

FACES

OF THE FRONTLINE

MANUFACTURING'S ALL STARS



TALES OF TRIUMPH FROM THE FACTORY FLOOR **VOL 1**



Tales of Triumph from the Factory Floor

VOL. 1

Manufacturer's success is fueled by the empowerment and engagement of its frontline workers. Through their relentless pursuit of excellence, factory workers propel their teams toward greater productivity, profitability, and sustainability. With achievements from increasing production throughput to reducing quality defects, the efforts of these dedicated employees resonate far beyond the confines of their respective factories.

Frontline workers leave an indelible mark on their teammates, managers, and communities. Our goal at QAD Redzone is to amplify their impact with our industry-leading #1 Connected Workforce Solution that provides innovative tools for collaboration, production efficiency tracking, reliability, maintenance, knowledge sharing, and continuous improvement.

We know the modern manufacturing facility would be nothing without its dedicated frontline workers, and we want to empower them.

Our focus and commitment is to provide visibility and recognition to these 'Faces of the Frontline' who drive the manufacturing industry forward across the globe. We are very lucky to have the opportunity to see the impact these manufacturing all stars make when they have the right tools at their disposal. We've witnessed those who demonstrate incredible enthusiasm that gets the whole factory excited, have the grit and determination it takes to overcome adversity, and have the skills and dedication to lift productivity and keep their facility operating smoothly.

We're so inspired by frontline workers that we want to share their triumphs with you. It's our honor to create this series that celebrates the amazing achievements of operators, quality techs, mechanics, leads, material handlers, and supervisors. In this first volume, we will share the stories of Eucary Pineda at BetterBody Foods, Roy Barron at American Sugar Refining, Brani Jacobo at Gorilla Glue, Digna Cedillo at Empire Bakery, and Dave Rios at Allied Wire & Cable.

These frontline workers have not only transformed their factories but have also become true champions of innovation and all stars in the manufacturing world. Through their stories, we hope to inspire a new generation of manufacturing leaders, pushing the boundaries of what is possible and forging a brighter future for the industry.

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Brani Jacobo >>



Eucary Pineda >>



Roy Barron >>

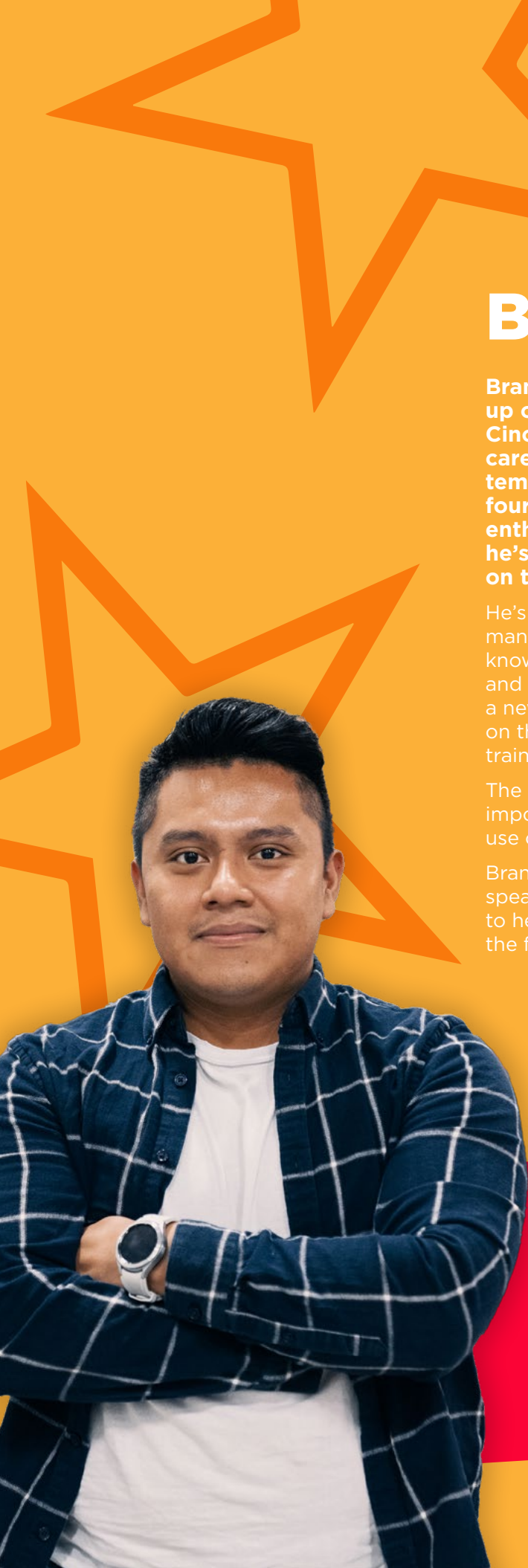


Dave Rios >>



Digna Cedillo >>





Brani Jacobo

Brani Jacobo has practically grown up on the floor at Gorilla Glue in Cincinnati, Ohio. He began his career at the facility as a Packer One temporary employee. Over the last four years, he's demonstrated such enthusiasm, spirit, and leadership that he's advanced to assistant supervisor on the second shift (nights).

