

CHRIS CLARK

CHIEF INFORMATION OFFICER • CHIEF AI OFFICER

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

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CIO 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

5	>97%	11	100+	10
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 -5% working capital	-15% overtime cost	-10% forecast error

HOW I CREATE VALUE

Executive Facilitation and 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 and Data Architecture

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

Enterprise AI Strategy and Deployment

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

Platform Selection and Vendor Value

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

Risk, Security and Recovery

CISSP-credentialed. Program recovery, IVandV and distressed program turnaround.

EXPERIENCE

Byrne Dairy

2021 - Present

ERP and 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 **10 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 and Virginia Milk Producers (MDVAMILK)

2017 - 2021

Chief Information Officer 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 MandA 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 AND TOOLS

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 and operating model · AI-augmented vendor evaluation

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

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

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

EXECUTIVE FACILITATION IN PRACTICE

Aligns the C-suite, then commit.

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

Run 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.

Own the outcome, not just the plan.

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

EDUCATION AND CREDENTIALS

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

Certifications: PMP · CISSP · Oracle AI Agent Studio

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

Honor: 2025 Oracle Excellence Award, Supply Chain Excellence