

MARK C. HENNING

Director, Data & AI Strategy | Fractional CDO | Enterprise Analytics Transformation

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EXECUTIVE SUMMARY

Data and AI leader who replaces — not just optimizes — legacy analytics environments, building scalable, AI-ready infrastructure that regulated industries can actually operate in. Known for making clear build-versus-replace decisions and owning execution end-to-end, from architecture through delivery, often under tight constraints and without vendor support.

Delivered measurable outcomes including \$220K+ in recurring platform savings, \$4M in expanded client scope, and 40%+ operational efficiency gains across pharma, defense, and enterprise technology. Operates equally well as a senior in-house leader or fractional strategic partner.

CORE COMPETENCIES

- AI-Ready Infrastructure Design
- Enterprise BI Platform Modernization
- Regulated Industry Compliance (FDA/DoD)
- LLM & Agentic Workflow Implementation
- Legacy Platform Migration & Decommission
- Vendor Ecosystem Optimization
- Fractional CDO / Strategic Advisory
- Cross-Functional Executive Leadership
- Data Governance & Audit Readiness

SELECTED ACHIEVEMENTS

\$220K+

Annual platform cost savings — led full Qlik-to-Astrato migration in 90 days, zero vendor support, rearchitecting the analytics layer from the ground up inside a regulated pharma environment

88%

Vendor cost reduction at Taiho Oncology (\$250K → \$30K/yr) through strategic BI platform replacement decision owned and executed end-to-end

\$4M

Expanded client scope generated through advanced analytics consulting across a single enterprise technology engagement at Bardess Group

\$500K

Annual maintenance cost savings delivered to Fortune 500 client while improving operational efficiency by 40%

200+

Field force members served by AI-ready, self-service analytics infrastructure architected and deployed at Taiho Oncology

40–60%

Typical cost reduction delivered across client engagements through data architecture modernization and vendor ecosystem optimization

PROFESSIONAL EXPERIENCE

Founder & Principal Consultant

Jan 2026 – Present

2516 Technologies | Jersey City, NJ

AI readiness and data transformation consultancy serving regulated industries — pharma, defense, and financial services. Built on the "AI is Jazz" methodology: structured data as the foundation, AI as the improvisational layer on top of it.

Client Engagements & Product Development:

- Designed and developed an AI-powered executive coaching platform for a professional services client — full application architecture, LLM integration, prompt engineering, and client-facing tooling built end-to-end
- Co-developed a membership and roster management platform in partnership with JFORCE LLC under a formal inter-company services agreement — supporting program delivery, participant tracking, and operational workflow for a growing coaching practice
- Architected and deployed Claude-based virtual consultant and agentic workflow systems, integrating LLM capabilities with CRM and data layers for regulated-industry client applications

Service Offerings & Methodology:

- Productized AI Readiness Assessment framework — evaluating data infrastructure maturity, governance gaps, and AI adoption readiness for mid-market organizations in regulated environments
- Fractional CDO advisory services: data strategy, vendor selection, platform modernization roadmaps, and build-vs-replace decision frameworks
- Inter-company legal and operational infrastructure — MSA/SOW templates, strategic alliance agreements, and compliance-grade engagement structures for regulated-industry clients

Director, Commercial Data & Analytics

May 2023 – May 2026

Taiho Oncology | Princeton, NJ (Hybrid)

Led enterprise data and AI strategy for a pharmaceutical oncology division, driving full-stack analytics modernization and AI-readiness initiatives across commercial functions.

Analytics Modernization & AI Infrastructure:

- Drove enterprise analytics modernization initiative, replacing legacy Qlik BI infrastructure with cloud-native Astrato architecture — delivering AI-ready, self-service analytics for 200+ field force members while reducing annual platform costs 88% (\$250K → \$30K) in 90 days without vendor support
- Rearchitected the analytics layer from the ground up during migration — not a 1:1 rebuild but a strategic redesign of how the organization consumes and acts on commercial data
- Architected AI-ready data infrastructure enabling real-time forecasting, incentive compensation modeling, and performance optimization across Sales, Marketing, Market Access, and Market Research
- Implemented next-generation data warehouse architecture replacing legacy SQL Redshift environment, improving query performance and reducing infrastructure dependency

Strategic Leadership & Governance:

- Led cross-functional transformation initiatives across four commercial functions, managing stakeholder alignment from field force to C-suite
- Established data governance frameworks ensuring audit-readiness and full regulatory compliance in a pharmaceutical environment
- Designed and deployed Claude-based AI assistant architectures and agentic workflow integrations, connecting LLM capabilities to CRM and data warehouse layers for regulated-industry use cases

Vendor & Cost Optimization:

- Managed strategic vendor relationships and technology partnership negotiations, consistently aligning procurement decisions with long-term architectural objectives
- Delivered 25% improvement in analytics ROI through cost-effective platform consolidation and internal capability building

Associate Director, Customer Success & Data Architecture

Mar 2020 – May 2023

The Bardess Group, Ltd (acquired by LCR Align) | Remote / New Jersey

Managed enterprise BI implementations and customer success initiatives for Fortune 100 clients and high-growth startups, specializing in analytics platform strategy, Qlik Sense architecture, and cloud data infrastructure.

