



State of California

Employment Training Panel

CASE STUDY

Arnold Schwarzenegger, Governor

Pioneer Packing, Inc./Heritage Paper

Pioneer Packing, Inc., and its subsidiary, Heritage Paper, were founded in 1976 in Santa Ana. Together they employ over 200 California workers, who provide final assembly and packaging for the electronic manufacturing industry worldwide. In addition to electronic component assembly and packaging, the companies also provide packing materials, design consultation, inventory management, and just-in-time delivery, which enable their customers to reduce overall production costs.

In 1999, market globalization, which intensified levels of competition with longstanding customers, became more formal, requiring a change in business practices for Pioneer and Heritage. Competitors blanketed the market with well-trained sales forces that delivered competing products on a just-in-time basis that Pioneer and Heritage had difficulty matching.

Facing such fierce competition, the two companies began to address these issues through a series of interviews and “town hall” meetings with key company employees. As a result of an extensive employee training needs assessment, the companies proposed a formalized employee training plan with the goal of changing the corporate culture to increase each company’s performance and competitive edge. The assessment revealed a need for training in improved communication between departments and customers, process improvement, computer skills, problem solving, leadership development and cross training on company equipment.

In order to launch their proposed training program, both companies approached ETP to assist with training funding under one contract to train 76 front-line workers and managers in continuous improvement, business and management skills, and computer and manufacturing skills. The companies earned \$92,976 over the two-year term of the contract, and were able to increase technological skills and improve company performance, while, at the same time, adopting the role of training into their culture.

“With ETP’s assistance, we discovered the benefits of a well-trained workforce, and have embraced employee training as an ongoing company goal.”

***Michille Watson, Training and Process Manager
Pioneer Packing, Inc./Heritage Paper***

For information regarding the ETP program, call ETP’s Economic Development Unit at 916/327-5640, or e-mail edu@etp.ca.gov