delays, rework, overtime, inconsistent service levels across sites	~\$260k	Operator (4 days/mo) ≈ \$84k/yr	~\$176k	Ops efficiency: \$25k/month saved = \$300k/yr	~0.28 months • ~257% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CCO LOD (Commercial)	Pipeline exists but conversion is soft; pricing/packaging unclear; forecast unreliable	~\$280k	Operator (4 days/mo) ≈ \$84k/yr	~\$196k	Revenue engine uplift: \$20k/month contribution = \$240k/yr	~0.35 months • ~186% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CMO LOD	Demand is inconsistent; lead quality weak; spend not tied to revenue	~\$230k	Operator (4 days/mo) ≈ \$72k/yr	~\$158k	CAC efficiency: \$15k/month saved = \$180k/yr	~0.40 months • ~150% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CComm LOD (Comms)	Stakeholder trust risk (change, incident, rumours); internal comms inconsistent; churn risk	~\$180k	Operator (4 days/mo) ≈ \$60k/yr	~\$120k	Churn/reputation protection: \$10k/month contribution = \$120k/yr	~0.50 months • ~100% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CGO LOD (Change)	Transformation stalls: low adoption, resistance, benefits not landing (systems/process changes)	~\$240k	Operator (4 days/mo) ≈ \$72k/yr	~\$168k	Adoption/productivity capture: \$15k/month value = \$180k/yr	~0.40 months • ~150% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%

*Loaded cost = base + bonus + employer/pension/benefits + typical recruiter fee (cash view; excludes equity + mis-hire risk).

Bonus-day policy: 3 months +1 day, 6 months +5 days, 12 months +12 days

Effective day-rate improvement depends on tier:

• Operator (4 days/mo): 3mo 7.7% • 6mo 17.2% • 12mo 20.0%

(All scenarios use Operator for simplicity and because it's the most common Caribbean "own the outcome" need.)

LATAM

Role	LATAM scenario (what's broken)	Full-time hire (Year-1 loaded cost)*	BEPIVOTA model (tier / est. cost)	Year-1 cash saved	"Hard" ROI lever (12-month view)	Payback + ROI	Prepay bonus-days effect (effective \$/day ↓)
CEO LOD	Multi-country growth but execution drift: priorities unclear, decisions slow, margin leakage	~\$320k	Operator (4 days/mo) ≈ \$115k/yr	~\$205k	Focus + cost control: \$35k/month saved = \$420k/yr	~0.33 months • ~265% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
COO LOD	Ops firefighting across teams/countries: delays, rework, inconsistent SLAs	~\$220k	Operator (4 days/mo) ≈ \$80k/yr	~\$140k	Ops efficiency: \$20k/month saved = \$240k/yr	~0.40 months • ~200% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CCO LOD (Commercial)	Pipeline exists but conversion weak; pricing/packaging unclear; forecast unreliable	~\$240k	Operator (4 days/mo) ≈ \$80k/yr	~\$160k	Revenue uplift: \$18k/month contribution = \$216k/yr	~0.44 months • ~170% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CMO LOD	Demand inconsistent; CAC rising; lead quality poor; spend not tied to pipeline	~\$200k	Operator (4 days/mo) ≈ \$70k/yr	~\$130k	CAC efficiency: \$15k/month saved = \$180k/yr	~0.47 months • ~157% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CComm LOD (Comms)	Trust risk in change/crisis; internal comms gaps; churn risk from poor narrative control	~\$160k	Operator (4 days/mo) ≈ \$60k/yr	~\$100k	Churn protection: \$10k/month contribution = \$120k/yr	~0.60 months • ~100% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CGO LOD (Change)	Transformation stalling: low adoption, resistance, benefits not landing across teams	~\$200k	Operator (4 days/mo) ≈ \$70k/yr	~\$130k	Adoption/productivity capture: \$15k/month value = \$180k/yr	~0.47 months • ~157% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%

*Loaded cost = base + bonus + employer/pension/benefits + typical recruiter fee (cash view; excludes equity + mis-hire risk).

Bonus-day policy: 3 months +1 day, 6 months +5 days, 12 months +12 days

Effective day-rate improvement depends on tier:

• **Operator (4 days/mo): 3mo 7.7% • 6mo 17.2% • 12mo 20.0%**

(LATAM model uses Operator across roles—most common fit for “own the outcome” without full-time cost.)

