

## CONTACT

### LOCATION

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### PORTFOLIO

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## KEY METRICS

**1,000+**

PEOPLE ENGAGED  
ON AI

**170%**

ROI ON  
\$49M  
PROGRAM

**\$35M**

WORKING  
CAPITAL  
RELEASED

**80%**

CYCLE  
TIME  
REDUCTION

**\$500M+**

TRANSFORMATION  
AUTHORED

**90%**

AUDIT OBS.  
REDUCED

## EXPERTISE

- AI Strategy and Enablement
- Generative AI / Agent Architecture
- Manufacturing Operations
- Supply Chain Transformation
- Quality (GMP, FDA, 21 CFR)
- Program and Portfolio Mgmt
- Change Mgmt (Kotter 8-Step)
- Digital Transformation
- Lean Six Sigma
- Governance and Risk Frameworks
- Stakeholder Alignment

## EDUCATION

### Stanford School of Engineering

Generative AI: Technology, Business and Society Program

### Queens University of Charlotte

B.S. Biology

# CHRIS ULLMANN

*From Air Force Flight Lines to Fortune 500 AI Transformation*

I've spent 25 years doing the same thing in different wrappers: walking into complex systems, recognizing the opportunity, building the solution, and getting people to run with it. That started as an Air Force aerospace technician learning discipline, systems thinking, and how to keep mission-critical equipment running. It evolved into FDA compliance turnarounds, a \$49M enterprise transformation, and now hands-on AI development. The throughline is the point. The numbers tell the story.

## EXPERIENCE

### The Estee Lauder Companies

*New York, NY*

#### Executive Director, AI Transformation and NA MFG Strategy 2024 - Present

- Built and run North America's Manufacturing Strategy and Transformation Office: **60 projects, ~\$100M annual investment, 5 plants**
- Engaged and empowered **1,000+ people** on practical AI through enablement networks, role-based training, guardrails, and change management
- Ideated and developed AI solutions that gained support from the shop floor to the C-suite to external partners including Microsoft
- Grew active AI users **30% month-over-month** (37x total growth in 6 months); built and grew a **100+ member AI Community of Practice**
- Partnered with Legal, Privacy, and Compliance to develop governance framework before scaling AI tools across the organization

#### Executive Director, PMO, Supply Chain and Digital Transformation 2018 - 2024

- Managed Program Runway: **\$49M+ enterprise value chain transformation, 170% ROI**, 6 workstreams across MAC, Clinique, Estee Lauder, Bobbi Brown, Tom Ford
- Program managed **\$13.3M Engineering Tech Center** build; deployed digital printing and small-batch manufacturing capabilities
- Authored and sponsored **\$500M+ Integrated Manufacturing Transformation** roadmap: 4 workstreams, 20+ projects
- Delivered **\$1.4M run-rate savings** from automation and cobots; \$7M destruction cost avoidance

#### Executive Director, Quality Assurance 2015 - 2018

- Reduced lab testing cycle time from **12 days to 2.7 days** (80% reduction), releasing **\$30-35M** in annual working capital
- Achieved **90% reduction in audit observations**; \$3.75M annual inventory savings
- Led global redesign: quality control to quality assurance mindset

### Coty Inc.

*Phoenix, AZ / Sanford, NC*

#### Director, Quality Assurance 2013 - 2015

- Owned quality and compliance workstream for **\$21.7M multi-site consolidation**: \$39M first-year savings, full operation transfer (AZ to NC)
- Optimized 70-person quality org to 42 (40% reduction) with **39% productivity gain**

## CERTIFICATIONS

- Lean Six Sigma
- Leading Bold Change (Kotter)

- Built FDA compliance program: gap assessment, action planning, 18-30 month remediation roadmap

*Featured in Harvard Business Review: "How Coty Reinvigorated Its Supply Chain" (May 2016)*

### Manager / Senior Manager, QA Operations and QC Labs

2011 - 2013

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

### Harmony Labs / El Pharmaceutical, Charlotte, NC 2008 - 2011

QA and Validation Manager, cosmetic-to-pharmaceutical GMP transformation, primary FDA liaison

### Leiner Health Products, Fort Mill, SC 2003 - 2007

Master Planner / QA Supervisor. Reduced quarantine inventory from \$16M to under \$200K across 5 plants.

**United States Air Force** (1992 - 1996) · Aerospace Ground Equipment Technician  
Edwards AFB, CA and Incirlik Air Base, Turkey · Operation Provide Comfort II  
Two Air Force Achievement Medals · Honorable Discharge · **Protected Veteran**