

JAY HAWKINSON

Fractional CDO | CDAO | CIO

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Board-certified executive (NACD.DC) and award-winning Fractional CDO/CDAO trusted by CEOs, Boards, and PE sponsors when AI investments are not producing accountable results. 25 years building data-driven organizations across industrial manufacturing, CPG, and PE-backed enterprises. Delivers measurable business value within the first 60 to 90 days.

Decision Governance for AI | Enterprise Data and AI Strategy | PE Value Creation and Exit Readiness | Board and CEO Advisory
Data Operating Model Design | Platform and Architecture Modernization | AI Risk Oversight | Federated Org Building | Change Leadership

ADVISORY PRACTICE

Founder and Principal *Hawksroost LLC | Boiling Springs, SC*

2020 to Present

Fractional CDO, CDAO, and CIO practice focused on decision governance, data and AI transformation, and PE value creation. Partner to Boards, CEOs, and PE sponsors during high-stakes transitions.

- Enabled seven-figure savings within 60 days at a PE-backed global manufacturer through data and AI operating model redesign, with no capital investment required. (Past engagement, concluded May 2026.)
 - Delivered AI and data strategy plus operating model design for a PE-backed global manufacturer with operations across 40-plus countries, guiding SAP ECC to S/4HANA pathway architecture decisions.
 - Advise Boards and CEOs on AI readiness, governance frameworks, and exit readiness, converting data into a valuation lever.
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CORPORATE EXPERIENCE

Senior Director, Data Analytics and Insight (Promoted to Interim VP) *Lamb Weston | \$6B+ Global CPG* 2023 to 2026

Built and led the company's first Chief Digital and AI Office, unifying fragmented data efforts into a scalable enterprise-wide function. C-suite and Board advisor throughout.

- Built a 60-person federated data organization from scratch. Designed the Snowflake, AWS, and SAP Lakehouse architecture underpinning the enterprise data function.
 - Enabled \$4.5M in SG&A reduction and a 4.4% revenue lift by building the data foundation and critical reporting that allowed leaders to act on evidence.
 - Delivered \$1.4M in AI-driven inventory savings (\$400K year one, over \$1M year two), automating workflows across 26 FTEs.
 - Supported 4% year-over-year volume growth. Reduced total data and analytics budget by 25% while maturing the function from immature to above-peer benchmark in 12 months.
 - Established decision rights and governance for AI-driven planning and inventory decisions, ensuring accountability from model output to business outcome.
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Director, Data Analytics and Insights | Functional CDAO *Valmont Industries | \$5B Global Industrial* 2020 to 2023

First functional CDAO at a decentralized global manufacturer, manufacturing in 21 to 22 countries across six continents. No precedent, no playbook. Four Centers of Excellence, 19 direct and 20 indirect reports, \$14M annual budget.

- Deployed AI and ML models to full production in 16 weeks. Delivered \$1M in annual manufacturing waste reduction.
 - Own delivery tracking showed 80% improvement in on-time, on-budget, on-scope delivery and 26% improvement in time to insight. Gartner peer benchmarking (with internal business stakeholders) validated the data function maturity shift.
 - Reduced time-lost incidents by 14% through AI-enabled EHS monitoring. One model directly contributed to preventing a workplace safety event.
 - Advanced self-service analytics adoption from 43% to 96%. Built on Azure to Azure Synapse to Databricks sequential platform evolution with Unity Catalog.
 - Earned the 2023 Informatica Innovation Award for Business Acceleration.
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Director, Business Solutions | Interim CIO *AFL Global | \$1.5B International Manufacturer*

2018 to 2020

Progressed from enterprise architecture into business solutions leadership and ultimately Interim CIO. Redesigned IT and data landscape to stabilize failing systems and prepare AFL for digital scaling.

- Protected \$30M in revenue by replacing two failing legacy platforms in under 12 months.
- Generated \$3.5M in first-year transformation value. Saved \$1M annually and improved data usability by 34% by completing the Azure migration in a single quarter with MDM and governance embedded.

- Improved IT satisfaction by 28% by reorganizing the application team to align with business outcomes rather than functional silos.

Director of Technology | Unit CIO *Virtual Business Office Associates (PwC Unit)* 2017 to 2018

- Compressed client onboarding from six months to 30 days through operating model redesign. PwC projected 75% onboarding cost reduction and 80% productivity improvement.
- Built a HIPAA-aware data stewardship and governance model embedded into revenue cycle automation.

Global Senior IT Manager *Belden Incorporated | \$2.5B Global Manufacturer* 2003 to 2017

Advanced from Systems Engineer into global IT leadership. Operated across North America, APAC, and EMEA.

- Recovered a stalled CRM rollout, driving Salesforce adoption from 6% to 89% in 90 days through accountability redesign: named owners and documented decision rights.
- Established Belden's first Global PMO, cutting project cycle times by 50%. Delivered \$10M in revenue impact through global sales operations transformation, reducing quota revision cycles from 54 to 2.
- Achieved 31% SAP licensing reduction. Maintained Hyperion Financial Management for 13 years supporting Wall Street close processes and designed IT SOX controls with a clean audit record across full tenure.

Early career: IBM (Advisory Engineer), Kollmorgen, ISP founder (18 employees, 10,000-plus subscribers, \$2M revenue built in three years). Technology foundation established in enterprise systems, governance, and execution discipline.

EDUCATION AND CREDENTIALS

MBA, IT Management | MSc Management and Leadership Western Governors University **BSc Computer Science** Marist College

- NACD Directorship Certification (NACD.DC), National Association of Corporate Directors
- NACD Effective AI Oversight for Directors Certificate, Carnegie Mellon University Heinz College
- CERT Certificate in Cybersecurity Oversight (NACD Cyber Certificate), Carnegie Mellon University
- Project Management Professional (PMP) | Scrum Master Certified (SMC) | ITIL Foundation | Six Sigma Yellow Belt

RECOGNITION AND PUBLICATIONS

Forbes Technology Council Member and Contributor | Top 100 Data and Analytics Professional, OnCon Icon Awards (2024) | Informatica Innovation Award, Business Acceleration (2023) | IEEE Senior Member | ACM Member

Forbes Technology Council Publications:

Decision Ownership Is The Missing Layer In AI Governance (April 2026) | How To Turn Data Into Margin: A Playbook (September 2025) | Why IT Has Not Delivered On Its Business Promises And What We Can Do About It (May 2025) | The AI Edge: Transforming Business Growth In The Digital Era (January 2025)