

# CHRIS CLARK

## CHIEF INFORMATION OFFICER • CHIEF AI OFFICER

Enterprise Technology & AI Transformation | \$1B Operations | 2025 Oracle Excellence Award

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CIO and Chief AI Officer with fifteen years leading enterprise technology and AI transformation across \$1B vertically integrated manufacturers and national organizations. Roles have spanned CIO, CTO and SVP Technology. A trusted right hand to CFO, COO and CEO sponsors who **facilitates executive alignment, then converts it into delivered outcomes** on schedule and on budget. Owns the full program: platform selection, integration architecture, AI deployment and the steering rhythm that keeps boards confident. 2025 Oracle Excellence Award winner for Supply Chain Excellence.

## SIGNATURE OUTCOMES

|  |                               |                        |                               |                              |
|--|-------------------------------|------------------------|-------------------------------|------------------------------|
| <b>5</b>                               | <b>&gt;97%</b>                | <b>11</b>              | <b>100+</b>                   | <b>2</b>                     |
| Oracle Fusion go-lives in 5 years      | Program budget accuracy (EVM) | Legacy systems retired | Consultants led, multi-vendor | Production AI agents shipped |
| ~22% vendor bid-to-BAFO cost reduction |                               | +10% line utilization  | -15% overtime cost            | -10% forecast error          |
| -5% working capital                    |                               |                        |                               |                              |

## HOW I CREATE VALUE

### Executive Facilitation & Governance

Steering Committee chair. CFO, COO and CEO alignment, board-ready briefings, KPI dashboards, structured decisions.

### Transformation Delivery

Oracle Fusion and SAP S/4HANA programs, earned value, stage gates, 100+ person multi-vendor teams.

### Integration & Data Architecture

Oracle Integration Cloud, SAP PO, REST, IDoc, RFC, Snowflake, Databricks, OTBI, FDI, Tableau.

### Enterprise AI Strategy & Deployment

AI operating model and governance, Oracle AI Agent Studio, production agents, AI-augmented evaluation.

### Platform Selection & Vendor Value

RFP authoring, 40+ integrator evaluations, structured BAFO negotiation, source-verified totals.

### Risk, Security & Recovery

CISSP-credentialed. Program recovery, IV&V and distressed program turnaround.

## EXPERIENCE

### Byrne Dairy (Engagement via Zagora Management)

2021 - Present

**ERP & Enterprise AI Program Lead** Syracuse, NY

*\$1B family-owned, vertically integrated CPG dairy manufacturer. Top technology decision authority partnering with CFO and CEO.*

- Facilitated CFO, COO and CEO alignment on a multi-year Oracle Fusion and AI roadmap, then delivered **five Fusion go-lives in five years** (Finance, Procurement, HCM, Data Migration, WMS) at >97% budget accuracy and >90% milestone compliance via earned value management.
- Founded and led the Spyglass enterprise AI program (\$3M-\$5M, three years) and shipped **two production AI agents** on Oracle AI Agent Studio that lifted line utilization 10%, cut overtime 15%, reduced expedited orders 10%, lowered forecast error 10% and freed 5% of working capital.
- Chaired the **bi-weekly executive Steering Committee** across Finance, IT, HR, Operations and Strategy, reporting health through earned value, budget variance and KPI trend dashboards.
- Authored a 70+ page Oracle ERP optimization and AI RFP, ran a 40+ integrator evaluation through structured BAFO, and delivered an average bid-to-BAFO reduction of approximately 22% on a defensible scoring rubric.
- Consolidated and decommissioned 11 legacy systems through Oracle Integration Cloud, built a single-pane cutover monitor across Oracle and retained legacy, and led 100+ onshore and offshore consultants and staff.

### Maryland & Virginia Milk Producers (MDVAMILK)

2017 - 2021

**Chief Information Officer / ERP Selection & Program Lead** Reston, VA

*\$1B vertically integrated dairy and CPG manufacturer.*

- Led enterprise ERP selection across 11 platforms and 8 integration partners, **facilitating Steering Committee consensus on SAP S/4HANA Cloud**, then directed the rollout across finance, HR, supply chain, production and distribution.
- Built a three-year digital transformation roadmap supporting M&A growth and reorganized IT to stand up a new enterprise PMO.
- Delivered SAP Process Orchestration integration retiring 5 legacy systems and connecting 5 external platforms via REST, IDoc and RFC, and directed 70 IT staff through the pandemic transition to Microsoft 365.

## SCORE Association

2015 - 2016

**Vice President, Technology** Herndon, VA

*SBA national service association supporting small business.*

- Defined six-month and twenty-four-month technology roadmaps aligned to mission, and directed a custom CRM for case management and mentor matching serving thousands of national volunteers.
- Established an ITSM framework spanning tiered support, backup and disaster recovery.

## NeighborWorks America

2013 - 2015

**Senior Vice President, Information Management** Washington, DC

*National housing nonprofit.*

- Delivered a Salesforce CRM and CMS platform serving 170 affiliate organizations and 100,000+ end users.
- Ran a portfolio of 80+ initiatives across Agile and Scrum teams and led an IT organization of 80 professionals and consultants.

## PLATFORMS & TOOLS

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**ERP / EPM:** Oracle Fusion Cloud (ERP, SCM, EPM, OTM/GTM, WMS, HCM) · SAP S/4HANA Cloud · Microsoft Dynamics 365 · Acumatica · Sage Intacct

**Enterprise AI:** Oracle AI Agent Studio · production AI agents · AI governance & operating model · AI-augmented vendor evaluation

**Integration:** Oracle Integration Cloud · SAP Process Orchestration · MuleSoft · Kafka · REST, IDoc, RFC

**Data & Analytics:** Snowflake · Databricks · Autonomous Data Warehouse · OTBI · Fusion Data Intelligence · Tableau

**Delivery & Governance:** Earned Value Management · stage-gate governance · Jira · Smartsheet · RACI · Prosci ADKAR

## EXECUTIVE FACILITATION IN PRACTICE

### **Aligns the C-suite, then commits.**

Converts CFO, COO and CEO debate into a single defensible decision and a funded roadmap the board can stand behind.

### **Runs the room and the rubric.**

Chairs Steering Committees on weighted scoring and earned value, not opinion, which is how 40+ vendor fields resolve to one finalist.

### **Owns the outcome, not just the plan.**

Stays accountable through go-live and benefits realization, measured in utilization, cost, forecast accuracy and working capital.

## EDUCATION & CREDENTIALS

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**American University** B.S., Technology Management · Washington, DC

**Certifications:** PMP · CISSP · Oracle AI Agent Studio (Associate)

**Frameworks:** PgMP · PRINCE2 · Prosci ADKAR · Earned Value Management

**Honor:** 2025 Oracle Excellence Award, Supply Chain Excellence