

Bill Houston has been in consulting since 1991, working predominantly in the Oil and Gas/Chemicals industry 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 through the use of Lean, Six Sigma, and Business Process Management tools integrated with strong Project and Change Management. He has overseen the delivery of multiple, simultaneous projects that focused on operations improvement involving implementing Supply Chain Optimization, Hidden Factory Capacity Release, Fixed Cost Reduction, Channel Management, Balanced Scorecard and post-Merger Integration. Bill's clients have included BP, DuPont, Mallinckrodt, BASF, Witco, Millennium, IMC/Cargill and Caterpillar.

Selected Accomplishments

- Acting 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 is expected to deliver \$200 MM of value; worked closely with the wave 1 implementation of their Operations Management System in the SPU.
- 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/6 σ 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/6 σ 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, added a regional fulfillment focus and targeted capital investments with NPV of \$96MM.
- Led the analysis and managed the delivery of a cost reduction project focused on the manufacturing operations of a \$2B plastics company that spanned twelve sites across North America and delivered a \$50 MM benefits case.
- 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 analysis and oversaw the delivery of a lean/6 σ manufacturing initiative for a global chemicals business that identified over \$20MM of annualized fixed cost reduction.
- 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
- Led a growth enablement effort at a specialty chemicals client aiming to grow much faster than the market by implementing business processes across their functional boundaries while also implementing SAP simultaneously.
- Led the transformation of a large, highly unionized chemical facility including vision & direction, maintenance process/procedures, whole job concept, contractor and vendor alliance management, support function effectiveness & organization design/leadership development that delivered \$10MM impact and improved customer satisfaction
- 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.
- Led a major plant site through a process reengineering and organization redesign effort that resulted in a 15% capacity improvement at 20% lower fixed cost level with almost zero invested capital required.

Educational Background

MBA, Finance/Operations, University of Pittsburgh
BA, Chemistry, Wesleyan University