

MICHAEL UPCHURCH

AI Strategy & Value Creation Executive | Enterprise AI Operationalization | Product & Portfolio Strategy

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PROFESSIONAL SUMMARY

AI strategy and product executive with 25+ years turning technical capability into measurable business value. Directed a \$250M+ annual-value ML portfolio across nine Capital One businesses, built the operating framework that moved a 135-person ML organization to product-led delivery, and led financial-services and insurance strategy for Domino Data Lab's Enterprise AI Platform. Earlier, co-founded and scaled an ML software company to \$4.7M ARR and launched three products. Brings strategy, product, operating-model design, commercialization, and portfolio value management from first investment decision through production, adoption, and measurable return.

CORE CAPABILITIES

Enterprise AI Strategy & Operationalization • AI Portfolio & Value Creation • Product & Platform Strategy • Operating Model & Adoption • AI Governance & Model Risk • Commercial Strategy & P&L

PROFESSIONAL EXPERIENCE

Eddington — Enterprise AI Operationalization
Founder & Principal

Dec 2025 – Present

- Built AIRO, a 24-tool operating system for enterprise AI operationalization spanning strategy, deployment, portfolio value, and governance across four stages.
- Architected and operated a governed multi-agent system that moved AI-generated software from specification through production under defined controls, demonstrating current hands-on fluency with agentic AI and enterprise adoption.
- Advised TwinLabs, an AI-first semiconductor venture, on commercial strategy, market sizing, and federal (CHIPS) positioning during a concurrent seed raise.

Domino Data Lab
VP of Strategy, Financial Services & Insurance

Oct 2024 – Dec 2025

- Partnered with C-level executives at top-20 US banks and insurers to shape AI transformation roadmaps and accelerate platform adoption.
- Led vertical strategy and revenue growth for Domino's Enterprise AI Platform across financial services and insurance, positioning it for model risk management and MLOps.
- Designed a model-validation governance framework tailored to Domino's Enterprise AI Platform to compress validation cycles from six months to six weeks, creating a commercial wedge against incumbent MRM vendors.

Capital One
Product Manager, The Lab | ML Strategist & Portfolio Manager

Dec 2017 – Oct 2024

- Directed enterprise ML strategy and portfolio management across nine lines of business — 72+ production use cases generating \$250M+ in annual value reported by business owners and executive-approved.
- Built the operating framework that moved the 135-person Center for Machine Learning from engineering-led to product-led delivery; standardized the path from intake through production across nine lines of business.
- Defined go-to-market strategy for internal ML platforms and authored the board-level white paper on the impact of AI and automation on credit quality and portfolio risk.
- Led a cross-functional team of five; highest-rated manager in a 150-person ML organization by direct-report evaluations.

Notch — Boutique ML Consultancy, acquired by Capital One

May 2017 – Dec 2017

Chief Strategy & Revenue Officer

- Directed strategic growth, partnerships, and solution delivery across ML and data engineering services; built partnerships with IBM, Confluent, Red Hat, and Vitria.
- Built the go-to-market strategy for IBM's PowerAI sales team, adopted by IBM and its partner ecosystem; co-authored the scale plan from 16 to 100 employees prior to the Capital One acquisition.

Fuzzy Logix — In-Database ML & Analytics Software

May 2007 – May 2017

Co-Founder & Chief Operating Officer

- Launched three ML software products, including industry-specific FSI solutions and early GPU-accelerated analytics; co-led a 25-person data science and engineering organization.
- Delivered 30+ enterprise ML engagements to Fortune 100 clients; documented ROI in selected deployments ranged from 600% to 3,200%.
- Built \$4.7M annual recurring revenue and partnerships with IBM, Nvidia, SAP, Microsoft, and Teradata, each an independent revenue channel.
- Co-founded and scaled an in-database machine learning software company from startup to global market leadership; raised \$12M+ across seed and Series A.

Bank of America

2002 – 2007

VP, Sr. Portfolio Analyst - Global Bank Debt, Credit Risk & Mortgage Strategy

- Engineered and executed the mortgage growth strategy that expanded the lending book from \$11B to \$22B in four years, outperforming a contracting market.
- Designed and patented credit risk products combining commercial and consumer data; developed quantitative portfolio strategies aligning capital-market instruments with consumer lending to minimize earnings volatility.

Renaissance Worldwide / Cedar Group / The Hunter Group

1996 – 2001

Global Strategic Service Development Manager

- Led enterprise strategic planning and company-wide initiatives across 13 countries for a 1,100-consultant organization generating \$200M in consulting revenue; co-managed an 80-consultant UK practice (\$20M revenue) to the highest employee retention among UK consultancies.

Coopers & Lybrand — now IBM Global Services

1993 – 1995

Consultant, Management Consulting

- Built full-lifecycle systems for financial-institution fiscal analysis and, for Ginnie Mae, redesigned 40+ processes and a data-collection system spanning 400+ organizations, including a mainframe-to-UNIX migration.

EDUCATION

East Carolina University — Bachelor of Science, Business Administration | Finance Major, Psychology Minor