



**DRIVING OPERATIONAL
EXCELLENCE
THROUGH
ENGINEERING**

*Zero-Loss Delivery and
Continuous Improvement*

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**HOW CAN WE
DRIVE
OPERATIONAL
EXCELLENCE
THROUGH
ENGINEERING IN
THE PROJECT
DELIVERY
PROCESS?**



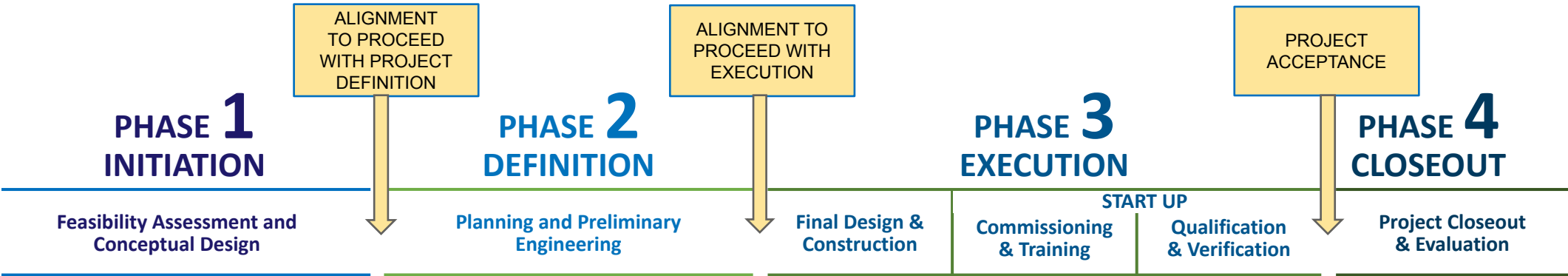
RESILIENT PROJECT DELIVERY SYSTEMS

Key considerations:

- Consistency is key.
- **Standardization** drives resiliency, flexibility and scalability.
- Tools and work processes must be right-sized but never ignored.
- Projects should never be delivered in a silo - need to fully integrate cross-functionally
- There is one common goal for everybody. Each function owns sub elements, but they all tie to the same overarching goal.

STEP 1 - USE A STANDARD FRAMEWORK

Standard Project Delivery Process



PROJECT DELIVERY FRAMEWORK: **BALANCE RIGOR WITH AGILITY**

- Every project is unique
- Utilize Project Delivery toolkit to fit your project needs
 - Process is scalable to fit every size project
- Define “must use tools” and right size the overall toolkit as appropriate
- Do not fall into the “pencil whipping” trap

1	PHASE 1 - INITIATION	Activity Req'd	Completed	
			Initial	Date
1.1 Stage 1 - Opportunity Assessment				
1.1.1	Define Idea, Problem, or Opportunity			
1.1.2	Engineering Liaison Engaged			
1.1.3	Obtain Business Case			
1.1.3.1	Define Business Objectives			
1.1.3.2	Define Baseline Performance			
1.1.3.3	Identify Desired Performance			
1.1.3.4	Identify Benefits of Change			
1.1.3.5	Define Manufacturing Strategy			
1.1.3.6	Define Project Objectives			
1.1.3.7	Capital / Economic Sensitivity			
1.1.3.8	Document Business Case			



