

From No Data Function to Board-Level AI Accountability

\$6B+ Global CPG Manufacturer | 12-Month Fractional CDO/CDAO Engagement

Engagement type: Fractional CDO | Sector: Consumer Packaged Goods | Function scope: Enterprise | hawksroost.com

\$4.5M

SG&A Reduction

4.4%

Revenue Lift

\$1.4M

AI Inventory Savings

25%

Budget Reduction

4%

YoY Volume Growth

12 mo

Immature to Above-Peer

THE SITUATION

A \$6B+ global CPG manufacturer had been making commercial and supply chain decisions without trusted data for years. No central data function existed, there was no AI governance framework, and no decision rights had been defined for AI-driven outputs.

The board was demanding AI accountability. Early AI investments were not producing results proportionate to the capital deployed. Leaders across the enterprise worked from conflicting data with no single version of truth and no clarity on who owned the decisions the AI was supposed to improve.

THE ENGAGEMENT

A fractional CDO/CDAO was engaged to build the enterprise data function from scratch and establish the governance model needed for AI to produce accountable results.

- Built the first Chief Digital and AI Office, unifying fragmented efforts into a scalable enterprise-wide function
- Designed the Snowflake, AWS, and SAP Lakehouse architecture
- Built a 60-person federated data organization with accountability embedded at every tier
- Defined and documented decision rights for every AI-driven planning and inventory workflow
- Established governance from zero, maturing the function to above-peer benchmark in 12 months
- Served as C-suite and Board advisor throughout

ENGAGEMENT MODEL

Fractional CDO/CDAO. Embedded Senior Director, promoted to Interim VP. C-suite and Board advisor. 2023 to 2026.

WHAT WAS BUILT

Enterprise Data Function

No data organization existed. A 60-person federated model was designed and fully staffed, with embedded governance and a clear operating model the business could sustain independently.

Lakehouse Architecture

Snowflake, AWS, and SAP integrated into a unified enterprise lakehouse, providing one trusted data foundation across commercial, supply chain, and operational domains.

AI Governance Framework

Decision rights defined and documented for every AI-driven planning and inventory workflow. Accountability mapped from model output to the business leader responsible for acting on it.

Board Reporting Infrastructure

AI accountability reporting built into board-level oversight for the first time, giving directors visibility into AI program performance and governance posture.

OUTCOMES

- Enabled \$4.5M in SG&A; reduction and a 4.4% revenue lift by giving leaders trusted data to act on
- \$1.4M in AI-driven inventory savings: \$400K year one and over \$1M year two, automating 26 manual roles
- Supported 4% year-over-year volume growth aligned to commercial strategy built on trusted data
- 25% total data and analytics budget reduction with simultaneous improvement in service quality
- Data function matured from immature to above-peer benchmark in 12 months
- Board received AI accountability reporting for the first time in the company history

AI programs stall not because of the technology but because no one owns the decisions the AI is supposed to improve. Governance without decision rights is documentation.