He's become a subject matter expert for manufacturing, and everyone on nights knows they can rely on Brani's expertise and count on him if they need help. When a new manager and new supervisor arrive on the second shift, Brani steps up to help train and integrate them into the shift.

The line leads at Gorilla Glue were an important factor in enabling adoption and use of Redzone, and Brani has led the way.

Brani's team members and his supervisors speak very highly of him and his passion to help coach and drive improvements on the frontline.

**PASSION & ENTHUSIASM
INSPIRE FRONTLINE
TEAMS**



Ever since the company implemented the platform, Brani's been on the frontline, coaching the night teams and taking the lead on report-outs and action items. Throughout implementation, Brani was there, coming in early, presenting with Kaizen teams, and training his coworkers.

Of course, rolling out a new technology at a bustling process- and standards-driven manufacturing facility is always a challenge. At Gorilla Glue, the second shift was drowning. They had a lot of people to train on nights — three departments with up to 30 people each — but they only had one Brani. Yet he rose to the occasion.

According to production team members, Brani was considered a go-to person on night shift. If the team was having problems in a certain area or challenges, they could go directly to Brani and he would help get everybody on the floor on the same page.

Quickly, Brani was the tech subject matter expert. He was one of the first to use the messaging system and immediately saw that it was an efficient way to let managers know about issues.

Another challenge on the night shift was how to communicate issues to managers during the day. Brani realized that images were the best way to convey what was happening to someone who wasn't there. He discovered that Redzone had photo and video functionality and started leveraging it to keep everyone in sync. He taught his teammates to snap a picture or record a video and share it with the people who can help solve the problem.

Managers understood that there was some anxiety around the plant when Redzone rolled out, particularly on the night shift. Workers know that during the day, problems get solved with a quick email. On nights, however, they don't always have the same support available when something goes wrong.

Second-shift employees soon realized they could relax, because Brani was on the case. Leaders already trusted him because of his vast knowledge and experience.. When they saw him putting in the effort to pick up technology to support the teams on nights, they knew they could rely on him for assistance.

Another feature that Brani champions with this new technology is how it brings visibility to operations. Redzone offers instant feedback on how well you're doing. His team finds this information incredibly helpful — and motivating, too. If the feedback is red, regroup and make the necessary adjustments. If it's green, you're doing good. What could be easier than that?

Though he's not on the production line anymore, Redzone makes Brani's job as assistant supervisor easier. Before, he had to manually check every single line every 15 minutes, all day long. Now, Redzone has all the information he needs at his fingertips. All he has to do is look at his iPad.

Managers and coworkers alike can't say enough good things about Brani. **He's been described as persistent, compassionate, kind, motivated, and goal-oriented.** He's driven to make sure his team has everything they need, and he's consistently striving to collect data and improve processes.

As for Brani, he says that all this praise makes him more committed to doing his best at Gorilla Glue. He wants to continue building the second shift into its best possible version.

WHAT WE LEARNED FROM BRANI'S STORY

Enthusiasm and a positive spirit attract others and open up training opportunities and potential promotions.



Don't take technology at face value. Learn about all the features it provides and uncover new ways to make work easy.



Become a subject matter expert in something specific at the factory. It sets the stage for more acknowledgment and a happier work experience.



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Eucary Pineda

It's a story that's about as close to the American Dream as you can get. In 2018, Eucary Pineda left her native country, Venezuela, to travel to the United States and start fresh. She moved to Utah with few belongings and very little ability to speak English. But she dug in and got a job as a line worker at BetterBody Foods.

Eucary took the bravery that brought her to this country and channeled it into her work. Within four years, she moved from production to sanitation and then became one of three supervisors on the day shift. When a new production line was introduced, there was unanimous confidence among the management team in Eucary's ability to lead it.

The leadership team was so impressed with her, that they fought over her. Production Manager Darin Diamond recalls his disappointment when he had to give her up so she could move to the sanitation team — and his resulting jubilation when he was able to 'get her back' by promoting her to line supervisor.

"Eucary has impressed me since very early on as somebody that we can count on and somebody that kind of embodies the idea of continuous improvement and personal growth," says Eric McCuistion, VP of Manufacturing.

What's so special about Eucary? She stands out for many reasons.

For starters, she has a passion for problem solving. Her natural drive to improve the world around her led her to be an early adopter of Redzone and to study BetterBody Foods' machines, processes, and products in great depth. She's consistently looking for new ways to leverage Redzone and other tools around the factory to increase productivity and efficiency.

