

FRANCO VENTURES

Fernando Jimenez

World-Class Manufacturing
Operations Consultant



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Introduction

- Plant Operations / Restructuring and Turnaround Specialist.
- 40+ years successfully operating large manufacturing plants, including the management of plants for some of the largest and most prestigious global names in the Food Industry, overseeing complex operational processes for pharmaceutical, organic and military customers in the USA.
- A Lean/TPM (**Total Productive Manufacturing**) practitioner since 2000, constantly establishing new benchmarks in efficiency and productivity creating a permanent culture-change at these facilities. I have truly enjoyed the **before** and **after** transformation, not only the dramatic physical change at the facilities, but more important, the **empowerment of the associates** as they take ownership of their areas of operation.
- I specialize in the reorganization and revitalization of the manufacturing operation, combined with the expertise to advice, direct and delegate Lean/TPM/CI (**Continuous Improvement**) implementations for these organizations.
- Ability to successfully train management teams in the planning and implementations of these critical programs, including controlling budgets close to \$100 million/year at plants with over 600 associates.



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Philosophy

- To be able to demonstrate that caring for the safety and development of the associates comes first.
- To be forthright in all communication with our associates and Management Team, and to be clear in the message I am delivering.
- It's essential to have a good ear and excellent people skills.
- Anytime you can coach an associate to become involved, you add value to that associate and his/her contribution becomes more impactful. In turn, resulting in increased productivity and eventual growth of profits.
- Leadership is the most crucial and pivotal component of my job, but leadership requires a certain degree of knowledge, and if I am not surrounded by people who can help me to maintain or improve on that knowledge, then my leadership qualities will eventually be reduced and less effective or perhaps altogether null. It comes down to surrounding oneself with knowledgeable people and utilizing their capabilities and resources to the fullest.
- Don't work alone. Try to engage as many people as possible on any given assignment. The art of moving ahead has a lot to do with the art of knowing how to delegate. Learn to delegate and you have learned to get ahead.
- Accepting the status quo is the equivalent of accepting a death sentence.



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Methodology

- Never forget that Lean and TPM are all about the associates on the production floor. If you lose sight of this fact, you lose the fight.
- Leadership must be on board and fully committed to accomplishing an associate culture-change on the production floor. It requires an understanding of a commitment to invest in associate training and a rewards program to motivate the personnel when they are doing outstanding work.
- Associates need to be engaged before they are empowered – **as servant leaders we work together with the associates** to set up, measure and understand how to achieve expectations. This approach goes a long way in creating empowerment for these associates, and with it comes floor accountability, which translates into improved quality, bringing higher productivity, increased profits and perhaps most important, strong client retention.
- Everyone has strengths and weaknesses, as a team we need to address them and exploit our strengths and work on eliminating our weaknesses.
- TPM is not a flavor of the month type discipline, but a proven 5-level methodology to dramatically lower production cost and significantly improve associate quality of life and their value on the production floor. It takes many years to take a plant from one level to the next, but not doing it can have disastrous consequences, when the competition is able to lower prices by advancing to the next TPM level.
- TPM focuses on associate empowerment and equipment **Total Productive Manufacturing**. This discipline has been around for more than 50 years and like all good things, it has transformed and evolved with the times to keep up with technology. Equipment reliability has improved, and component replacement cycles have been extended, however, associate empowerment has become even more crucial and critical to the manufacturing cycle and not knowing how to engage and motivate the equipment operator can be the one thing that will set you back and keep you from staying competitive and prosper as a business.



Achievement

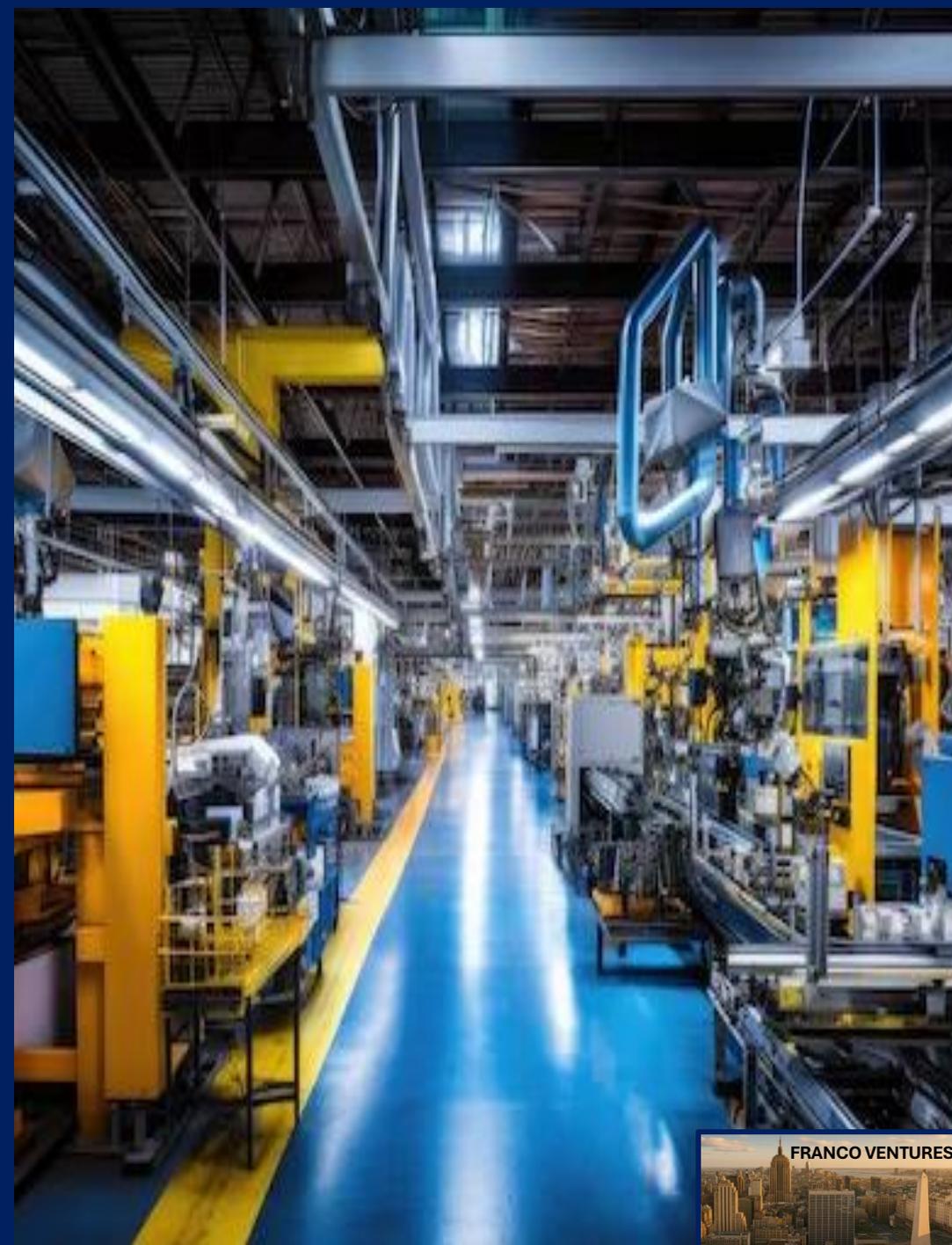
Rich Products: A global food manufacturing powerhouse. Products sold worldwide in over 100 countries with 78 manufacturing plants located throughout all 5 continents.