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GCC (UAE/Saudi/Qatar)

Role	GCC scenario (what's broken)	Full-time hire (Year-1 loaded cost)*	BEPIVOTA model (tier / est. cost)	Year-1 cash saved	"Hard" ROI lever (12-month view)	Payback + ROI	Prepay bonus-days effect (effective \$/day ↓)
CEO LOD	High-growth regional expansion; decisions slow across stakeholders; margin leakage; execution drift	~\$900k	Operator (4 days/mo) ≈ \$240k/yr	~\$660k	Faster decision cycles + cost control: \$90k/month = \$1.08M/yr	~0.27 months • ~350% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
COO LOD	Multi-site delivery inconsistency; SLAs missed; rework/overtime; operational strain	~\$650k	Intensive (12 days/mo) ≈ \$450k/yr	~\$200k	Operational efficiency: \$70k/month = \$840k/yr	~0.64 months • ~87% ROI	3mo 2.7% • 6mo 6.5% • 12mo 7.7%
CCO LOD (Commercial)	Pipeline is strong but conversion inconsistent; pricing governance weak; forecast unreliable	~\$700k	Operator (4 days/mo) ≈ \$240k/yr	~\$460k	Conversion uplift: \$80k/month contribution = \$960k/yr	~0.38 months • ~300% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CMO LOD	High spend, low efficiency; brand inconsistent across markets; demand not translating to pipeline	~\$550k	Operator (4 days/mo) ≈ \$200k/yr	~\$350k	CAC efficiency: 15% of \$4.0M spend = \$600k/yr saved	~0.50 months • ~200% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CComm LOD (Comms)	Reputation + stakeholder risk; leadership comms gaps; internal uncertainty during change	~\$450k	Operator (4 days/mo) ≈ \$180k/yr	~\$270k	Risk containment: avoid one major incident escalation = \$300k+ avoided cost	<1 month payback • high ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%
CGO LOD (Change)	Transformation programme stalling; adoption low; resistance in middle management	~\$550k	Operator (4 days/mo) ≈ \$200k/yr	~\$350k	Adoption/productivity capture: \$50k/month value = \$600k/yr	~0.40 months • ~200% ROI	3mo 7.7% • 6mo 17.2% • 12mo 20.0%

*Loaded cost = base + bonus + employer/pension/benefits + typical recruiter fee (cash view; excludes equity + mis-hire risk).

Bonus-day policy: 3 months +1 day, 6 months +5 days, 12 months +12 days

Effective day-rate improvement depends on tier:

- Operator (4 days/mo): 3mo 7.7% • 6mo 17.2% • 12mo 20.0%
- Intensive (12 days/mo): 3mo 2.7% • 6mo 6.5% • 12mo 7.7%

(GCC often needs higher intensity due to stakeholder load, pace, and on-site expectations—so we mix Operator + Intensive across roles.)

A close-up photograph of two people in business suits shaking hands over a table. The background is slightly blurred, showing a laptop and some papers on the table. The overall tone is professional and positive.

Concerns answered. Section 5

The point

“Is this really ROI-positive?”

The concern

Paying for leadership without guaranteed returns

The BEPIVOTA LOD position

We don't sell time — we deploy **fractional leadership capacity** and install a **leadership operating system** for the function you're stabilising: **scorecard + cadence + decision log + accountability**. Finance validates a Week 1 baseline, we agree one measurable lever, and we run **Week 2 checkpoint** → **Day 60 proof** → **Day 90 sustained proof** so ROI is visible and verifiable.

“It's fewer days than a hire or consultant.”

Less time = less impact

Leadership impact comes from **leverage, not presence**. LOD upgrades decision quality, prioritisation, and execution by **owning the rhythm** and forcing clarity: what matters, who owns it, and what ships next — so output increases **between touchpoints**, not because someone is “around”.

“Why not just hire full-time?”

Fear of “temporary” leadership and continuity gaps

Full-time is slower, higher commitment, and higher hiring risk. LOD gives **senior impact now**, stabilises performance, and **de-risks the permanent hire**. If you still hire, the new leader inherits a functioning system: cadence running, scorecard live, decision rules clear.

“What if they don't understand our business?”