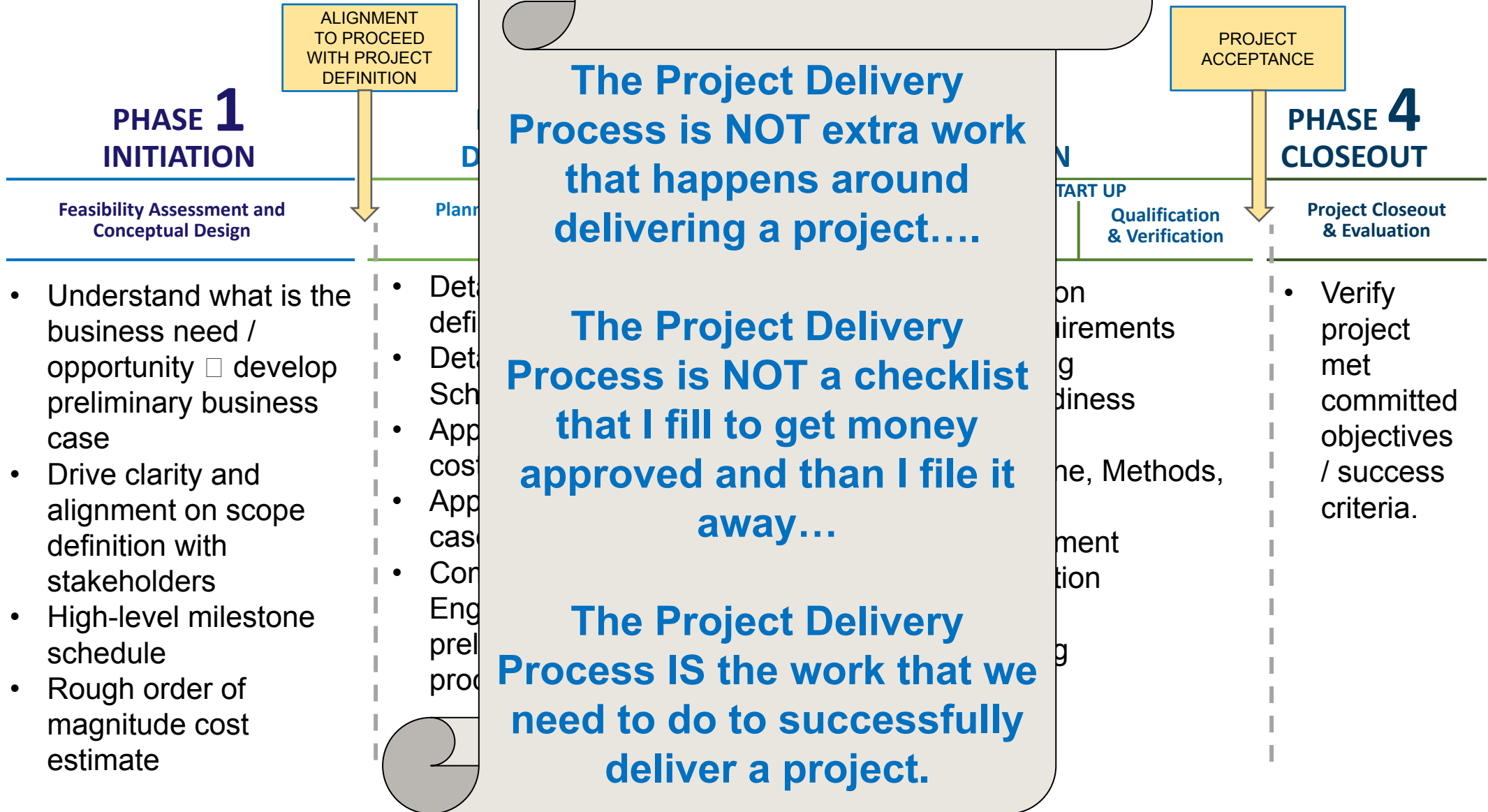
DRIVING THE RIGHT CULTURE

Delivering a project with excellence in not just about the technical execution... *how the work is executed is as important as the work itself.*

- **Collaboration** with all stakeholders is critical
- **Communication** and **transparency** are paramount
- **Early manufacturing involvement** and strong partnership with all stakeholder functions are essential.

Standard Project Delivery Process

PHASE INTENT



Initiation phase is critical to set the project up for success

PHASE 1 INITIATION

Feasibility Assessment and
Conceptual Design

- Understand what is the **business need / opportunity** □ develop preliminary business case
- Drive clarity and alignment on scope definition with stakeholders
- High-level milestone schedule
- Rough order of magnitude cost estimate

Why are we doing this project?

