

FERNANDO FLORA™

Industrial Recovery Executive | Interim Plant Director & GM in Crisis



Executive Recovery Framework™ — Powered by the **ACTIVA 6D Operating System™**

Leadership Positioning & Philosophy

We fail. We learn. We grow. Together.

This conviction guides the way I lead industrial organizations. It is not a slogan — it is the architecture of my leadership.

→ Mistakes are not hidden; they are transformed into learning.

→ Learning becomes continuous operational improvement.

⊗ **Non-Negotiable Principle:** **The safety of people always comes first** — no recovery is legitimate if it is achieved at the expense of the well-being of personnel.

The Purpose of Executive Intervention

When a company brings in an Executive Recovery Leader, it seeks to regain control of the business, accelerate decision-making, and achieve measurable results. This is accomplished through three complementary components:

D5D Lightning Diagnosis

No sustainable recovery begins by implementing tools without first understanding the real human and operational dynamics. The D5D identifies key strategic priorities and enables disciplined execution from the very first week.

Executive Recovery Framework™ (ERF™)

An executive intervention model designed to restore financial, operational, and human control of industrial organizations in crisis. It provides a flexible intervention structure to act on real priorities and accelerate recovery from the first 48 hours.

ACTIVA 6D™ Operating System

Once the organization is stabilized, the ACTIVA 6D™ provides the operational and human architecture to consolidate changes and institutionalize a culture capable of sustaining results over time.

Key Achievements

FINANCIAL IMPACT & PRODUCTIVITY

P&L

+9.3 percentage points in Operational results

Sales

+9.9%
Sales growth

Output/FTE

+24.2% Higher output per employee

Revenue/FTE

+26.6% Revenue per employee

Workforce Optimization

-13.5% Headcount reduction

OPERATIONAL EXCELLENCE

\$207K Savings

26 CI Projects

69 Gemba Initiatives

SUSTAINABILITY

Energy Consumption

-6.4% Reduction in energy consumption

Water/FTE

-12.1% Reduction in water use per employee

LEADERSHIP & CULTURE

+1.8

Communication

+1.4

Supervisory Support

+1.2

Trust in Change

2.9% → 1.8%

Absenteeism reduction

Experience and Career Background

760 FTE

Employees

Direct leadership over operations

€160M

Budget

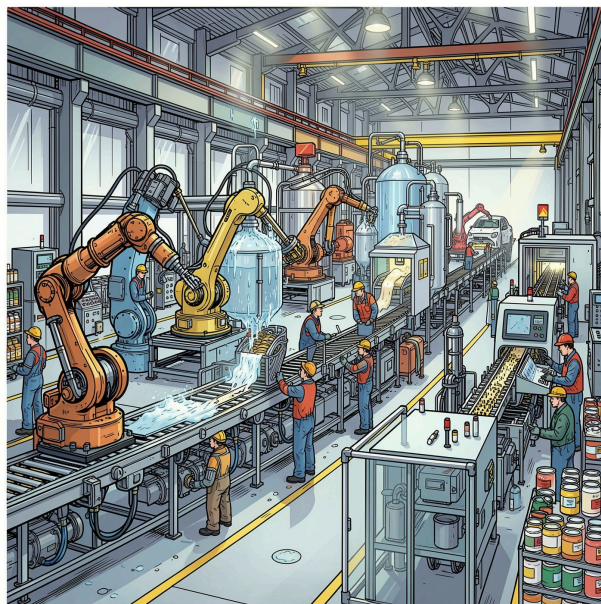
Direct budget management

I bring over 30 years of real industrial experience, from the production floor (Gemba) to General Management, in multicultural and highly complex environments.



Geographic Experience and Multicultural Integration

Executive leadership and interventions in Mexico, Slovakia, Czech Republic, Romania, Spain, and Portugal, managing multicultural teams and aligning local operations with international parent companies.



High-Demand Sectors

Automotive (OEM, Tier 1-JIT and Tier 2), Polymers, and Consumer Goods (FMCG).



Specialization (Last 16 Years)

Business turnarounds, financial and operational restructuring, stabilization of out-of-control plants, and executive leadership in crisis situations.

📄 **Rigorous methodologies:** Trained in global corporations: **Johnson Controls** – (Lean/Six Sigma Black Belt), **Renault**, **PSA-Peugeot Citroën**, **AutoEuropa - VW/Ford**).

Certifications and Specialization

High-level academic and technical training at world-leading institutions, complementing over 30 years of executive experience in complex industrial environments.

Strategic Business Management and Innovation

Specialization · Copenhagen Business School

Supply Chain Excellence

Specialization · Rutgers University

Strategic Leadership and Management

Specialization · University of Illinois

Six Sigma Black Belt

Certification · Johnson Controls / MIT

Advanced Lean, TPM and Continuous Improvement

Technical Certification · Training at leading global corporations in the automotive and industrial sectors

The Dual Strategy: ERF™ + ACTIVA 6D™

The intervention is grounded in two complementary frameworks designed from my practical experience.

1. EXECUTIVE RECOVERY FRAMEWORK™ (ERF™)

Purpose: Define WHAT to recover and in what ORDER.

