

CASE STUDY

Four Months, \$3 Million, Zero Disruption: A Major Facility Expansion Executed on an Aggressive Self-Imposed Timeline

Global equipment sourcing, facility reconfiguration, and production continuity — delivered by the team that knew the plant best

Company: PRe Plastics — Custom Injection Molder, Northern California | **Investment:** \$3 Million | **Year:** 2022

THE SITUATION

In spring 2022, PRe Plastics entered into a five-year supply agreement with an automotive customer to significantly expand production capacity. The agreement represented a revenue growth opportunity of up to 75% and required a multi-million-dollar investment in new equipment and infrastructure. The end customer asked for the expansion to be completed as quickly as possible.

PRe set an aggressive four-month target and committed to it. The challenge was not simply acquiring and installing equipment — it was doing so in a year when large injection molding machines were extremely difficult to source globally, while simultaneously reconfiguring the facility and maintaining uninterrupted production for existing customers.

THE EQUIPMENT SOURCING CHALLENGE

The expansion required four large machines: two 1,012-ton presses, a 945-ton, and a 500-ton, along with robotic automation on each. In 2022, post-COVID supply chain disruptions had severely constrained the global market for large injection molding equipment. Lead times from machine manufacturers had stretched significantly, and used equipment at the required tonnages was scarce.

PRe conducted a global search. Two machines were located and sourced in the United States. One was found in China and imported. The remaining machine was sourced new from a manufacturer in China, built to specification and shipped to California. All four machines arrived as all-new equipment. Robotics were integrated on each press as part of the installation.

Two machines from the US. Two from China. All new. All delivered within a four-month window.

THE EXECUTION

The physical scope of the expansion required reconfiguring a section of the warehouse to create floor space for four large machines, running new electrical service across the building to power the new equipment, installing a 10-ton overhead crane over the new press area to support safe mold handling, and adding a crane system in the toolroom for the 20,000-pound molds the program required.

The project was coordinated internally by three members of PRe’s leadership team whose combined experience made them uniquely suited to the work. The vice president and maintenance manager had both been directly involved in multiple plant expansion projects prior to joining PRe. The production manager, with nearly 30 years at PRe, had deep institutional knowledge of every system, line, and infrastructure element in the facility. Together they coordinated all vendors — electrical contractors, equipment riggers, crane installers, and machine suppliers — while managing the daily production schedule around the build.

Where production schedules permitted, skilled PRe team members were deployed directly on the expansion work. Aside from licensed electrical work and equipment rigging, the build was executed by the company’s own people. The final customer received regular progress updates throughout. Production for existing customers was maintained without interruption from start to finish.

THE RESULT

The four-month target was met. Four large machines with full robotic automation were installed, commissioned, and production-ready. The facility reconfiguration, crane systems, and electrical infrastructure were all completed on schedule. The expansion came online at the end of 2022. With the new capacity in production, the automotive program was positioned to drive revenue toward \$19 million in 2023 under the five-year supply agreement — a target that was not reached when the customer failed to fulfill the agreement.

PERFORMANCE CATEGORY	RESULT
Total expansion investment	\$3 million All-new equipment, robotics, infrastructure
Completion timeline	4 months Self-imposed aggressive target; met on schedule
Machines sourced globally	Four Two from US, two from China (one imported, one new-build)
Crane systems installed	Two Toolroom crane and press-area crane for 20,000-lb mold handling
Production disruption to existing customers	None Full output maintained throughout expansion
Revenue trajectory at time of expansion	\$7.5M → \$15M in two years Doubled prior to expansion output; agreement not fulfilled by customer

WHAT THIS DEMONSTRATES

A capital expansion of this scale — global equipment sourcing, facility reconfiguration, robotic integration, and a compressed timeline — succeeds or fails on the quality of internal coordination. Outside contractors execute their scope. It is the internal team that holds the schedule, manages the interdependencies, and keeps production running while the build happens around it.

At PRe, that coordination came from leadership with decades of institutional knowledge and a management team willing to work across functions without being asked. No project manager was hired. No outside firm was engaged to run the build. The people who knew the plant best ran the expansion.

This is the kind of operational depth Miller Fractional Leadership brings to injection molding companies — the experience to manage complex, high-stakes projects from the inside, without adding overhead to do it.

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