Ramp time and wasted weeks

LOD is designed to avoid slow immersion. We start with a rapid diagnostic, confirm the baseline, define decision rights, and **install cadence immediately**. Traction is measured by **Week 2**, not “months of onboarding”.

“An outsider won't be accepted.”

Culture disruption or authority issues

LOD doesn't rely on positional authority — it creates **operational authority** through clarity: decision rights, escalation paths, and a consistent cadence. Trust is earned by **reducing ambiguity and improving outcomes**, not by “taking over”.

“We already have a manager for this.”

Fear of undermining internal leaders

LOD is designed to strengthen internal leaders, not replace them. We set the rhythm, tighten ownership, coach decision quality in live situations and transfer the operating system so the function runs stronger after LOD.

The point

“Will this be advice-
without-execution?”

The concern

Paying for recommendations that
don't land

The **BEPIVOTA LOD** position

LOD is **fractional leadership capacity**, not advisory. We take **role-level ownership** (CEO/COO/CCO/CMO/Comms/Change as needed), run the rhythm, drive decisions, assign owners, and **ship outcomes**. Each cycle ends with **decisions made, actions assigned, and progress reviewed** against one scorecard.

“Prepay is a blocker.”

Cash control and risk of non-
delivery

Prepay isn't a discount gimmick — it **reserves named leadership capacity** and eliminates stop-start procurement friction. Proof is protected by the cadence: **Week 2 checkpoint → Day 60 proof → Day 90 sustained proof**. If the agreed metric isn't moving by **Day 60**, we **adjust scope/tier or exit cleanly**.

“We need someone
available all the
time.”

Anxiety about urgent issues

LOD provides **reliable leadership coverage through cadence + an agreed decision window** (so urgent issues don't drift). If you genuinely need **24/7 operational cover**, that's a different engagement (interim/always-on). LOD is designed for **decision velocity, execution control and predictable delivery** — without building a permanent dependency.

“This seems
expensive vs a
consultant.”

Comparing to lower-cost delivery
resources

Consultants deliver tasks; LOD provides **leadership accountability** — priorities that don't churn, decisions that land and cross-functional execution that holds. You're buying **outcomes + governance**, not output. The cost of delay, rework, escalation, churn, and missed revenue is usually higher than the fee.

“How do we know it
will stick after you're
gone?”

Dependency risk

LOD is built to **install and transfer the operating rhythm**: scorecard cadence, decision log, escalation paths, and ownership clarity live with your leaders. By **Day 90**, the system is running internally with **clear owners**, not dependent on us.

“We've tried coaching
before and it didn't
change outcomes.”

Coaching feels intangible

LOD isn't coaching. It's **fractional leadership with measurement**: one agreed business lever, tracked weekly on a scorecard, with decisions/action owners logged and reviewed. It's a **performance and execution system** - not leadership theatre.

A close-up photograph of two people in business suits shaking hands over a table. The background is slightly blurred, showing a laptop and some papers on the table. The lighting is soft and professional.

Reasons to engage. Section 6

The upside isn't just better metrics. You create a different culture.

When teams perform at their best, it's rarely because they worked harder, it's because the operating conditions got better. People feel safe to surface risks early, decisions land faster, ownership is clearer and priorities stop churning.

Google's research on team effectiveness found psychological safety to be the single most important dynamic, alongside clarity and structure - the exact conditions leadership must create and protect. The academic evidence is consistent: psychological safety is strongly associated with team learning, performance and engagement, because problems get raised sooner and resolved before they become expensive.

Gallup's data is blunt about leverage: the manager/team leader explains ~70% of the variance in team engagement — meaning upgrading leadership behaviours is one of the highest ROI moves available, even without changing headcount. LOD is built to create that upgrade in the real business, not in workshops: tighter role clarity (reducing ambiguity that drags performance), clearer decision rights and specific goals that drive measurably better outcomes than “do your best” intent.

The result is the cultural cascade you actually want: calmer execution, faster decisions, higher ownership and momentum you can see and measure - because the leadership system is installed, run and reinforced - not merely recommended.

[Google re:Work - Guides: Understand team effectiveness](#)

[8 Behaviors of the World's Best Managers](#)

[Psychological Safety: A Meta-Analytic Review and Extension | CoLab](#)

Impact on Culture & Environment.