- **FCTRL™ — Financial Control & Cost Visibility:** Real-time financial clarity, cost structure analysis, and cost discipline coaching to expose hidden losses and support operational decisions.
- **OEFF™ — Operational Efficiency & Manufacturing Stability:** Process discipline, scrap reduction, OEE stability, and line balance to eliminate manufacturing losses and stabilize internal flow.
- **M-FLOW™ — Materials Flow Integrity:** Inventory accuracy, material conformity, and supplier performance to ensure reliable material availability and correct flow.
- **Q-FLOW™ — Quality Flow Reliability:** Defect prevention, internal/external quality discipline, and customer protection through audits and quality gates.
- **MNTSTB™ — Maintenance Stability & Asset Reliability:** Preventive/predictive maintenance, spare parts management, and breakdown reduction to ensure equipment availability.

2. ACTIVA 6D™ OPERATIONAL SYSTEM

Purpose: Define HOW to sustain discipline over time.

- **D5D™ — 5-Day Diagnosis and Cultural Audits:** Intensive baseline assessment to identify gaps, map priorities, and audit system compliance after stabilization.
- **DSPT™ — Direction:** Defines the purpose, priorities, and strategic KPIs that align the entire organization.
- **DPMST™ — Discipline:** Establishes the daily operational rhythm through visual boards on the Gemba and structured escalation.
- **DSECT™ — Performance:** Builds psychological safety by integrating commitment, growth, belonging, and empowerment.
- **DCKAT™ — Operational Development:** On-site coaching, root cause resolution, and daily waste elimination.

Priority Areas of Plant Intervention

My work spans four major fronts of action within the organization:

1. Financial Recovery

- **COGS Optimization:** Efficiency in materials, energy, labor, procurement, and logistics to protect margins.
- **Zero-Based Budgeting and Working Capital:** Elimination of non-essential indirect costs and release of cash flow through inventory reduction.

2. Operational Excellence

- **Maintenance and Quality at the Source:** Transition toward a preventive/predictive scheme that ensures asset availability and process variability control.
- **Customer Protection and OEE:** Ensuring on-time deliveries and improving efficiency indicators through waste elimination.

3. Leadership and Human Capital

- **Middle Management Development:** Executive coaching to strengthen decision-making and reduce turnover and absenteeism.
- **Fact-Based Decisions:** Transparent executive reporting that eliminates assumptions and guarantees real visibility to the parent company.

4. Governance and Execution Discipline

- **Daily Management and Rapid Escalation:** Operational review rhythms with a direct channel for immediate escalation of critical issues to leadership.
- **Culture of Trust:** Elimination of fear of reporting problems so that errors are communicated and resolved quickly.

Market Reality and the Operational Gap

The Industrial Challenge

The Bajío corridor in Mexico (as well as the major industrial hubs in automotive, aerospace, electronics, polymers, and consumer goods) faces constant structural pressure:

High competition for technical and managerial talent that generates volatility, turnover, and reactive operations, absorbing middle management in the urgency of day-to-day tasks with no capacity for root cause analysis.

Loss of Gemba discipline and transparency gap: elevated scrap, unstable OEE, and corporate reports disconnected from the operational reality on the production floor.

- ❏ Parent companies and investors detect this quickly: it is not a technical failure — it is a failure of operational discipline and cultural leadership.

Evidence of Success and Value Proposition

The True Indicator of Success

The success of my intervention is not measured solely in financial results or OEE while I lead the plant. Real success is achieved when the **organization is capable of sustaining results, protecting quality and maintenance, and maintaining customer satisfaction autonomously.**

Why My Proposal is Different

1. Speed of Control

Ability to take operational control of a plant in crisis within the first 48 hours.

2. Proven Proprietary Method (ERFTM + ACTIVA 6DTM)

Structured intervention system that integrates strategic vision with practical deployment on the production floor, combining financial/operational execution strategy with cultural transformation.

3. Multicultural Versatility

Decades managing teams in Europe and Latin America (Mexico), translating global corporate demands to the local reality of the production floor.

4. Guaranteed Sustainability

The intervention concludes with the development of local leadership and the institutionalization of discipline, ensuring the plant operates autonomously and sustains results over time.

Engagement Modules / Intervention Formats

Interim Plant Manager / General Director

Full assumption of the executive role for severe crisis situations, turnaround scenarios, or critical and immediate vacancies.

Executive Advisory / Turnaround Leader

Senior leadership support to implement the ERF™ and ACTIVA 6D™ frameworks in underperforming plants.

Cultural Diagnosis & Audit (D5D™)

Initial 5-day Gemba diagnosis to establish the operational recovery roadmap.

1:1 Leadership Accompaniment™

A human operating system that develops leadership awareness directly within the leader's real work environment — transforming daily routines into professional development by replacing automatic habits with effective behaviors.

- **Communication** — Clarity, respect, and active listening
- **Decision-Making** — Data-driven and intentional choices
- **Relationships** — Trust, respect, and collaboration
- **Attitude & Presence** — Emotional stability and personal example
- **Discipline & Follow-Through** — Consistency, order, and accountability