

Chapter 27

PacMoore: Excellence in Food Processing and Packaging – Case Study

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COMPANY BACKGROUND

In 1992, William J. Moore founded PacMoore Company in a 50,000 square-foot facility in Chicago (Figure 1). Due to consistent growth in the years since then, PacMoore now operates two much larger facilities – its 200,000 square-

foot headquarter plant in Hammond, Indiana and the ever-expanding 210,000 square-foot plant in Mooresville, Indiana.

PacMoore is a contract manufacturer in the food industry that specializes in processing and packaging dry powders and dry blends, most of which are either finished products ready for use

Figure 1. Pacmoore Company



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PacMoore

by consumers or ingredients for use by our customers in further processing. PacMoore's contract manufacturing and packaging production lines are highly modular, and their equipment base is highly flexible and diverse. By leveraging their equipment capabilities, they are able to meet virtually any specification for contract manufacturing and contract packaging food and dry ingredients, ranging from starches and sugars to guar gums, phosphates, and sweeteners. PacMoore's external manufacturing services include blending, spray drying, repacking, and consumer packaging. Consumer packaging services include vertical and horizontal form, fill, and seal in addition to cartoning. Industrial packaging services include bulk rail, bulk truck, bulk bags, paper/poly bags, drums, totes, bag-in-box, and more.

PacMoore services various markets such as ingredients, food service, retail, food, and pharmaceutical. PacMoore serves food industries such as baking, gums, dairy, snacks, soy, pasta, protein, and many more. In the food services market PacMoore can directly service commercial restaurants and institutional operators, as well as their distributors. In retail markets, PacMoore works with the consumer packaged goods industry by producing branded and private-label store-ready products for grocery, mass merchandisers and dollar stores. PacMoore services the food industry by focusing on food-grade production for a diverse range of products. Lastly, PacMoore services the pharmaceutical industry by ensuring top pharmaceutical standards, helping mask poor tastes, solving processing challenges, and medication release and packaging. Given PacMoore's production capabilities, they are able to service a wide range of markets.

There are currently ten executives of PacMoore, which includes Chief Executive Officer, William J. Moore; Vice President of Sales and Marketing, Chris Bekermeier; Vice President of Operations, Scott Reid; Vice President of Quality Assurance, Giri Veeramuthu; Vice President of Human Resources, Susan Bondy; Vice President of Finance, Tim Dunn; Director of Information

Systems and Technology, Lee Randall; National Sales Director, Tony Weber; Director of Business as Missions, Scott Pothoven; and Lead Chaplain, Bill McClure. PacMoore places a high value on quality assurance and customer service. Not only is quality assurance and customer service important for their external operations, but PacMoore also applies those characteristics to their employees, making sure every employee's needs are met. This creates an organizational culture of caring for each employee, solving all conflicts internally, and profit sharing.

LEADERSHIP PRINCIPLES

PacMoore prides itself on being a Christian business, where the first goal is to glorify God in every aspect of the business and each strategic decision (Chris Bekermeier, personal communication, July 2013). Beyond the expertise, problem solving ability, and customer focus, PacMoore's company purpose, vision, mission, strategy and values truly set PacMoore apart. PacMoore lives and works by these aspirations, which find their way into everything done every day for the customers, co-workers, communities, and Creator. PacMoore has created leadership principles so that each executive and employee of the company knows what the main focus is for PacMoore. They have also created values that encompass the leadership's desires for each of the employees in order to create a successful atmosphere. The leadership principles of PacMoore are kingdom purpose, vision, mission, strategy, and the values.

Kingdom Purpose

The kingdom purpose principle is for PacMoore leadership to live fully committed to love, serve, and honor Jesus Christ. This is the most important criteria for the executive team, which shows that PacMoore is committed to being a Christ-led company.

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