

The 90-Day Operational Efficiency Sprint

How a scaling company goes from 45-day reporting lag and founder burnout to due-diligence ready — in one quarter.

By **Marina Vieva** — Founder, Amivi Advisory · Fractional CxO · builder of full operating infrastructures inside Johnson & Johnson, Nike, and Brown-Forman

There is a moment in every growing company when effort stops working. Revenue has scaled; the infrastructure hasn't. The founder — usually doing two or three executive jobs personally — works harder every month and falls further behind, because **the founder's hours stopped scaling long ago and the company didn't notice.**

You can recognize the moment by its symptoms: financial reports describing a month that ended six weeks ago. Decisions made on instinct because the data isn't ready. Every bottleneck routing through one person. A fundraise on the horizon that everyone quietly knows the company isn't ready for.

I have built operating infrastructure from zero inside three Fortune 100 companies — full finance, logistics, commercial operations, and ERP implementations. The sprint below is that discipline, compressed and adapted for companies between \$1M and \$50M. It is not a transformation program that takes a year and a consulting team. It is **90 days, one senior operator, four phases.**

THE CASE THIS GUIDE IS BUILT ON

An \$8M-revenue company, scaling fast. The founder was doing the COO, CFO, and HR jobs simultaneously. Financial reporting ran **45 days late**; there was no real operational infrastructure — just heroics. Ninety days later: reporting in **5 days**, dashboards live, controller oversight installed, the founder out of three bottlenecks entirely — and the company **ready for Series B due diligence**. Nothing about the business changed. Everything about its evidence did.

The four phases

Week 1 Score everything before fixing anything

The sprint opens with my OTQS diagnostic — a scored assessment of operational health across process maturity, technology risk, people and organizational risk, compliance exposure, and scalability. Paired with the AFQS financial score, it produces the one thing most companies have never had:

- A ranked list of what is actually broken — by financial impact, not by loudness
- The gaps the founder didn't know existed (there are always some)
- An objective baseline, so improvement in week 13 is measurable, not felt

In the \$8M case, week one surfaced five critical gaps. The founder had been firefighting the wrong two.

Weeks 2–6 Rebuild the reporting spine

The close process is redesigned end to end: data flows consolidated, manual steps automated, accounting workflows rebuilt so the monthly close **produces itself on a schedule** — not through anyone's weekend.

- Close redesigned for a 5–10 day cycle
- One source of truth replacing the spreadsheet archipelago
- Revenue and cost data reconciled so every number can be defended

Weeks 6–10 Dashboards that drive decisions

Not thirty metrics — the handful that tell *this specific company* whether it is winning, updated in near-real time, visible to the leadership team without asking anyone.

- Financial and operational KPIs on one page
- Definitions locked (so the metrics survive diligence later)
- Cash runway modeled and stress-tested, always current

Weeks 10–13 Extract the founder

Infrastructure only matters if it runs without heroics. The final phase installs controller-level oversight so the numbers stay trustworthy with no founder involvement — and removes the founder from the operational bottlenecks the diagnostic identified.

- Controller framework installed (in-house or fractional)
- Process ownership moved to named owners with real authority
- The founder's calendar returned to the work only the founder can do

Before and after

	DAY 0	DAY 90
Monthly reporting	45 days late	5 days
Decision basis	Instinct + stale data	Live dashboards, defined KPIs
Founder's role	3 executive jobs + all bottlenecks	Extracted from 3 bottlenecks; strategy-focused
Financial oversight	Bookkeeper only	Controller framework installed
Diligence readiness	Would have failed week one	Series-B ready

Who the sprint is for — and who it isn't

It fits companies between roughly \$1M and \$50M revenue that have outgrown bookkeeping but don't yet have a controller, CFO, or COO — especially with a fundraise, exit, or major partnership 6–18 months out, where the infrastructure becomes the evidence.

It doesn't fit companies looking for a report. The sprint is implementation — systems get built, processes get owners, the founder's calendar actually changes. And it is one senior operator working directly with you: no junior staff, no handoffs.

Transparency inside the company and credibility outside it turn out to be the same build. The dashboards that let you sleep are the ones a diligence team wants to see.

How long is your close?

If it's more than two weeks — or your last significant decision was made on numbers older than a month — the gap is already open, and it only widens. The sprint starts with the diagnostic; the diagnostic starts with one conversation.

Tell me about your company: amiviadvisory.com/work-with-me · I review every submission personally and respond within 24 hours. Or book a 15-minute call — no pitch, an honest read on whether the sprint fits.

About Marina Viena. Founder of Amivi Advisory — fractional CxO for companies from startup to \$50M revenue. Twenty years building businesses from zero inside Johnson & Johnson, Nike, and Brown-Forman; stock-exchange IPO specialist; financial project manager on a €1B infrastructure build; founder of Nascence AI. Finance, fundraising and term sheets, operations, technology, and pricing — one advisor, fully in your corner. amiviadvisory.com

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