Client Impact & Revenue Growth:

- Generated \$4M in expanded scope across a single strategic enterprise technology engagement through advanced analytics consulting and platform advisory
- Delivered 40% improvement in client operational efficiency while reducing annual maintenance costs by \$500K through data architecture modernization
- Provided strategic technology consulting on platform expansion vs. replacement decisions — guiding clients through the same build/buy/migrate calculus that defines modern data strategy

Qlik Sense & Platform Expertise:

- Led end-to-end Qlik Sense enterprise implementations for Fortune 100 clients — architecture design, data modeling, deployment, and ongoing optimization
- Managed complex platform migration engagements, advising clients on legacy BI decommission strategy and cloud-native transition planning
- Developed advanced scripting solutions using SQL, JSON, SSE, REST APIs, and virtual proxy configurations for enterprise-scale environments

Team Leadership & Architecture:

- Provided structured performance management and technical mentorship for 5 direct reports, implementing Agile methodology across all client engagements
- Designed multi-node server architectures on AWS and Azure for enterprise-scale data warehousing

- Established cybersecurity best practices and controls for cloud infrastructure implementations

Senior Qlik Sense Developer / Data Architect

Mar 2019 – Mar 2020

Integrated Data Services | Washington, DC

- Led federal government BI initiatives managing deliverables using Agile methodology in high-compliance environments
- Designed and deployed enterprise Qlik Sense architectures for federal agencies, including custom SDK development enabling single-sign-on and advanced security configurations
- Established organization-wide data integrity KPIs ensuring scalability and industry compliance standards across multi-agency deployments

Senior Consultant

Mar 2018 – Mar 2019

Deloitte & Touche LLC | Arlington, VA

- Implemented auditable BI platforms for Department of Defense senior leadership, delivering presentations on audit findings and forecasting to C-suite stakeholders
- Integrated Robotic Process Automation solutions across multiple federal departments, improving workflow efficiency and compliance posture

Senior Data Analyst

Mar 2017 – Mar 2018

Accenture Federal Services | Arlington, VA

- Conducted system inventory audits applying statistical analysis and GAAP compliance for Department of Navy audit readiness
- Automated data ingestion workflows ensuring data integrity across enterprise federal systems

TECHNICAL STACK

AI & LLM	Claude (Anthropic), RAG architecture, agentic workflow design, prompt engineering, LLM-to-CRM integration, HeyGen LiveAvatar, AI readiness assessment frameworks
BI & Analytics	Astrato, Qlik Sense, Qlik View, Power BI — platform migration, architecture design, enterprise deployment
Data Engineering	AWS Redshift, SQL, Python, REST APIs, JSON, SSE, multi-node cloud architecture (AWS, Azure)
Pharma & Gov	FDA regulatory compliance, DoD audit readiness, GAAP, Veeva CRM, incentive compensation modeling, field force analytics
Methodology	Agile / Scrum, data governance frameworks, vendor ecosystem optimization, change management

EDUCATION

Senior Executive Program — Venture Capital & Private Equity

2023

Columbia Business School | New York, NY

Specialized coursework: Python for Managers, Blockchain for Business, Leading Digital Transformations

Master of Science — Applied Economics & Time-Series Data Forecasting

2017

Johns Hopkins University | Washington, DC

Advanced econometrics, statistical modeling (R, Stata), behavioral economics and game theory applications

Master Certificate — International Tourism Development

2007

London Metropolitan University | London, UK

Bachelor of Science — Hospitality Management & Tourism Marketing

2006

Niagara University | Niagara Falls, NY

MILITARY SERVICE

Sergeant — Combat Medic / Healthcare Specialist

2013

United States Army | Operation Enduring Freedom, Afghanistan

- Deployed combat medic providing emergency trauma care under pressure in high-stakes, resource-constrained environments
- Developed leadership, composure under uncertainty, and disciplined execution — applied directly to enterprise transformation work