- *Financial success drivers*
- *Cost drivers*
- *Value added scope*
- *How will we measure success?*
- *Operational performance needs*

Definition phase: “the devil is in the details”

PHASE 2 DEFINITION

Planning and Preliminary Engineering

- Detailed **scope definition**
- Detailed **Milestone Schedule**
- Appropriation Grade **cost estimate**
- Approved business case
- Complete Preliminary Engineering:
preliminary facility /
process design.

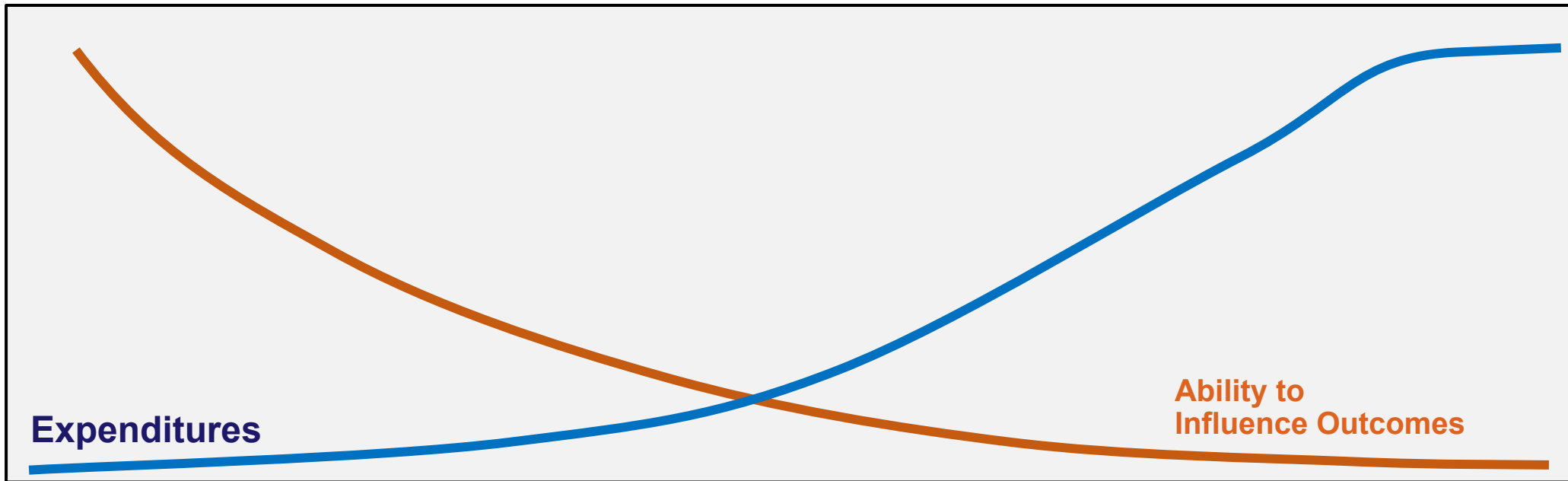
Project Scope

- *Must be in writing – not negotiable*
- *Consider all aspects of project: product, packaging, materials, equipment, facility, utilities, IT/OT, Operational requirements*
- *Conduct EHS and FSQA risk assessments that feed into scope definition*
- *Full clarity on success criteria*
- **Plan for “Zero loss delivery”**: Vertical Start Up mindset
- *Consider operational requirements, not just equipment specs.*

EXECUTION DISCIPLINE: SCOPE MANAGEMENT

- Never forget what is the **project objective** and **success criteria**
- Have a strong **project change management process** in place
 - Control scope creep!
- Always gauge any change request vs. the documented project success criteria:
 - Is this change **necessary** to deliver the project success criteria?
 - It is ok to add “value added” scope as long as the project financials can support it, but need to have a clear process to get stakeholder approval if the scope will change vs initial intent