What changes in the Team / Function

Priorities lock (one plan)

Decisions speed up (clear owners)

Standards go explicit (“good” is defined)

Accountability holds (owners + deadlines)

Escalations get clean (early + clear)

Managers step up (leadership inside the function)

Execution is measurable (scorecard rhythm)

What the organisation feels

Calm replaces urgency theatre

Momentum becomes normal

Trust rises (predictable quality)

Safety increases (fairness)

Conflict becomes productive

Confidence spreads

Progress becomes visible

What the team starts doing

Stop guessing. Start executing.

Blockers clear without drama

Self-correct without policing

Ownership up. Blame down.

Raise risks early. Trade-offs made.

More initiative. Less waiting.

Teams manage the numbers weekly

Visible signals you can observe

Fewer “what’s priority?” pings • Less meeting churn

Shorter decision cycles • Fewer stalled initiatives

Less rework • Fewer “surprise” misses

Fewer defensive updates • More “I own this” language

Fewer late surprises • More early warnings + decisions

Less “waiting for approval” • More proactive middle leaders

Fewer surprises, earlier signals and clearer corrective action



BEPIVOTA

Impact on Culture & Environment.

What changes in the Team / Function

Meeting discipline
cadence • agenda • decisions

Priority protection
“no” becomes normal

Credibility through follow-through
commit → deliver

Capability transfer
the function can run it without us

Story + meaning
“why this matters” is clear

Execution rhythm holds
even under pressure

What the organisation feels

Time is respected

Focus becomes cultural

Belief returns

Confidence spreads

Inspiration increases

Stability is felt

What the team starts doing

Fewer meetings. Better meetings.

Stop overcommitting

Effort lands, so motivation rises

Leaders run the rhythm; escalations reduce

Determination holds in hard weeks

Consistent performance under stress

Visible signals you can observe

Meeting count drops • Decisions + owners captured weekly

Fewer “urgent” requests • Higher finish-rate, less overload

Higher engagement in reviews • Less cynicism / “here we go again”

Managers lead more actively • Less “waiting for approval” behaviour

Stronger internal narrative • Better resilience during change

Less firefighting • Fewer “fire drills” • Lower burnout
Lower churn risk

The biggest upside isn't just a better culture. You deliver better financial performance.

Research is clear: the conditions LOD installs inside a function - clarity, cadence, decision rights, role ownership and psychological safety - **show up directly in profit, cost, and cash outcomes.** Gallup's latest meta-analysis links top-quartile engagement to **higher profitability (+23%) and productivity (+18%), with lower turnover (up to -43%), absenteeism (-78%), safety incidents (-63%), and quality defects (-32%)** - the real drivers of OPEX leakage through rework, overtime, churned hires and lost output.

Because managers account for **~70% of the variance in team engagement, upgrading the leader (and the system they run) is one of the fastest ways to move those numbers without adding headcount.** McKinsey's research on organisational health shows the same pattern from another angle: improving health is associated with material EBITDA lift (**~18% EBITDA increase** in one analysis following health gains) and the best health organisations materially outperform over time, because execution becomes reliable, decisions land faster and effort stops being burned in friction.

The "culture" outcomes LOD creates aren't soft at all. They're measurable in the P&L and cash flow as lower operating leakage (OPEX), fewer costly errors and handoff failures, faster cycle-time and better capital allocation because priorities are stable and trade-offs are explicit.

<https://www.gallup.com/file/workplace/645608/state-of-the-global-workplace-2024-download.pdf>

Report: What Separates Great Managers From the Rest

McKinsey Quarterly 2015 Number 4: Overview and full issue | McKinsey

Premium risk reversal as standard.

Concern it solves

“What if this isn’t a fit?”

Policy

10-Business-Day Alignment Gate

How it works (LOD)

By Day 10 we agree in writing: **scope, LOD role (CEO/COO/CCO/CMO/CComm/CGO), the one scorecard lever, cadence, decision rights, stakeholders, and the 90-day outcomes plan.** If we can’t align, you can exit.

Why it’s premium (and fair)

Fast clarity. No drawn-out uncertainty.

“I don’t want to prepay and hope.”

Pay only for delivered days if alignment fails

If we don’t pass the Day-10 Alignment Gate, you only pay for **days delivered**; unused prepaid value is **credited/refunded** as agreed.

Removes irrational risk without discounting value.

“What if we picked the wrong intensity?”

