

# DOUGLAS SOLOMON

## Operations Executive | Multi-Site P&L Leadership | AI-Enabled Operations

douglas.solomon@outlook.com | 202-909-5050 | Ashburn, VA | linkedin.com/in/douglas-solomon | douglassolomon.com

### EXECUTIVE SUMMARY

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Operations executive who runs operations with an investment banker's rigor and a builder's approach to AI. 15+ years leading complex, multi-site organizations across federal services, The Walt Disney Company, and Fortune 500 consulting, after starting in M&A at Credit Suisse. Owns a \$20M+ P&L within a \$200M+ federal program, grew revenue 33% while expanding from 8 to 11 sites, and deployed AI agents enterprise-wide that save 16,000 hours a year. Builds the KPI systems and leadership benches that turn underperforming operations into profitable, data-led organizations.

### CORE COMPETENCIES

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Multi-Site P&L & Capital Planning | Process Optimization & Efficiency | Cross-Functional Leadership | KPI & Performance Tracking | Risk Management & Compliance | Organizational Design & Change Management | AI-Enabled Operations & Analytics | Supply Chain & Vendor Strategy | Talent Development & Succession

### PROFESSIONAL EXPERIENCE

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#### Director of Operations | Accenture Federal Services

November 2022 to Present

Maryland

Lead day-to-day operations of an 11-site, \$200M+ federal program, bridging company strategy and frontline execution. Own a \$20M+ P&L with authority over budgeting, forecasting, vendors, capital planning, and safety for 220+ employees.

- Grew managed revenue from \$15M to \$20M (+33%) in 24 months while expanding from 8 to 11 sites, hiring site leadership ahead of need.
- Raised operating margin 4.5% year over year through zero-based cost reviews, labor modeling, and 25+ KPI dashboards that gave every site manager ownership of their numbers.
- Cut employee turnover from 68% to 17% and management turnover from 45% to 8% by treating it as a leadership problem, not a pay problem, saving \$180K+ in hiring and onboarding.
- Built a talent pipeline that promoted 15 people into management in 18 months, creating succession depth at every site.
- Reduced compliance violations 89% and reached a 100% inspection pass rate through Lean process improvement and disciplined safety reporting.
- Co-designed SOPs with site managers, cutting average service time 12% while holding quality above 4.6/5.0 and raising productivity 15%.
- Renegotiated vendor contracts for 12% procurement savings (\$240K a year); improved stock turnover from 8x to 11x and cut waste 18%.
- **AI in operations:** Built AI agents for the program that now run across Accenture Federal Services: a hiring agent saving 16,000 hours annually, an inventory agent managing \$79M in inventory, and AI-written SQL reporting that has saved 10,000 hours and \$2.6M in productivity value.

#### Director, Guest Experience | The Walt Disney Company

2019 to 2022

Walt Disney World Resort, Florida

Led a data and technology transformation at Walt Disney World Resort, including Star Wars: Galaxy's Edge, serving 50,000+ guests a day.

- Led a 10-person team of analysts, engineers, and BI specialists that built a predictive staffing platform with 96% forecast accuracy.
- Generated \$3.2M in annual labor savings through precision deployment, not headcount cuts, and reduced peak wait times 18%.
- Drove adoption by 200+ park managers of a real-time operations dashboard processing 2M+ data points a day.
- Raised guest satisfaction from 87% to 93%; delivered a \$4.5M technology rollout 8% under budget and on schedule.
- Presented quarterly performance reviews to VP-level executives, aligning IT, Finance, HR, and Facilities leadership.

#### Senior Manager, Operations Consulting | Accenture

2015 to 2019

Washington, DC

Led \$2M to \$8M operations engagements and teams of 8 to 15 for Fortune 500 and government clients. Promoted 12 months ahead of track; 96% client satisfaction and \$3.8M in follow-on revenue.

- **Axon:** Led the product operations workstream supporting Axon Air's 5x growth, from \$20M to \$100M, while cutting product returns (RMAs) 40%.

- **Shake Shack:** Built a predictive scheduling model for 400 locations in 22 states; surveyed team satisfaction up 11%, speed-of-service guest satisfaction up 3%, and unit labor costs down 2.1%.
- **JAB Holding (Peet's Coffee):** Led a supply chain redesign that cut logistics costs 23% (\$4.1M a year) and lifted on-time delivery from 76% to 94%.
- **JAB Holding (National Veterinary Associates):** Designed an operating model for a 200-clinic network to support 40% growth; automated veterinarian payroll, saving each hospital manager 10 to 15 hours a month.
- **ASRC Federal:** Overhauled the procure-to-pay program, realizing 3% to 7% annual hard-cost savings on addressable spend through strategic sourcing and price benchmarking.
- **Domino's:** Reengineered warehouse operations and inventory, cutting carrying costs 19% and order fulfillment cycle time 31%.
- **Apple (Government Sector):** Directed a \$6.5M infrastructure modernization across 4 federal agencies, delivered 6 months ahead of schedule.
- **Battelle:** Advised C-suite leadership on a \$22M national STEM education initiative serving 250+ schools, with 95% delivery success.
- Led change programs for 1,500+ employees with 92% adoption; surfaced \$6.2M in operational inefficiencies and captured 87% of it.

## Mergers & Acquisitions Associate | Credit Suisse

2010 to 2015

New York, NY

- Executed 15+ M&A transactions totaling \$26B+, including Genzyme's \$20.9B sale to Sanofi and Reynolds Group Holdings' \$3B leveraged buyout.
- Built DCF, LBO, and accretion/dilution models that shaped pricing and negotiation strategy; coordinated multi-workstream due diligence with executives, counsel, and accountants.

## EDUCATION

**Master's Degree, Organizational Leadership** | Massachusetts Institute of Technology | 2018

**MBA** | University of Michigan, Ross School of Business | 2009

**BS, International Business** | New York University, Stern School of Business

## CERTIFICATIONS & AWARDS

Project Management Professional (PMP), PMI, valid through March 2028 | Prosci® Certified Change Practitioner | SHRM Certified Professional (SHRM-CP) | Lean Six Sigma Green Belt, CSSC | AI Essentials for Business, Harvard Business School, 2026 | AI Prompting Certificate, UVA Darden, 2026 | Microsoft AI Product Manager Professional Certificate, 2026 | Partnership Award, Casey Trees, 2017

## TECHNICAL SKILLS

Power BI, Tableau, SQL, predictive analytics | SAP, Oracle, Salesforce, Microsoft Dynamics, WMS | Advanced Excel financial modeling, FP&A | AI agents, prompt engineering, AI product management | Microsoft Project, Smartsheet, JIRA, Agile