EARLY SCOPE ALIGNMENT IS KEY TO EFFICIENT, LOW-COST EXECUTION




EXECUTION DISCIPLINE: ACCOUNTABILITY MECHANISMS

- **Weekly status reporting:** project dashboard / scorecard to all key stakeholders
- Proactive vs reactive communication
- Report out issues when they are still **actionable**
- Create a **culture** where it is not only acceptable but encouraged to report developing issues

Harlan Slicer Room Project Status Update

DATE
10/10/25



Project Status

Scope
Schedule
Resources
Cost

PROJECT SUMMARY

Project Team

Sponsor: Fernando Garcia Vidal

Workstream Leader: Matt Davis

Project Manager: Kyle Jackson

Milestone Activities

Primary	Start Date	End Date	% Complete	Assigned To
Recirculation Vessel	04/14/25	10/31/25	64%	
Concrete Pad	04/14/25	08/12/25	100%	
Piping Installation	08/11/25	10/31/25	87%	
Vessel Installation	10/14/25	10/31/25	0%	
Vessel Controls	04/14/25	10/29/25	18%	
Slice Room Evap. Units Installation	06/16/25	09/29/25	77%	
North & South Evap Units	06/16/25	07/08/25	100%	
Middle North & Middle South Evap U	07/28/25	09/29/25	68%	
Demo Old Units	07/28/25	07/28/25	100%	
Wall Install	04/28/25	07/07/25	100%	Wall Contractor
Wall Demo	05/12/25	05/26/25	100%	Wall Contractor
Door Installation	06/06/25	06/30/25	100%	Wall Contractor
Floor Repair	05/23/25	07/07/25	100%	

Workstream Overview

- H25-CAP-003
 - Replace 2 current old slice room cooling evaporators in raw slice with 4 new SS evaporators.
- H25-CAP-004
 - Repair/replace walls separating cavity room and raw slice room. Add doors between each line.

Key Activities

Completed:

- Vessel checkout complete
- Vessel arrival on site Tuesday October 14th at 8:00am
- Crane pick plan is under development
- Resources to install the vessel have been coordinated and will be available on Tuesday morning.
- Traffic flow and Pick plan has been with the factory.

Upcoming or In Progress:

- Drain Piping installation will take place on Sunday(s) October (19th, 26th)
- Vessel Delivery - Tuesday October 14
- Emergency Lighting Installation Line 3-6 (October 12th)

Project Change Request

- PCA -01 - Lighting & Column Wrapping Change Request - Approved

Key Project Risk

Risk Description	P	I	Impact	Risk Mitigation Actions
a. Installation of all the units will not be completed by the summer months. This will result in the room potentially going over the desired 50F temperature.	5	3	Raw Products introduced to undesirable temperatures during processing.	Install a temporary unit in place to cool the area until the final solution is in place. Cost: \$TBD Move quickly to fix/repair the wall prior to the summer months.
b. USDA implements a required stop of operations in the area due to high temperature.	3	5	Production will be stopped.	Install a temporary unit in place to cool the area until the final solution is in place. Cost: \$TBD Move quickly to fix/repair the wall prior to the summer months.
c. Equipment delays due to uncontrollable reasons	3	3	Delivery of equipment could be delayed thus causing the installation to be delayed	Off The Shelf Items - Look for other sourcing opportunity for off the shelf components. Custom Items - We will have to accept the risk.

