



**Proven C-level operators, placed inside
your business, to deliver the mission.**

Fractional COO, CCO/CRO, CMO, CTO/CIO, CDO/AI, CFO, CHRO.

At some point, you need someone who owns both strategy and execution.



Three moments when the mission outgrows the team.

YOU ARE EXPANDING

- A new market
- Growth after a funding round
- M&A or a carve-out
- A product launch
- A build before a permanent hire

YOU ARE TRANSFORMING

- A technology or AI program
- The operating model
- A turnaround
- A cost program
- A new business line

YOU ARE STRENGTHENING

- Governance
- A generational handover
- A leadership gap to cover
- A cyber exposure
- A regulatory deadline

What you need is not a consultant, not a permanent hire: a fractional CXO.

Fractional is not an experiment.



A fractional CXO is a seasoned executive who takes the seat in your company for the duration of a mission, with a mandate and decision rights, and hands over when it is done. Part time or interim, the practice is the same. Organizations choose fractional C-level operators as a **strategic way** to augment their capabilities for a specific mission.

REASONS FOR BRINGING A FRACTIONAL CXO

61% Accelerate key initiatives

75% Fill critical skill gaps

63% Bring an objective insight

LONGER, SUBSTANTIVE MANDATES

42%

of interim engagements now run past 6 months, up from 27% in 2021. Companies are using senior operators for substantive mandates, not to cover a vacancy.

30–65% of a permanent executive's full cost (salary, bonus, benefits, severance), with impact in weeks, not after a 6–9-month search.

Sources: Heidrick & Struggles Talent Lens 2026; Cost range: Fractionus; Maestro Fractional Economy Report 2026.

That's why we created **CXO Direct**.

A collective of vetted senior operators who have held the seat. We come from operational backgrounds: we have managed the functions, the projects and the teams. Three kinds of missions:

We take the seat

The operator leads a function or a transition inside your structure with a mandate and decision rights.

We build and transfer

The operator builds the missing capability, grows your own person to run it, and hands over.

We solve a defined problem

A clear deliverable and an end date: a market entry, a roadmap, a review by someone who has done that before.

Not a consultant. Not a permanent hire.



What you get with a CXO Direct operator, against the two usual alternatives.

	CONSULTANT	PERMANENT HIRE	CXO DIRECT OPERATOR
Sets the strategy	Advises on it	Yes	Yes
Runs the execution	Hands you a plan	Yes	Yes
Accountable for the result	For the recommendation, not the result	Yes	Yes, success criteria agreed upfront
Inside your team	Outside, on a project	Yes	Yes, with a mandate and decision rights
Time to start	Weeks	3–6 month search, plus notice period	Days to weeks
Your commitment	Project scope	Permanent contract, with severance risk	Sized to the mission, ends at handover
Cost	High day rates	Full package: salary, bonus, benefits, severance	30–65% of a permanent executive

How we work.



Every mission has a sponsor, a written mandate with decision rights, success criteria agreed upfront, and a reporting cadence. All of it is set before anyone starts.

1

ASSESS

A short, focused read of the situation: what is needed and which expertise.

2

MATCH

The right operator, from the core pool or beyond, in days to weeks.

3

FRAME

Mandate, timeline, decision rights, sponsor and success criteria, agreed upfront.

4

DELIVER

The operator does the work, on a visible cadence, reporting to the sponsor while grooming a successor.

5

HAND OVER

Your team takes the lead. We stay on call.

1 day a week or 5. 1 operator or a squad. Sized to the mission.

Roles we operate.



COO	The way the company delivers day to day, and what that costs.
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CMO	The market's view of you, and the demand it produces.
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CCO / CRO	The revenue number and the system that produces it.
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CTO / CIO	The technology estate, its security, and whether the roadmap ships.
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CDO / AI	The data the company runs on, and where AI earns its place in the work.
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CHRO	The organization, its culture, and its leadership pipeline.
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CFO	The numbers, the cash, and the story investors hear.
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The mandates we take.



The operator sets the direction, runs the delivery, and answers for the result. AI is embedded in every function's workflow.

Growth, commercial & customer

- Growth strategy & market entry
- Sales organization, pipeline & key accounts
- Channel & partner strategy
- Pricing & profitability
- Customer experience & journey design
- Retention, loyalty & lifetime value
- Service & contact center operations

Marketing, brand & product

- Positioning & messaging
- Brand build or refresh
- Go-to-market & product launch
- Demand generation
- Market & customer insight
- Corporate communication & reputation
- Founder & investor narrative
- Marketing organization & MarTech
- Product strategy & roadmap

Technology, data & AI

- Legacy modernization & core platform replacement
- Cloud & infrastructure
- Cybersecurity & data protection
- IT governance, vendors & cost
- Stalled program recovery
- Data foundation, governance & analytics
- AI strategy, from pilot to production
- AI governance & policy

Operations

- Operating model design
- Process & cost redesign
- Scaling operations
- KPIs & performance management
- Supply chain & procurement
- Shared services & site stand-up
- PMO & transformation office
- Post-merger integration

Finance & capital

- Cash flow & working capital
- Financial reporting & controls
- Budgeting, planning & forecasting
- Fundraising & investor readiness
- M&A, due diligence & exit preparation
- Restructuring, cost & tax
- Audit & compliance readiness
- Finance systems & ERP

People & governance

- Organization design
- Performance management & reward
- Talent acquisition & employer brand
- Succession & leadership bench
- Culture, engagement & change management
- HR operating model & systems
- Governance & board

Track records, not case studies.



What our operators delivered when the seat was theirs. The same people step into yours.

INTERNET & MEDIA

**Revenue tripled in two years.
EBITDA positive.**

Took a loss-making internet company to profit, and cut spend by half.

CONSUMER TECH

**Listed in the US: \$43M in equity,
\$26M more in grants and debt.**

Led a consumer-tech scale-up's finance team through its US listing; tax payables cut by 80%.

CX SOFTWARE

**Partner-sourced revenue from
under 2% to over 15%.**

Built a direct-sales software vendor's first global partner program, behind its two largest wins.

RETAIL BANKING

**Customer base up 30%, and up 82%
among 20 to 39 year olds.**

Rejuvenated a heritage bank's brand for younger customers, without spending the heritage.

COMMERCIAL BANKING

**A stalled program, launched on time.
\$5M off operating costs.**

Rescued a bank's stalled mobile-banking program and shipped its first native app.

DIGITAL BANKING

Delivery cycle times cut by 50%.

Embedded CTO and COO on a flagship digital-banking build, with 200+ engineers.

PUBLIC SECTOR

**Housing-loan uptake up 17% in year
one, 20% in year two.**

Redesigned a state housing fund's citizen journey, end to end and digital.

INVESTMENT BANKING

**Every capital raise closed, even
through the 2008 crisis.**

Built an investment bank's brand and investor communication from scratch.

PUBLIC SECTOR

**7,000+ employees heard. One unit
at 85% engagement.**

Reset the culture of a national tax and customs authority around new values.



A move that needs senior hands now?

letstalk@cxodirect.co

Your email goes straight to one of our senior operators. We read it, we answer it ourselves, and what you share stays with us. We reply within one working day.