

FROM OVERLOADED TO OPTIMIZED

**Single piece flow implemented | 3 factories consolidated to 2
Two new product launches | ~25% factory space unlocked**

Background

Company:

A leading North American manufacturer of snowplows and spreading equipment, operating multiple facilities and managing extreme seasonal demand variability.

Situation:

Following a private equity acquisition and facing extreme seasonal demand volatility, the client had invested over a year in Lean initiatives with limited impact. Production remained batch-oriented, changeovers were long, layouts constrained flow, and leadership lacked confidence that the system could scale without adding space or capacity. Without heroic effort or excess capital, their operating model could not flex fast enough to capture peak demand.

Objective:

The ProAction Group was engaged to determine whether single-piece flow could be practically achieved in a complex, variable manufacturing environment. We validated whether growth could be supported without new facilities, and provided leadership with defensible confidence in capacity, routing, and layout decisions, so the business could scale without heroics.

Actions Taken

- Conducted value stream mapping to expose batching, hidden constraints, and false capacity
- Redesigned layouts and work content to support flow over functional departments
- Implemented single-piece flow supported by takt-based thinking
- Applied SMED to make small batch and one-piece flow economically viable• Stabilized uptime through Total Productive Maintenance (TPM)
- Implemented standard work, visual management, and daily management routines
- Single-piece flow was treated not as a Lean ideal, but as a capacity and risk reduction strategy

Shifting the operating model from batch and buffer thinking to single-piece flow transformed capacity planning from assumption-based decisions into fact-based confidence.

IMPLEMENTATION IMPACT

~\$1.5M in annual sourcing savings

~25% reduction in occupied manufacturing area avoiding factory expansion space

14% reduction in labor cost through productivity improvement

- Implemented single-piece flow across value streams
- Avoided capital investment for new buildings or major equipment additions
- Consolidated from 3 factories to 2
- Two new product launches executed successfully within existing facilities
- Reduced rework and downtime costs
- Throughput increased without expanding footprint

32% workflow efficiency improvement

THE PROACTIONSM GROUP^{LLC}

Uncover Hidden Value. Drive Transformational Growth.

We help businesses unlock operational excellence and reveal the profit hiding in plain sight – often without new equipment, new people, or risky investments.

The Competition is Fierce. Change the Rules.™

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