

# CHRIS ULLMANN

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## THE TRANSLATOR

I turn business problems into working AI solutions - and teach organizations how to do it at scale.

Leaders at Microsoft, engineering, and business have called this a rare skill: the ability to sit with operators on the plant floor, understand their real problems, then architect AI solutions that IT can build and deploy. I don't just strategize. I build POCs, train thousands, and scale adoption. My work has reached the CEO level at Estée Lauder and caught Microsoft's attention.

**25 years in supply chain and manufacturing. Now obsessed with AI that actually works.**

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## WHAT I DO

**Bridge Business ↔ Technology** - Translate operational needs into AI architectures, agent designs, and working prototypes that IT can scale

**Build Real Solutions** - POCs, pilots, and production systems for teams in the weeds - not marketing demos

**Scale Adoption** - Trained 1,000+ people on AI; grew active users 30% month-over-month across global supply chain

**Drive Transformation** - \$500M+ digital roadmaps, 170% ROI programs, HBR-featured change leadership

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## SIGNATURE OUTCOMES

- **AI at CEO scale:** Built solutions that reached Estée Lauder's CEO and Microsoft leadership; embedded AI into thousands of daily tasks across documentation, KPI narratives, and problem-solving
- **1,000+ people trained:** Scaled AI enablement enterprise-wide through adoption networks, role-based training, guardrails, and change management - audiences from 10 to 600+
- **\$35M+ delivered value:** Operational excellence, automation, cobots (\$1.4M ARR), workforce optimization, 15% batch cycle time reduction
- **\$500M+ transformation governed:** Co-authored and led Integrated Manufacturing Transformation with staged funding and measurable benefits
- **170% ROI on \$49M program:** Leading Beauty Forward - operating model, process innovation, Engineering Tech Center
- **Quality turnaround:** 90% reduction in audit observations; cycle time from 12 days → 2.7 days; \$3.75M inventory savings

- **HBR-featured transformation:** Kotter-based change leadership for Coty's supply chain reinvention ([HBR, May 2016 \(https://hbr.org/2016/05/how-coty-reinvigorated-its-supply-chain\)](https://hbr.org/2016/05/how-coty-reinvigorated-its-supply-chain))
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## EXPERIENCE

### The Estée Lauder Companies - New York, NY

#### Executive Director, PMO, Strategy and Transformation (North America) | 2024–Present

- Built and run North America's Manufacturing Strategy & Transformation Office - 60 projects, ~\$100M annually, 5 plants
- Created strategy-to-action operating rhythm: monthly reviews, standardized dashboards, narrative packs
- Scaled AI enablement with training, adoption patterns, guardrails, and change networks
- Solutions recognized at CEO level; partnership engagement with Microsoft

#### Executive Director, Program Management, Global Supply Chain | 2018–2024

- **Leading Beauty Forward** (2016–2021): \$49M program, 170% ROI - operating model, process innovation, Engineering Tech Center
- **Runway** (Enterprise NPL Platform): \$16.1M cross-functional initiative integrating business PMO with Agile IT
- **Integrated Manufacturing Transformation:** Co-author and executive owner of \$500M+ digital/OpEx roadmap

#### Executive Director, Quality Assurance | 2015–2018

- Turned largest regulated site fully compliant through org redesign and advanced quality systems
- Led global organizational redesign - shifted from quality control to quality assurance mindset
- 90% reduction in audit observations; QA cycle time from 12 to 2.7 days; \$3.75M inventory savings

### Coty Inc. - Phoenix, AZ → Sanford, NC

#### Director, Quality Assurance | 2013–2015

- Quality lead during multi-site consolidation: 2,000+ employees, \$39M first-year savings
- Managed full operation transfer (AZ → NC): staffing, equipment, documents, SAP QM transition

#### Manager, Quality Assurance and Quality Control | 2010–2013

- Built GMP and QMS systems from scratch; 60% reduction in supplier quality incidents
- Led integration of 100M-unit Nail Lacquer business from acquisition

### Earlier: Eli Pharmaceutical | Leiner Health Products | USAF

- Quality and Validation leadership in FDA-regulated environments
  - **U.S. Air Force veteran** - two Air Force Achievement Medals
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## EDUCATION & CREDENTIALS

**Stanford School of Engineering** - Generative AI: Technology, Business and Society Program

**Queens College** - B.S. Biology

**Lean Six Sigma** - Certified

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## WHAT I'M LOOKING FOR

A role where I can bridge business and technology to build AI solutions that matter - ideally in manufacturing, quality, or supply chain. I want to work with teams solving real problems, not just planning them.

**Open to:** AI Transformation, Head of AI/Digital, VP Operations & Technology, Director of AI Enablement

**Location:** Fully remote or Oahu, Hawaii

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*References and additional materials available on request.*