

CEG Helps P1 Industries Boost Productivity Prior to Big Move



Overview

P1 Industries is a 20-year-old advanced contract manufacturer in Glenville, New York specializing in precision machining, metal fabrication, and generator/turbine coil production. Founded by a former General Electric production leader, David Dussault, P1 serves power generation, aerospace/defense, hydropower, plus oil/gas industries.



The Situation

As customer demand increased and the company prepared for significant growth, P1 recognized the need to enhance productivity, streamline operations, and create a scalable manufacturing model for the future. At the time, its workforce of more than 100 employees was spread across five facilities in Schenectady County, creating operational inefficiencies and constraining growth.

To improve workflow, increase production capacity, and support long-term expansion, P1 committed to a \$10 million investment in a new 65,000-square-foot manufacturing plant and headquarters along with a 25,000-square-foot building dedicated to aerospace/defense customers at the Schenectady County Airport Business Park in Glenville, NY. The expansion positions the company to grow its workforce from 115 employees to more than 175 over the next five years.

The Solution

In 2024, P1 partnered with the Manufacturing Solutions, powered by the Center for Economic Growth (CEG) to implement a comprehensive continuous improvement initiative designed to increase production capacity, reduce lead times, improve customer satisfaction, enhance operational efficiency, reduce waste, and strengthen sales effectiveness. To support the project, CEG assisted P1 in securing a \$40,000 grant through National Grid's Manufacturing Productivity Program.

CEG Project Director Tom Bell provided lean manufacturing and value stream mapping training to more than 20 P1 employees. Working closely with P1's leadership team, Bell facilitated a detailed analysis of production workflows to identify bottlenecks, eliminate non-value-added activities, and improve overall operational performance. The initiative began with a pilot project focused on a pipe hanger production cell serving a major defense customer, with successful improvements later expanded to additional product families across the organization.

Using the PDCA (Plan-Do-Check-Act) methodology, CEG and P1 developed and implemented process improvements in engineering, production planning, and quality systems. These efforts not only increased efficiency within P1's existing facilities but also provided the framework for designing operations at the company's new manufacturing campus. As equipment and operations were relocated, P1 incorporated lean principles and value stream mapping insights into the layout and workflow of the new facility.

By mid-summer, the initiative had produced a 25 percent increase in production speed, while also identifying additional opportunities for operational improvements and future growth.

Beyond production improvements, CEG helped P1 develop a structured machinist competency model to strengthen workforce training and accelerate employee development. CEG also worked with the company to streamline workflows for new defense and power-generation customer accounts, supporting P1's rapid-response manufacturing strategy.



PROJECTED IMPACTS

**NEW
SALES**
\$1M

**INCREASED
PROFIT**
4%

**LEAD TIME
REDUCTION**
19%

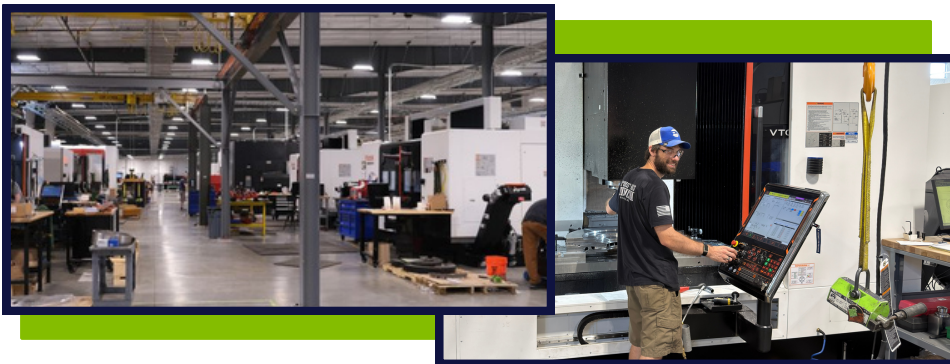
**JOBS
CREATED**
10

The Solution Continued

As part of the engagement, P1 participated in Operational Excellence training provided by The OpEx Shop. The training helped establish the "P1X Operating System," a companywide framework led by members of the leadership team to drive continuous improvement, accountability, and quality throughout the organization.

The initiative also included participation in Sandler Sales' advanced one-year sales training program, helping employees improve sales effectiveness, increase close rates, and prepare for future leadership opportunities.

"A lot of the operations that we have implemented have been or were taken from the value stream/lean approaches that we've developed in preparation for the new campus. So, as we migrated machines, we fully restructured and redesigned our layout in the new campus into product families, and those product families are essentially the leanest from our business perspective," said P1 Vice President of Quality Aaron Currado.



Results

The collaboration between P1 and CEG delivered measurable results that directly supported the company's expansion plans, including:

- 25% increase in production speed
- Improved facility design and workflow planning for P1's new 90,000-square-foot Glenville campus
- Enhanced workforce development through a structured machinist training program
- Implementation of the P1X Operating System to support operational excellence and continuous improvement
- Improved readiness to support growth from 115 employees to more than 175 employees over the next five years
- Greater capacity to serve customers in the aerospace, defense, power generation, and advanced manufacturing sectors

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CEG has helped P1 Industries live our mission to revitalize American manufacturing—empowering our people, improving our processes, and strengthening the local manufacturing ecosystem.

**-David W. Dussault
CEO & Founder, P1 Industries**

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About Manufacturing Solutions, powered by CEG

We serve small to medium sized manufacturing and technology companies (SMEs), helping them drive top and bottom-line growth. CEG Manufacturing Solutions is the Capital Region's Manufacturing Extension Partnership (MEP) center, and part of the New York State MEP program funded by the National Institute of Standards and Technology (NIST) and Empire State Development Division of Science, Technology, and Innovation (NYSTAR).



To learn how the Manufacturing Solutions Network, powered by CEG, could help your company, contact Don Wiesenforth, M.B.A., Senior Vice President, Manufacturing Solutions and Director, Manufacturing Extension Partnership at donw@ceg.org or call 518-431-1481.