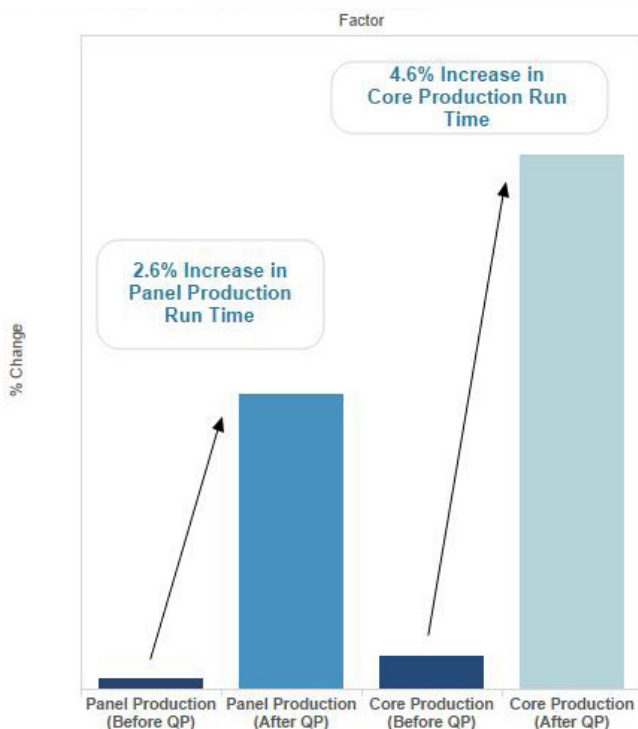# Pactiv Profile

Founded 1965, Packaging Corporation of America (PCA) operates over 100 production facilities and is the fourth-largest producer of containerboard and corrugated packaging products in the United States. PCA product lines include custom and stock foam, plastic, aluminum, pressed-paperboard, PE coated board, and molded-fiber packaging solutions.

The Opportunity

Although PCA operates effectively using a mature process to produce its packaging materials, management sought to further optimize the production process in an effort to reduce set-up times and minimize waste. PCA established goals that included a 90% run time, an improved average set-up time, and reduced waste levels.

Percentage Increases in Run Time

The Approach

PCA managers and local work force were initially taught the basic principles of QualPro's MVT® Process and methodology, which includes the use of control charting to measure process stability and capability. Following revisions to the measurement systems to allow for more accurate performance tracking, QualPro consultants conducted brainstorming sessions with PCA management and personnel in order to trace the process from start to finish and identify potential improvement ideas. Ideas chosen to undergo testing were related to line speed settings, deckel settings, slitter alignment, gauge calibration, proximity switches, web alignment, compaction rollers, break alarms, start-up speeds, roller pressures, tension settings, and many more.

The Impact

Through testing, QualPro identified 10 ideas that impacted the process positively. After implementing the QualPro recommendations, PAC reduced waste over 13% in both the panel and core production lines and increased run time by 2.6% and 4.6%, respectively. Improved consistency in product quality also reduced the waste in fabrication and assembly processes by an additional 8.6%. The bottom line result – millions of savings for a mature process.

"This process works everywhere. It works on everything. Everybody loves it, and it produces results. This is a process, not a program. A program has a definite beginning and a definite end. This has neither. It begins and goes forever. And this changes the culture of your operation."