

The Operator Advantage

Fractional Executive Leadership from Someone Who Has Built, Scaled, and Exited

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Executive Summary

Most growing businesses do not stall for lack of passion or opportunity. They stall because the person at the top is carrying too much alone, without executive-level support at the moments that matter most. According to the U.S. Small Business Administration, approximately 50% of small businesses fail by year five, and leadership gaps are among the leading causes.

I offer a proven, cost-effective alternative: fractional executive engagement that delivers C-suite-level strategy in growth, M&A, operations, and retail, precisely when and where it is needed most. With a background that spans two decades as a corporate executive at AT&T, followed by building, scaling, and successfully exiting my own retail portfolio, I bring an operator's perspective few advisors can match.

This paper outlines the business challenges I solve, the services I deliver, and the clients I serve through the Leadership in the Clouds™ Fractional Executive Alliance.

The Business Challenge

Business owners at the growth stage share a common pattern. The business is performing, but it is starting to strain under its own weight. Growth has plateaued, operational problems keep resurfacing, and the biggest decisions feel increasingly lonely.

Growth Ceiling	M&A Uncertainty	Operational Drag
• Revenue has plateaued • Systems built for year 1 are failing at year 3 • No structure to support the next level	• Do I scale this or do I sell it? • No one qualified to think it through • Risk of leaving value on the table	• Fires that never fully get put out • When everything is a priority, nothing gets done • Owner carrying too much alone

These challenges rarely exist in isolation. Growth without structure creates operational chaos; operational chaos blocks the clarity needed to make smart M&A decisions; and owners navigating all three simultaneously have no bandwidth left to lead. A fractional executive provides the integrated perspective that addresses all three at once.

The Fractional Executive Solution

I provide fractional C-suite-level engagement across six disciplines, giving growing businesses access to executive strategy without the overhead of a full-time hire.

Strategic Growth and Scaling. I help owners build the strategy, structure, and systems to grow with intention, not just revenue, but sustainable, profitable momentum.

Mergers and Acquisitions Advisory. I have been on the seller side of a deal. I advise both buyers and sellers through every stage of the M&A process so you do not leave value on the table.

Operational Efficiency and Organizational Design. I find where your business is bleeding time, money, and talent, and fix it. Including the hard conversations everyone else avoids.

Retail Distribution Strategy. I have operated retail locations. I know what performance looks like at the ground level and help businesses build and optimize distribution models that actually work.

MVNO and Telecom Consulting. For companies in or entering the telecom and MVNO space, I bring carrier-side executive experience and owner-operator credibility that very few advisors in this space can match.

Leadership Coaching and Executive Advisory. Sometimes you just need someone who will tell you the truth. She is that person.

Full-Time C-Suite Executive	Fractional Executive (Vivian)	Consultant Only
• \$270K-\$320K annually • Full-time, ongoing • Strategic + operational • Months to hire	• Fraction of the cost • Flexible, right-sized • Strategic + operational • Available now	• Lower cost • Project-based only • Advice, no execution • Limited commitment

Who Vivian Serves

My fractional model is purpose-built for owners and founders who are ready to stop going it alone:

- Owners who have hit a growth ceiling and need structure to break through it
- Founders preparing for a sale or acquisition and want to maximize value
- Companies navigating leadership transitions or organizational change
- Mid-market businesses that need senior-level thinking without a full-time executive price tag
- Businesses in telecom, retail, or distribution that need someone who has operated in their world
- Any owner who is making the biggest decisions of their professional life without a qualified thought partner

My work is not industry-specific. The root challenge is almost always the same regardless of sector: the person at the top is carrying too much alone.

About the Author

I am the Founder and President of Vivid Strategies Consulting, a boutique firm specializing in retail distribution strategy, M&A advisory, and executive consulting. With nearly 30 years of experience spanning corporate executive leadership, owner-operator, and strategic advisor roles, I bring a perspective few in the fractional executive space can match.

Professional Background	Core Competencies
• Founder & President, Vivid Strategies Consulting • 20+ Years Corporate Executive, AT&T • Owner-Operator, AT&T Authorized Retail Portfolio • Successfully Exited, 2023 • M&A Advisor, Buyer and Seller Side • MVNO & Telecom Industry Executive	• Strategic Growth & Scaling • Go to Market Strategy • Mergers & Acquisitions Advisory • Operational Efficiency & Org Design • Retail Distribution Strategy • MVNO & Telecom Consulting • Executive Coaching & Advisory

Ready to Strengthen Your Business?

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This is a complimentary 30-minute conversation, no pitch, no pressure. Just clarity

on
where your business is, where you want it to go, and whether my experience can
get you there.

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