Plant 2 in Morristown TN USA (during my last 6 years) the only plant out of 78 worldwide plants to have achieved the following milestones:

- Four calendar years without a recordable (two consecutive) during the last 9 years - **Safety Milestone.**
- No LTI (Loss Time Incident) in 9 years - **Safety Milestone.**
- Line 5 **achieved World Class OEE** (Overall Equipment Efficiency) 4 out of the last 6 years, 3 of them in a row from 2021 to 2023 - **TPM Milestone.**
- Passed the annual BRC Audit without any observations 3 years in a row from 2022 to 2024 - **Quality Milestone.**
- A 73% work force reduction in 3 years (2019 to 2022) made possible through automation/TPM/Lean and CI systems efficiencies - **Financial Milestone.**

Plant 2 Morristown - local milestones

- Lines at P2 earned 1st place on each of the 12 Morristown Line Metric rankings for the last 3 years in a row, including 2024 - **TPM Milestone.**
- Plant financially favorable 6 years in a row under Power BI reporting. SPC (Statistical Process Controls) is monitor through an outsource vendor and not under plant management control. (unable to manipulate - **Financial Milestone.**
- Awarded the company **Lighthouse Award the last 3 years**, including 2024. Recognized as the facility that other Rich facilities throughout the world use as a guide and mentor to achieve financial stability, Safety and Quality zero-targets. Reached the highest TPM level of any facility since the inception of TPM. - **TPM Milestone**



Recognitions

- The exterior of the two manufacturing facilities and the interior showed well. P2 is the talk of the organization and it's easy to see why. From Rich & Mindy Roberts (company owners) on an E-mail to our manufacturing director after touring all USA plants in 2022.
- Hi Fernando, thanks for providing Leadership that ensures your team is set up for success. Congratulations to everyone on demonstrating the discipline and passion required to improve their personal performance! Keep us posted as you continue your learning journeys. David Konst (Vice President Corporate Human Resources) on an E-mail to me in 2017, after his group spent time with associates & management evaluating TPM progress at the facility.
- Though about you this morning as I was looking for examples of inspiring leadership and your name came to mind. At that time, I realize how much I really miss your energy, your creative ideas and your can-do style. What you have, you can't teach. Just thought I'd let you know. Have a great day. From Sandra Daniels (Regional Human Resource Manager) on an E-mail to me in 2019 after spending time at the facility interviewing associates & leadership on Lean/TPM progress at P2.
- I am sad to see you leave. Thank you for being a positive role model for me. I've always admired and respected you and your work. From Cheri Kelley (Warehouse & Logistics manager for both facilities in Morristown) on an E-mail to me prior to my retirement.
- Thanks Fernando – I will miss our interactions. I have enjoyed our conversations throughout the years. I learned a ton from you on just how you look at thing and the data. Chandler Gantry (TPM specialist promoted to Plant Manager at one of our California facilities) on an E-mail to me in February 2022.
- Thank you, Fernando, for your tireless efforts and great work. Brian Black (HR Director) on an E-mail after plant 2 completed a 3-day progress presentation and action plans during a visit to P2 by corporate executives
- Fernando, I been meaning to let you know that your presence at our dinners is recognized & we see that you show your appreciation to all employees even if you have to get up at some ridiculous hour to serve & join us for dinners. We know you don't have to do that, but it shows that you care & respect all your associates enough that you want to do that. You are a kind, caring special person. Thank you for Just Being YOU!!!. Teresa Visage (QC tech at P2) on an E-mail sent to me in December 2023 after I attended the backshift Holiday dinner.



Thank You

Contact Information

- Fernando Jimenez
- 865-313-6080
- fjimenez@francoventures.com

- Jim Franco
- 917-804-5050
- jfranco@francoventures.com

- Website:
<https://www.francoventures.com>

