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1. **PROFILE:**

I'm a mechanical engineer with more than 25 years of experience implementing TPM in leading manufacturing companies across the Americas. My TPM journey began in 1997 at Unilever Argentina. There I held roles in Production, Quality, Factory Infrastructure Maintenance, Project Engineering (infrastructure and product), and Supply Chain, rotating every three years. This gave me firsthand experience applying TPM across the whole organization, always on the shop floor (gemba).
I was certified first as a TPM Facilitator and later as a Unilever/JIPM Instructor.



At Unilever I led the Autonomous Maintenance, Planned Maintenance, Focused Improvement, Early Management, and Education & Training Pillars, and assisted the plant earn the JIPM TPM Excellence Award. When the plant where I worked merged into a new site, I was the Engineering Leader for the merger project, applying the Early Management methodology in this process. Once the site's merger went through, I've became TPM and Planned Maintenance Leader, preparing the new plant for the Consistency Award.

Once I left Unilever, I've joined IMC Internacional as a TPM consultant, supporting companies across Latin America. I've then renewed my International Instructor certification and has since trained new generations of TPM Instructors.

I've later returned to the corporate world, as Corporate TPM & Maintenance Manager at Zucamor, an Argentinian paper and packaging company with seven production plants. I've led the rollout of TPM methodology at seven sites, located in different regions with its own culture, while supporting the company's move from family governance to professional management.

Today, I'm back in consulting and again with IMC Internacional, working with clients throughout the Americas. Trained under JIPM and IMC professors, I hold a strong belief in teamwork, careful planning, and disciplined execution.

2. **AREAS OF EXPERTISE:**

My journey with TPM began 25 years ago, first as a student of the methodology and later as its teacher. Over those years I have stayed faithful to its origins, applying the 8 original Pillars exactly as the JIPM developed them, and most recently, we've incorporated the Supply Chain Pillar . One of my most rewarding achievements has been training a large community of TPM Facilitators and TPM Instructors who now carry the methodology forward in their own organizations and across several countries in the Americas.



2a. Consulting on TPM implementation. My consulting work takes me across most of Latin America. I've been consulting Industrial Plants in Mexico, Peru, Argentina, Brazil, Colombia, Chile and Dominican Republic, in addition to their distribution centers extending the same discipline throughout the supply chain.



2b. Training People on TPM. In every plant and distribution center, I train personnel on all the Pillars and on the continuous improvement tools. One of my most rewarding achievements has been developing a large community of TPM Facilitators and TPM Instructors who now carry the methodology forward in their own organizations and across several countries in Latin America.



2c. Facilitating TPM Technical Study Missions in Japan. My work also takes me to the source of TPM itself. During IMC's Study Missions to Japan, I serve as the facilitator for Latin American executives. Through plant visits and conferences with Japanese professors and companies, I bridge languages, cultures, and ways of thinking. I make sure every executive understands not only what they see on the shop floor, but why it works, so they return home ready to apply it on their own plants.



3. <u>TPM CONSULTING TRACK RECORD AND POLICY:</u>

Over the course of my career, I have implemented TPM in 60 factories and 9 distribution centers in the Americas. Each one has taught me something new, and the range of industries has been remarkably broad. In the food industry alone, I have worked with manufacturing plants of oil, wine, milk, mayonnaise, sauces, vegetables, coffee, chocolate, and meats. My path has also taken me into mining, graphic arts, paper, diapers, personal care, home care, heavy parts manufacturing, packaging, ceramics (labor intensive) and supply chain operations.

What I enjoy most is teaching. I believe the TPM methodology truly takes root in the Genba, alongside the people who run the equipment every day, and that is where I invest much of my effort. Two tools have proven essential time and again: the Loss Deployment Tree, which reveals where value is being lost, and small-group teamwork, which turns that insight into lasting improvement.

I also believe a consultant can never stop learning. I regularly attend several International Conferences such as the JIPM International Karakuri / Kaizen Seminar in Bangkok, Thailand (2024), Industrial Transformation Mexico, Queretaro, Mexico (2024), IMC Technical Study Mission Japan -Osaka, Nagoya, Tokyo (2025), Expo Osaka 2025, Japan Pack 2025, Tokyo, Japan, MODEX 2026, Atlanta, USA, the largest and most important Supply Chain event in the USA and most recent, I was a speaker at the Manufacturing Workforce & Equipment Excellence Summit 2026, organized by JIPM in Alabama, USA.

Every step of this journey has had one purpose: to stay true to TPM as Nakajima-san and Suzuki-san of JIPM first envisioned it, and to help manufacturing plants worldwide become safer, more efficient, and higher in quality.