

# VIVIAN SMITH-DEL TORO, DBA, MBA

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## CHIEF OPERATIONS OFFICER /SENIOR VP OF OPERATIONS /VP OF OPERATIONS

### Strategic Operations Executive & Business Coach | Deliver Incremental Growth and Profitability

Develops high performing teams to create World Class Operators. Dynamic and authentic transformational leadership style delivering results through strategic target setting and focused execution. Advanced business research skills and analysis. Thinks cross-functionally applying expertise gained from large to small-sized companies in Hospitality, Food Service, Catering, Retail, Restaurant Multi-Site Operations, IFM and EVS. Exceptional leadership development in corporate and non-profit environments.

- Strategic & Financial Planning, Forensic Accounting
- International Multi-Site Operational Leadership
- Decreasing Costs & Increasing Efficiency
- Brand Management & Marketing Strategist
- Team Building & Collaborative Leadership
- Project Management: Scrum/Agile Methodologies
- Change Leadership & Development
- Diversity, Equity, Inclusion & Belonging (DEI&B)

## PROFESSIONAL EXPERIENCE

**PANERA, LLC, USA, \$2.8B**

2018 - 2020

### Director, Area Operating Partner – NC, SC

Served as Regional Vice President Designate. Provided multi-site leadership for up to 90 restaurants, retail, bakery, delivery, catering services. Key decision maker for operations, business development, and DEI&B Enterprise Field Leader and Strategist.

- Achieved 10% sales increase and EBITDA 5.4% YOY by creating a “Take People with You” culture of engagement.
- Created “Build Great Leaders Series” reduced team turnover from 198% to 90%, management turnover from 48% to 0%.
- Built and presented a Real Estate Investment and Economic Decision Model, using PESTELE analysis for a 5-year growth strategy: “Real Estate Strategy 2.0”, saving \$100M and gaining assets to improve ROI and ROE.
- Ranked #1 in the company, improving Food Safety Unannounced Audits from 93% to 98% by collaborating with L&D.

**ARAMARK, Global \$12.8B**

2015 - 2018

### Region District Operations - Midwest Region

Demonstrated success leading a region team including 35 clients, 90 locations, and contract volume of \$90M. Defined, collaborated, and implemented business strategy in alignment with the achievement of the annual plan. Led new business development, optimized operations while driving operational excellence to improve profitability.

- Led World-Class Client Success Team for food service, restaurants, catering, integrated facilities management.
- Attained 98% Client retention by executing Client Lifecycle Optimization: execution of service / contract negotiation.
- Developed 3 General Managers to District Managers, utilizing IDPs and Competency Building and Weekly 1:1 coaching.
- Expanded business operations and awarded \$32M in new Food Service, Catering and Restaurant contracts.

**SODEXO, Global \$20B**

2011 - 2015

### Vice President of Operations – USA, India, Ireland, Midwest Region

Recruited by the CEO to establish the strategic direction of \$350M (\$170M Catering) contract volume for Food Service, Hospitality, Retail, Restaurants, Micro-Markets & Integrated Facilities Services. Led a team of world-class operators including 9 DMs, 105 GMs, 95 Chefs, 1,500 Team Members, Business Development, HR, TA, IT, Marketing, Finance, and Procurement.

- Established leadership protocols for the VP Advisory Board and Global SO FOCUS VP Group Think (82 Countries).
- Optimized operations and cultivated client relationship to achieve 98% retention for 70 Corporate Clients / 280 locations. Executed Client Lifecycle Optimization: execution of service / service level agreements / contract negotiation.

**SODEXO (Continued)**

- Reached comp sales growth for 4 years 7%-11% and improved EBIDA by 15% YOY, by implementing “The Scorecard.”
- Re-Negotiated low performing contracts resulting in a 22% profit margin improvement.
- Awarded \$43M in new contracts resulting in international contracts of \$10M (Ireland and India).

**RAISING CANES RESTAURANTS, LLC, USA \$1.5B**

2008 - 2011

**Area Director of Operations and Equity Participant - Eastern US**

Provided leadership and direction for 5 District Managers, 32 General Managers, 12 Managing Partners, 8 Franchisees, and over 1,500 Crew Members in Louisiana, Mississippi, Georgia, Virginia, Alabama, Kentucky, South Carolina, and Northern Texas. Responsibilities included managing revenue, expense goals, day-to-day operations, local restaurant marketing, continued training and development, support of high standards of quality, brand equity, and a positive customer experience. Franchise liaison. Member of the Executive Leadership Team and reported to the Chief Operating Officer.

- Enabled systemic growth from 58 to 530 restaurants by spearheading Raising Canes’ growth strategy by initiating and creating the Raising Canes Restaurant Operations Manual.
- Executed business planning proactively by educating operators on running high performing operations (ROI, ROE, capital budgeting process, and full P&L analysis).
- Turned around a negative 4-year profit trend to a positive net profit of 4.5M.
- Cultivated and executed Operational Excellence Tool Kit for District Managers and resulted in improved Mystery Shop average from 89% to 95.1% YOY.

**TACO BELL, YUM BRANDS, INC., Global \$50B**

2004 - 2008

**Market Coach / Director of Operations - CA, AZ**

Enlisted by the RVP to facilitate and act as a Turn-Around Change Agent. Provided the overall leadership in the areas of sales, marketing, planning, motivation, and direction that support the vision and value of the company. Reposition a positive financial trajectory: implement organizational strategies, policies, and structure, while leading the day-to-day operations, improved all aspects of operations from service standards, food standards, new menu development, cleanliness, maintenance, and profitability. Successfully built a strong team of 6 Area Coaches, 58 General Managers, 125 Assistant Managers and 1500 employees. Concepts: Taco Bell, Taco Bell-Pizza Hut, Taco Bell-Long John Silvers and Taco Bell-KFC.

- Facilitated full P&L responsibility for \$72M for the first year; 3% YOY 2007, 18% YTD 2008, 12.5%.
- Opened 17 new restaurants with highest new unit sales in company and franchise history with +20% Sales.
- Reduced customer complaints by 97% and increased Quarterly Unannounced Operational Audits from 90% to 99% by facilitating “High Impact Coaching Classes for 300+ managers.
- Influenced \$5M in royalties and increased market sales of 15% with an Hours of Operations Franchise Partnership.
- Executed World Class Operations resulting in Guest Satisfaction Rating from 82% to 94% and Mystery Shops to 98%.
- Increased Market Valuation from \$42M (2004) to \$92M (2008); Market sold to Franchisees for \$92 M in 2008.

**EDUCATION & LEADERSHIP DEVELOPMENT**

**Doctor of Business Administration (DBA)** - University of Phoenix, Phoenix, AZ

**Master of Business Administration (MBA)** - University of Phoenix, Phoenix, AZ

**Bachelor of Arts (BA)** - Michigan State University, East Lansing, MI

**CONSULTING & BOARD LEADERSHIP**

Founder & Board Chair Global Executive Business Consultants - [globalexecutivebusinessconsultants.com/company](http://globalexecutivebusinessconsultants.com/company)

Board of Directors & Vice Chair, Women’s Centers International - <https://www.womenscentersintl.org/>

Chief Operations Officers (COO) Business Forum 2012-2020

Board of Directors, All Chicago, Making Homelessness History 2012-2020

Board of Directors, Chicagoland Chamber of Commerce | Chairperson - Workplace Well-Being Committee 2013-2015