Tier Flex (next billing cycle)

If reality demands more/less intensity, you can **step up/down tier** from the next billing period (e.g., 2/4/8/12 days).

Keeps the engagement right-sized to outcomes.

“Scope will creep.”

No-Surprises Rule (change control)

If scope expands (new teams/regions, new outcomes, more stakeholders), we **re-scope and re-price** before proceeding.

Protects both sides; keeps trust intact.

“How do I know we’ll see progress?”

Visible cadence + Finance-validated scorecard

Week 1 baseline validated by Finance; **weekly/fortnightly operating rhythm** tracks the agreed lever + leading indicators; monthly exec summary shows **what moved / why / what’s next.**

Momentum is measured, not promised.

“What if this is ‘soft’ and intangible?”

One-Lever Proof Standard

We choose **one measurable lever** tied to the function (e.g., cycle time, forecast accuracy, pipeline coverage, CAC efficiency, adoption rate) and track it **every week** — no stacking, no vague objectives.

Turns leadership into accountable performance, not talk.

“What if value doesn’t show up quickly enough?”

Day-60 Proof-of-Value Checkpoint

At Day 60 we validate movement on the agreed lever; if progress isn’t demonstrable, we **adjust role/scope/tier** or exit cleanly.

Premium accountability. You’re not locked into drift.

“What if it doesn’t stick after you leave?”

Day-90 Sustained Proof + Transfer

By Day 90 the **cadence, scorecard, decision log, playbooks/templates and owners** are internal; we confirm the trend holds and complete the transfer checklist.

You’re buying an installed operating system, not dependency.

“What if we need urgent decisions between sessions?”

Agreed async window (within tier)

Defined response window for **async decision support**; urgent escalations handled via agreed path. *(Always-on cover is a different product.)*

Predictable support without hidden 24/7 pricing.

“What if internal leaders resist?”

Function Alignment + Decision Rights

Early alignment with relevant leaders on **decision rights, accountability, escalation rules, and cadence**; LOD builds internal capability and ownership — it doesn’t replace it.

Reduces politics, increases ownership and adoption.

Change you can feel. Momentum you can measure.

What you get (LOD)

- Fractional functional leadership (CEO/COO/CCO/CMO/CComm/CGO)
- Embedded leadership capacity (2/4/8/12 days)
- Rapid diagnostic + baseline (Days 1–5)
- One measurable lever (no stacking)
- Operating cadence installed (weekly/fortnightly)
- Scorecard rhythm + leading indicators
- Decision rights + escalation paths
- Decision log + accountability loop
- 30/60/90-day outcomes plan
- Cross-functional alignment (as needed, within tier)
- Templates + light tooling hygiene
- Month-end exec summary tied to the lever
- Tier Flex (step up/down next cycle)
- Clear scope (included/excluded) + no-surprises change control
- Day-60 proof checkpoint (adjust/exit cleanly)
- Day-90 transfer (owners + cadence embedded)

Why it's better for you

- Plug the exact leadership gap
- Senior impact without full-time risk
- Start from facts, not opinions
- Clarity beats complexity
- Execution becomes repeatable
- No “slide-deck leadership”
- Less politics, faster calls
- Nothing leaks between meetings
- A path you can run
- Stops handoff friction
- Good practice becomes default
- Board-ready clarity
- Fits reality as it changes
- No ambiguity, no invoice shock
- Risk is capped without discounting
- Built to stick without dependency

What changes for you

- The function stabilises fast
- Momentum shows up between days
- Debate drops, decisions land
- Progress is visible and provable
- Less “firefighting”, more rhythm
- Fewer surprises, earlier signals
- Clear owners, fewer bottlenecks
- Actions close, standards hold
- Everyone knows what happens next
- Cleaner execution across teams
- Better meetings, fewer meetings
- Less noise, more signal
- Support scales up/down cleanly
- Trust stays intact and delivery stays focused
- If it's not moving, you don't drift
- Capability stays when we step back

A close-up photograph of two people in dark business suits shaking hands over a white table. In the background, a laptop, papers, and a small potted plant are visible on the table. The scene is brightly lit, suggesting an office environment.

