

RAPID TURNAROUND. MEASURABLE IMPACT.

**\$1.7M+ Recovered | 50% Scrap/Rework Reduced in 8 weeks
50–70% Throughput Increase**

Background

Company:

A manufacturing platform producing multiwall paper bags and packaging products for customers with high-quality sensitivity and demanding customer service requirements. Operations include complex press and converting processes requiring tight coordination and disciplined execution.

Situation:

The business faced severe operational instability driven by persistent quality issues and chronic late deliveries. Quality-related variances reached up to \$250K per month, contributing to approximately \$1.7M in annual losses.

Frequent leadership turnover, including five general managers in five years, combined with ERP implementation challenges and external disruptions, created widespread inconsistency in execution. Poor maintenance practices and the absence of structured daily management systems led to declining throughput, missed shipments, customer attrition, and eroding employee morale.

Without operational discipline or visibility into performance, the platform's long-term viability was at risk.

Objective:

The ProAction Group was engaged to rapidly stabilize operations by reducing the cost of quality, improving delivery performance, and restoring customer confidence. There was also a focus on implementing structured management systems and strengthening leadership capability to ensure sustainable operational performance and long-term stability.

Actions Taken

- Conducted a rapid 2-day operational assessment to identify root causes
- Assumed interim General Manager role to drive accountability and execution
- Implemented a tiered daily management system to improve visibility and control
- Executed quick changeover improvements to increase throughput
- Launched autonomous maintenance across press and converting operations
- Established weekly preventative maintenance routines
- Implemented tool crib min/max systems for critical tooling
- Created dedicated staging areas to streamline converting workflow
- Trained supervisors and leads in structured problem-solving methodologies
- Reinforced safety protocols and operational discipline

IMPLEMENTATION IMPACT

**Throughput increased
50–70%**

**Cost of quality reduced
by \$1.7M or +50%**

**Scrap and rework reduced
by 50% within 8 weeks.
90% within 12 weeks.**

**Negative variances
reduced \$250K/Month**

- Late deliveries eliminated and backlog resolved
- Maintenance discipline and operational stability restored

- Improved cash flow, stabilized customer relationships, and strengthened overall business performance through operational control

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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