

SCALING TO MEET EXPLOSIVE DEMAND WITHOUT EXPANSION

38% Throughput Increase 53% Productivity Gain & Backlog Eliminated in 8 Weeks

Background

Company:

A specialty seafood manufacturer operating in a high-volume, perishable-product environment.

Situation:

Rapid growth from new wholesale club customers caused demand to double almost overnight, pushing operations beyond their limits. The facility was soon overwhelmed by an 11,000-case past-due backlog, representing more than two weeks of production capacity. Despite running 24/7, the team lacked visibility into true capacity and constraints, forcing reactive decision-making. Labor and equipment were stretched to the breaking point, and leadership began considering a new facility to keep up. Meanwhile, the growing backlog threatened customer relationships and put more than \$20M in enterprise value at risk.

Objective:

The ProAction Group was engaged to rapidly eliminate the backlog, stabilize operations, and unlock hidden capacity, while avoiding costly capital investment. The goal was not only to meet immediate demand but to build the operational discipline and planning processes needed to sustain long-term growth.

Actions Taken

- Conducted a 3-week in-depth operational and capacity study
- Calculated true capacity across all operations to identify constraints
- Implemented Lean manufacturing using current- and future-state value stream mapping
- Redesigned workflow, layout, and staffing models to improve flow
- Established standardized work and performance metrics
- Worked hands-on with plant teams to execute rapid improvements
- Implemented daily performance tracking and accountability routines
- Introduced executive S&OP process for demand and capacity alignment
- Developed capacity and inventory planning tools for monthly forecasting

This rapid transformation preserved critical customer relationships, reduced operational strain, and delivered over \$2.2M in EBITDA impact while positioning the business for long-term, profitable expansion.

IMPLEMENTATION IMPACT

38%
throughput
increase

53%
productivity
gain

Protected
\$20M+ in
enterprise value

11,000 case
backlog eliminated
in 8 weeks

\$1.4M in annualized
savings (190% IRR)

- Transitioned from 7-day operations to a stable 5-day schedule
- Improved on-time delivery and retained key customer relationships
- Enabled continued growth with existing infrastructure

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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