Conclusion. Section 7

Our Leadership on Demand (LOD) isn't "consulting theatre" and it isn't "coaching" in the soft sense. It's fractional senior leadership for the function you need stabilised - a real operator who runs the function part-time while installing a measurable operating system inside your business: one scorecard, one cadence, clear decision rights and weekly momentum you can see. It is not a promise of outcomes. It's a leadership + measurement + governance system designed to execute quickly, remove drift and make progress visible - while the function is being actively led.

We keep it premium and fair by being explicit. Scope is written, outcomes are defined upfront, Finance validates the baseline in Days 1-5, and we run a proof cadence that removes uncertainty: **Week 2 checkpoint, Day 60 proof of value, Day 90 sustained proof.** If results aren't moving on the agreed scorecard, we adjust scope, intensity, or exit cleanly.

A full-time hire can look simple on paper, but the real cost is time, cash and risk: months to recruit, heavy first-year load, ramp time, disruption, and the downside of a mis-hire. While you wait, the function drifts; priorities churn, decisions slow, teams firefight and momentum breaks.

LOD removes that delay and risk. **You get senior leadership now. Someone accountable for running the function within an agreed remit plus the cadence, scorecard, decision rules and operating rhythm that strengthen the team and reduce dependency over time.**

Remember those critical areas and critical questions asked earlier?

This could be your future:

Successful areas. Successful outcomes.

Area

Leadership & direction

After LOD with BEPIVOTA

The function is **actively led week-to-week**.
Decisions land faster because there's clear ownership.
Priorities are stable, written, and translated into **weekly execution**.
We're busy for the right reasons and we can **see progress on the scorecard**.

Operations & delivery

Operations are **run to a repeatable rhythm**.
Delivery no longer depends on heroics.
Rework and firefighting trend down because **handoffs and standards are explicit**.
The operating rhythm holds - even when I step away - because it's **embedded in the team**.

Sales & revenue

Revenue is **managed in real time**.
Deals move with discipline, intent and clear close plans.
Forecast accuracy strengthens so hiring and investment feel **safer**.
Pipeline quality improves week-on-week instead of being **reset monthly**.

Marketing & demand generation

Demand is **owned end-to-end** and spend is focused, measurable, and conversion confidence rises.
Sales and Marketing align on ICP, definitions, and lead quality **without debate**.
We know which channels create qualified opportunities **profitably**.

Comms, trust & reputation

Stakeholder communications are **led with discipline**: one message, one rhythm, fewer surprises.
Issues are handled before they become crises because ownership and escalation are **clear**.
Trust strengthens because comms are **consistent and coordinated**.

Change, adoption & execution of initiatives

Change is **driven through the line**, not pushed as a side project.
Initiatives are adopted and benefits are captured.
People follow the new way of working because it's **reinforced in cadence**.
We can prove progress in behaviour and outcomes — **not just intent**.



If you want these outcomes, now is the moment to secure them.

Leadership on Demand is fractional leadership built to stabilise a function fast: clarify priorities, install the leadership operating rhythm and prove traction early so progress becomes inevitable. Not hopeful. If you are reading this and it is not the right time, that is fine too. We understand. Stay close. Circumstances change, and what is not urgent today often becomes urgent tomorrow.

Thank you for giving us your time to review our Leadership on Demand Playbook. We fully appreciate that time, once spent, is the only asset we can never recover. It is precious. Thank you for choosing to spend it with us here.

If you are a founder-led, owner-managed, start-up, scale-up or enterprise team or function hitting a growth ceiling or a stagnant floor... If you are seeing activity but no alignment with teams pulling in different directions... If you are in transition, crisis, complexity or pressure and the function needs steadier leadership — then it is the right time.

The time is now.

Johnny Ingle
Founder

Your next step is simple.

Secure your priority engagement now by paying the €2,500 VAT-inclusive Leadership Activation Fee through the BEPIVOTA Exchange:

<https://www.bepivota.com/product/leadershipactivationfee>

If you are unsure about the right next step, **Ask Lia.**

Lia, our BEPIVOTA Liaison Assistant, will help route the need and guide you to the right BEPIVOTA pathway:

<https://www.bepivota.com/liaison>

The Exchange confirms commitment.

Lia guides the route.

BEPIVOTA begins the work.

Ask Lia. Activate through the Exchange. Begin with clarity.

A close-up photograph of two people in dark business suits shaking hands over a white table. The background is softly blurred, showing a meeting room with a laptop, papers, and a small potted plant. The lighting is warm and professional.

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