



EXECUTIVE JOURNEY

# Chris Clark

Chief Information Officer • Chief AI Officer

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*Fifteen years turning executive alignment into delivered enterprise and AI outcomes.*

2025 ORACLE EXCELLENCE AWARD • SUPPLY CHAIN EXCELLENCE

chris.clark@clarkfamilyusa.com • 202-213-3510 • Washington, DC

linkedin.com/in/chrisclarkin • chrisclarkcio.clarkfamilyusa.com

## THE STORY

# From IT leadership to enterprise AI transformation

**My career has followed one through-line: take responsibility for the technology that the business is betting on, and deliver it.**

I started leading IT organizations for national institutions, then moved into the operating core of \$1B vertically integrated manufacturers, where ERP is the business. I selected the platforms, ran the implementations and chaired the steering committees that kept boards confident.

As those estates matured, the frontier moved to AI. I built and governed a production AI program on top of a completed Oracle Fusion estate, with results measured on the P&L. That is the work I want more of.

- 2024 - Present**  
**Enterprise AI**  
Spyglass AI program. Two production agents on Oracle AI Agent Studio with measurable P&L impact.
- 2021 - Present**  
**Byrne Dairy**  
Five Oracle Fusion go-lives in five years. 11 legacy systems retired via Oracle Integration Cloud.
- 2017 - 2021**  
**MDVAMILK • CIO**  
Selected and rolled out SAP S/4HANA at a \$1B manufacturer. Stood up the enterprise PMO.
- 2013 - 2016**  
**NeighborWorks • SCORE**  
Led IT orgs of 80. Salesforce platform for 170 affiliates and 100,000+ users.

## WORK STYLE

### **Facilitate, then commit**

I turn CFO, COO and CEO debate into a single defensible decision and a funded roadmap the whole table will stand behind.

### **Govern with evidence**

Weighted scoring rubrics, earned value and KPI dashboards run the program, not the loudest opinion in the room.

### **Bring AI where it pays**

I deploy AI that removes real cost and risk, governed responsibly, and I keep humans owning the judgment.

### **Own the outcome**

I stay accountable past go-live to benefits realization, measured in utilization, cost, accuracy and working capital.

*Style: plain-spoken and calm under pressure. I earn trust on the executive floor and the plant floor alike, and I am at my best on the hard, multi-vendor, high-stakes programs others stall on.*

## Spyglass: production AI on a modern ERP estate

At Byrne Dairy I founded and led a three-year, \$3M-\$5M enterprise AI program on top of the completed Oracle Fusion estate. Two AI agents reached production on Oracle AI Agent Studio, with every claim measured against source.

**+10%**

Line utilization

**-15%**

Overtime cost

**-10%**

Expedited orders

**-10%**

Forecast error

**-5%**

Working capital

**2**

Production AI agents

*What I did: set the AI operating model and governance, prioritized use cases on business value, and ran an AI-augmented evaluation that ingested hundreds of pages of proposals into unbiased, source-cited executive briefings.*

## Platform selection and transformation boards trust

### MDVAMILK · SAP S/4HANA

Evaluated 11 platforms and 8 integration partners, facilitated Steering Committee consensus on SAP S/4HANA Cloud, then rolled it out across finance, HR, supply chain, production and distribution. Retired 5 legacy systems.

### Byrne Dairy · Oracle Fusion

Delivered five Fusion go-lives in five years across Finance, Procurement, HCM, Data Migration and WMS at >97% budget accuracy. Consolidated and retired 11 legacy systems via Oracle Integration Cloud.

### THE METHOD THAT MAKES IT DEFENSIBLE

Authored a 70+ page Oracle ERP and AI RFP. Ran a 40+ integrator evaluation through apples-to-apples scoring and structured BAFO negotiation, delivering an average bid-to-BAFO reduction of approximately 22% on source-verified totals, with the finalist chosen by the Steering Committee on a defensible rubric.

WHERE I CREATE VALUE

# Best fit for the next chapter

## ROLES

Chief Information Officer

Chief AI Officer

Chief Transformation / Program Officer

Interim / Fractional CIO

IV&V & Program Recovery Lead

## ENGAGEMENT

Full-time executive, interim or contract leadership, and senior advisory. DC-based, open to fully remote with periodic travel.

## Let's talk

[chris.clark@clarkfamilyusa.com](mailto:chris.clark@clarkfamilyusa.com) · 202-213-3510

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