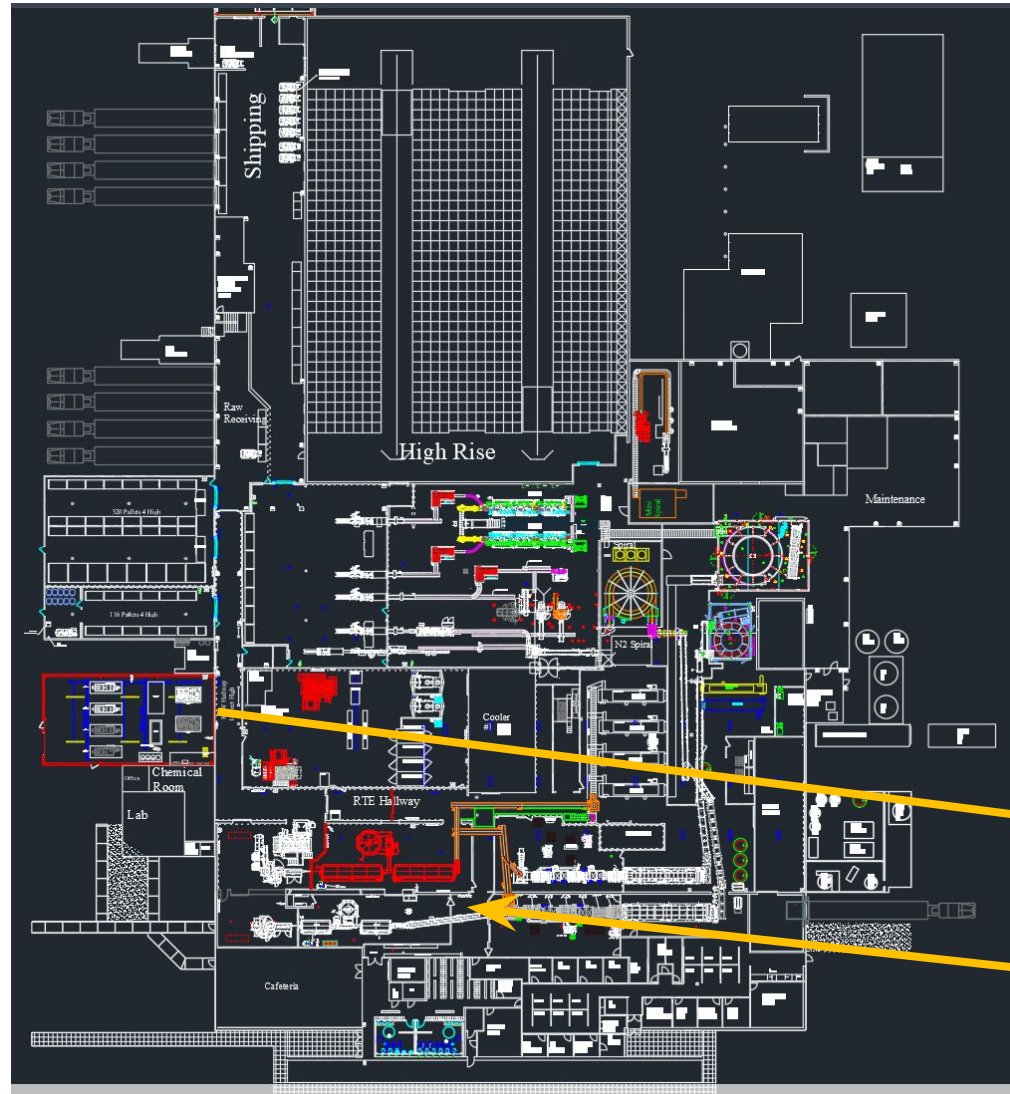
PROCESS & FACILITY DESIGN: ENABLE LONG-TERM BUSINESS STRATEGIES

- Projects in manufacturing are a “**long game**” – plan and execute accordingly
- Have a clear **master plan** for the facility
- Do not “paint yourself into a corner” □ **design for future state**, create a clear vision of what the future will be, break down end state into phases
- Current project funds “phase 1”, but **design-in enablers** to get to end-state phase
 - Real estate
 - Utilities
 - Layout

