

Bill Houston has been in consulting since 1991, working broadly across Oil and Gas/Chemicals, Manufacturing, Governmental, and Service industries on projects that focus on the clients' manufacturing processes, supply chain issues, and improving the effectiveness of sales and marketing channels. The results have been delivered predominantly using Lean, Six Sigma, and Business Process Management tools integrated with strong Project and Change Management techniques, including Scrum. He has overseen the delivery of multiple projects that focused on improvements involving implementing Supply Chain Optimization, Hidden Factory Capacity Release, Fixed Cost Reduction, Channel Management, Sales Effectiveness, and Functional Excellence. Bill's clients have included BP, DuPont, US Veterans Administration, W.L. Gore, Mallinckrodt, BASF, Catalina Marketing, Millennium, IMC/Cargill, TD Williamson and Caterpillar.

Selected Accomplishments

- Managed a 'Value Stream Mapping' Capacity Release effort for a leading Advanced Materials business that achieved 20+% capacity release (capital-free) and continued working on their path to 30+% capital-lite capacity improvement; note: the "How" was as / more important than the "Whats" (cultural shift)
- Managed a 'Step-Change Quality Improvement' effort for a leading Advanced Materials business that achieved a 28% Quality (pass-rate point) improvement, reduced defects by 70%, and received very positive (& encouraging) feedback from their customers - successfully mitigating the business risk
- Managed a lean/6σ program applying Scrum with a client and primary contract manufacturer that delivered a 25% capital free capacity improvement while enabling significant cost reduction, 6 point yield gain with a 30% inventory reduction
- Led a cross-functional transformation program to enable a digital marketing company to sell, design and execute targeted marketing campaigns for major Consumer Products Goods (CPG) clients that maximized the ROI of their investment. The program delivered improvements in selling techniques, operational processes, IT tools and \$25MM in incremental revenue
- Acted as the central coach supporting the implementation of Integrated Activity Planning for a several \$B strategic performance unit (SPU) of one of the world's largest energy companies that was expected to deliver \$200 MM of value
- Worked with a governmental agency to better align their resources to support client needs, create stronger partnerships with their clients, and begin to develop a culture of continuous improvement
- Helped a leading pipeline services firm to redesign the process to sell, engineer and make commercially sustainable custom engineered products This was accomplished through designing and implementing a cross-functionally driven stage gate process that greatly reduced the time and cost to market
- Led a supply chain transformation effort for a major chemicals producer that put in place a master planning process stretching from marketing through master scheduling and detailed planning to inventory management. Enabling our client to greatly increase order fill rates with lower levels of invested capital
- Worked with the logistics group of a major SPU of one of the world's largest energy companies to build a logistics strategy that was aimed at greatly improving safety performance through a combination of reduced miles from operational improvements (\$20MM impact) and reduced incidents through promotion of best practices
- Led a lean/6σ effort for a global fuel cell business that reduced the order lead time by 35% through the implementation of semi-finished supermarkets and a pull system for finishing to order. The effort also contributed to a dramatic increase in RONA from 2% to 26%
- Led the analysis and oversaw the delivery of a lean/6σ manufacturing initiative for a global polymer business that delivered a 15% capacity gain through the application of 5S, Standard Work, and Quick Changeover while leveraging the power of Kaizen events as a rapid implementation tool
- Led the global asset optimization effort of a major plastics firm to better align supply chain capabilities with market growth that delivered \$30MM of annual savings through more logical sourcing and shipments, consolidated asset configuration, a regional fulfillment focus and targeted capital investments with NPV of \$96MM
- Led the analysis and oversaw the delivery of the Sales and Marketing portion of a global plastics business project focusing on implementing a customer segmentation model that optimized the use of various development, sales, and service channels to reduce the overall fixed cost to serve by \$15 million
- Led the development/validation of site and business manufacturing strategies across a global network of over 100 plants for a global chemical producer by introducing a Strategic Leadership in Manufacturing framework concurrent with their implementation of an ERP solution

Educational Background

MBA, Finance/Operations, University of Pittsburgh
BA, Chemistry, Wesleyan University
Certified Scrum Master 2018

Professional History

Gemini Consulting 1991-2000
Totality (early SAAS provider) 2000-2001
Triad Systems Group (Founding Partner) 2001-