

## **William L. Duncan**

909 Burgundy Lane  
Manchester, MO 63011  
(571) 314-4541  
billduncanbusiness@sbcglobal.net

---

### **Operations and Information Technology (IT) Leader**

Leader of major process changes and technology changes such as Enterprise Resource Planning (ERP), Product Lifecycle Management (PLM), Lean Manufacturing, Strategic Planning, and Mergers & Acquisitions (M&A).

### **Strengthening bottom-line financial performance through the application of world-class processes and technologies.**

#### **Special Assistant to Deputy Undersecretary of Defense** **2009 – Present**

Leading team of business, agriculture, finance, and engineering subject matter experts in formulating and implementing economic revitalization projects in Afghanistan. Starting and expanding businesses and investments that restart the commercial economy in order to reduce violence and hasten the departure of US Forces from the Afghanistan theater of operations.

- Surveyed Afghanistan's business landscape, and worked with Deputy Under Secretary of Defense to establish strategic approach for most challenging areas of Afghanistan theatre of operations.
- Developed and implemented two entirely new businesses targeting key aspects of regional economic development. Boosted employment in critical areas of kinetic activity to frequency and severity of insurgent activity.
- Supported reopening of major industrial facility in Helmand Province, re-employing hundreds immediately, and reconnecting broken supply chain with thousands of regional farmers.

#### **Partner, Computer Sciences Corporation (CSC)** **2003 – 2009**

On the Federal consulting side of the business, recruited, fielded, and led a team into Iraq to stabilize the economic environment, focusing on restarting idled factories all over the country. Success was well documented; honored by Deputy Secretary of Defense Gordon England in Pentagon's "Hall of Heroes."

- Recruited and led a broad based team of subject matter experts in supply chain, manufacturing engineering, electrical engineering, marketing, and international sales to revitalize business and commerce within Iraq, and between Iraq and international suppliers and customers.
- Alongside the Deputy Under Secretary of Defense, met with potential investors from several nations to craft investment strategies and target high-potential opportunities.
- Personally authored initial US investment plan for \$100 million in congressionally authorized funds to target and support industrial facilities all over Iraq.
- Reopened and expanded business levels in dozens of industrial businesses ranging from petrochemical plants to clothing factories, reemployed thousands of people.

On commercial consulting side, led implementations of Oracle ERP, suitability studies for SAP ERP, and manufacturing facility Lean implementation. Worked with C Level executives from four industries to support their understanding of and implementation of mergers & acquisitions. Documented lessons learned in 280-page hardback book.

## **Vice President of Operations, JDS Uniphase**

**2001 – 2003**

Balanced the simultaneous implementation of leading-edge technologies related to Lean Manufacturing, Quality Function Deployment (QFD), and New Product Introduction (NPI) while consolidating North American operations and redeploying most North American manufacturing work to offshore locations. Well-documented improvements in financial performance. Was responsible for several thousand employees including more than 20 sites in two countries.

- Cut average order throughput time from 19 days to less than 6 days
- Improved in-time delivery performance from 24% to 80%
- Reduced past-due shipments from \$3.3 million to \$300 thousand
- Consolidated 22 manufacturing sites to one central facility
- Improved direct labor efficiency from 66% to 81%

## **Director, High Tech Practice, KPMG Management Consulting**

**2000 – 2001**

Primary client was JDS Uniphase. Led a multi-site, multi-national Oracle ERP implementation. Delivered on time and on budget. Identified significant process-based opportunities for performance improvement, which led to JDS Uniphase job offer.

- Developed Oracle ERP-based Information Systems platform to enable JDS Uniphase to consolidate existing operations, and more effectively incorporate new company acquisitions.
- Identified many previously unidentified opportunities for improved efficiencies in existing operations amounting to tens of millions of dollars

This work resulted in an invitation from JDS Uniphase CEO to join their executive team as VP Operations.

## **McDonnell Douglas / Boeing**

**1991 – 2000**

**As Director of Production & Quality Assurance:**

- Led the development of manufacturing and QA processes of a new helicopter program.
- Improved Return on Net Assets (RONA) by more than 40% from baseline.
- Reduced requirement for aircraft in final assembly by more than 50%

**As Director of Materials Management:**

- Reduced inventory investment by more than \$40 million at stable production levels,
- Reduced part shortages by 46% in stable production environment
- Reduced the end-to-end cycle time of production of Apache attack helicopters by 50%

**As Director of Information Technology:**

- Led the implementation of the first ERP system on the military side of Boeing (a \$24 billion division).
- Tremendous, well documented impact on financial performance; specifically:
  - Improved RONA from 63% to 129%
  - Increased inventory turns from 5.7 to 9.4
  - Reduced critical path cycle time from 235 days to 172 days

## **Senior Manager, Ernst & Young Management Consulting**

**1985 – 1990**

Primary client was McDonnell Douglas. Implemented Lean manufacturing processes that:

- Reduced the number of F-15 and F/A-18 fighter jets in final assembly by several units, equating to hundreds of millions of dollars in freed-up cash flow.

Resulted in job offer from McDonnell Douglas.

## **Supply Chain Management, John Deere Harvester Works**

**1976 – 1985**

As a **Factory Floor Scheduler and Expediter:**

- Participated in the implementation of ERP systems and processes as well as Just-In-Time (“Lean”) manufacturing techniques.
- Studied and adopted Toyota Management System principles.
- Earned professional certifications from both the American Production & Inventory Control Society (APICS) and the National Association of Purchasing Management (NAPM).

While a **Production Planner and Engineering Change Coordinator:**

- Completed courses in information technology (computer programming) at night and on the weekends.
- Became top earning employee suggestion program participant and Work Simplification contributor, earning several cash awards as well as team recognition awards.
- One improvement reduced raw and WIP inventory levels by more than \$6.5 million

## **Education**

- Bachelor of Arts, 1976 – Calvin College in Grand Rapids, Michigan
- Masters in Business Administration (Technology Management), University of Phoenix, 1997

## **Other**

Author of 4 business books, and dozens of articles. Developed and taught course in Strategic Planning for the American Management Association all over the US and in mainland China.