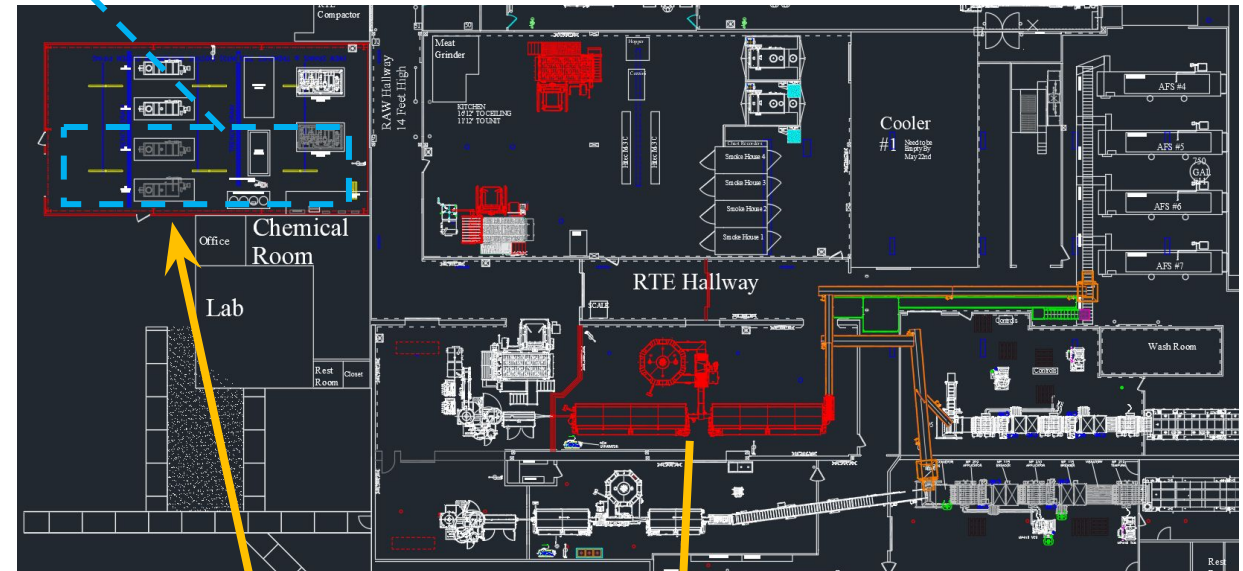


**PROCESS /
LAYOUT DESIGN
EXAMPLES:
DESIGNING FOR
FUTURE
GROWTH**

NEW UTILITY ROOM PLANT EXPANSION: BEFORE VS AFTER



Future expansion – not included in base project but space was created



New Mechanical room

New Water cook line

Execution phase: delivering with excellence

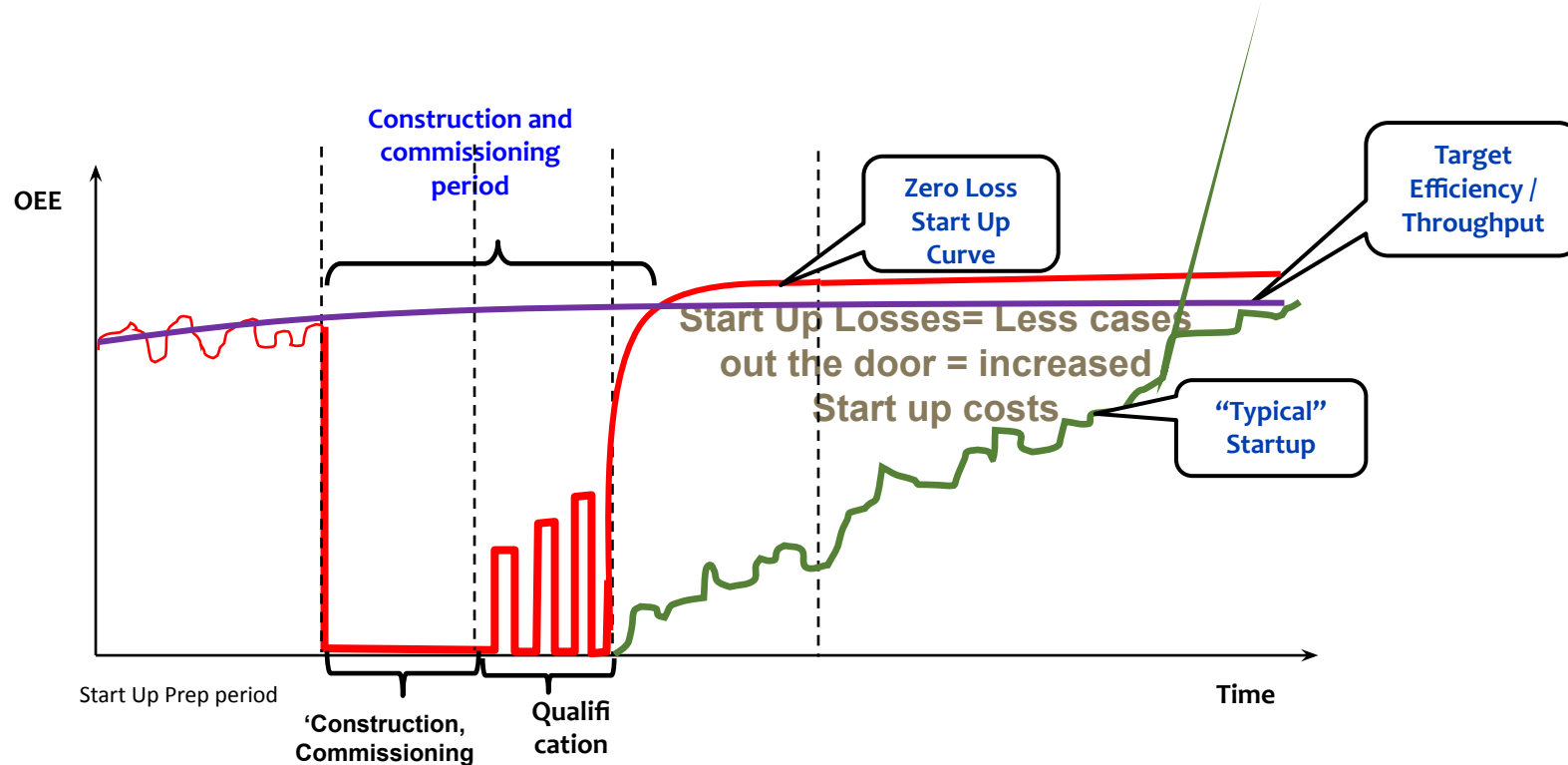
PHASE 3 EXECUTION

Final Design & Construction	START UP	
	Commissioning & Training	Qualification & Verification
<ul style="list-style-type: none">• Full process definition• Full equipment requirements• Detailed Engineering• Manufacturing Readiness Execution<ul style="list-style-type: none">• huMan, Machine, Methods, Materials• Equipment Procurement• Construction execution• Start-up execution<ul style="list-style-type: none">• Commissioning• Qualification• Verification		

- *Manufacturing Readiness: Key collaboration across the entire cross-functional team*
- *Aim to deliver **Vertical Start Up**: be willing to invest in being ready – **it is not free, but it is more expensive not to invest in being ready***

PROJECT START UP PLANNING

We can eliminate start up losses by implementing a rigorous **Project Start Up Management** process.



START UP MANAGEMENT FRAMEWORK

4M Ownership Model:

EquipMent + People/huMan + Materials + Plant Systems/Methods)

Engineering:
Project
Manager
Lead Engineer

Strong end-to-end
partnership

Manufacturing:
Start Up Leader
Operations
Manager

Successful Delivery requires a strong cross-functional partnership with clear accountability and phase ownership.

Each support functions need to own their functional deliverables within each dimension (QA, R&D, EH&S, Maintenance, HR, etc...) but there needs to be a Single Point “Orchestra Director” making sure everything and everyone are working together as needed to deliver the project success criteria.



PROJECT DELIVERY SYSTEMS

Key take aways:

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- Standardization drives resiliency, flexibility and scalability.
- Tools and work processes must be right-sized but never ignored.
- Projects should never be delivered in a silo - need to fully integrate cross-functionally
- There is one common goal for everybody. Each function owns sub elements, but they all tie to the same overarching goal.

THANK YOU

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