And it's a good thing because not long into her tenure as a line supervisor, she and her team were alerted that startup on the peanut butter line was taking too long. The problem seemed to stem from the setup — everyone was completing the setup differently with no standards or guidance in place. **Eucary's proactive nature kicked in; she immediately wanted to jump in and start helping with each setup.**

Her leadership team laughs as they describe how they had to 'hold her back' and, instead, encourage her to work with them on developing standards and training they could log and track in Redzone. Eucary pivoted and brought several teams together to come up with solutions. But first, she saw a specific problem they could solve: Instead of the line workers retrieving materials from the warehouse at the beginning of their shift and delivering them to the line for startup, the warehouse team could bring the necessary materials to the line so they would be there when the line workers arrived.

This simple solution, in conjunction with her help in developing standards, had a big result. Startup is now 45 minutes faster across four lines, every day. The new process was such a success that it was adopted by BetterBody Foods across all production lines.

When Eucary uncovers a problem, her first reaction is to find the tools to fix it. And she's not afraid to power through a language barrier to do it.

In fact, she frequently used Redzone's translation features to learn English and better communicate with her team. "We've challenged all of our supervisors to find creative ways to reduce costs," explains Darin. "Eucary says with a smile, 'I have this idea, we need to get these things that blow air.' She didn't even know what they were called."

But Eucary plowed forward, pulling together her team and brainstorming solutions from buying air knives to finding existing tools around the factory they could repurpose.

And her commitment doesn't stop there. When she participated in a Kaizen event, supported by Redzone, she was offered a translator to assist her in her presentation. Eucary declined the offer and powered through in English, simply because she felt her words would be more powerful if they were communicated in her colleagues' first language.

"I have a passion for training," she says, and this drives her to collaborate across departments, and sometimes even help coworkers on the next shift after her own shift is done. She doesn't look at a problem from just one angle. She'll bring in maintenance, purchasing, scheduling, and any other departments to fully understand a problem and discuss potential solutions.

"Eucary doesn't just look at what's in front of her. She'll look at the next 24 hours, the next 48 hours on the schedule... She'll catch some of these things that we need to prepare for, whether it be equipment that we don't have currently, or we need to move. Having those eyes that are looking ahead down the road, for me, is tremendous", says Darin.

Eucary believes technology like Redzone is one of the important tools frontline workers should leverage and encourages her team to use it to improve their positions. She feels the more her team members participate in learning and applying digital tools, the better their performance, leading to an easier and more enjoyable workplace for everyone.

Eucary's colleagues were recently asked what words they would use to describe. Phrases like **"a perfectionist with patience," "leads with humility and example," "knowledgeable,"** and **"tenacious"** were confidently presented. Her lasting impression on employees across BetterBody Foods is undeniable.

And this is how she earned her place as a 2022 QAD Redzone Frontline MVP Award. She followed her courage to establish a better life and continues to follow it to better her career and her future.

**REALIZING A DREAM
BEGINS WITH TENACITY
AND COLLABORATION**



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WHAT WE LEARNED FROM EUCARY'S STORY

*Success begins with
great bravery.*



*Humility underlies the skills
of leadership, collaboration,
and improvement.*



*Problem-solving is not
a solo effort; the more heads
in the game, the better
your solutions will be.*



*Being proactive when faced
with challenges is a skill
that will not go unnoticed;
and can lead to strong
partnerships and promotions.*



Roy Barron

Just outside of New Orleans, at the bustling Domino® Sugar Chalmette Refinery, there's a legend among the gears and conveyor belts, known affectionately as 'Redzone Roy.'



HE DOESN'T GIVE UP UNTIL HE FIXES THE PROBLEM

Roy Barron, an automated machine mechanic, has created a reputation for dedication and innovation through 18 years of service at the plant, owned by American Sugar Refining, Inc., a member of ASR Group. While he is known to be a 'master mechanic,' his journey is not just about maintaining machines — he's crafted a legacy of problem solving and collaboration by embracing technology.

When Redzone was introduced, Roy was the first to dive in, eager to learn as much as possible about how the platform could help him and his team better build and maintain the plant. He read up on the software and started adding comments, pictures, and 'High Fives' to encourage and support his team. From Day One, he became a Redzone cheerleader, encouraging everyone to use it.

He loves that, through Redzone, he receives real-time feedback about what's happening in the plant. For him, it's an excellent way for him to be a proactive resource to his team — the information helps him understand where and when he can offer help and support to his mechanics and how he can mentor them through their careers. "The communications abilities of Redzone are phenomenal," Roy says. "Everybody signs into their tablet. I can pick mine up and find out who's doing quality checks. I can find out if somebody's about to run out of something. I can go over there and help them get it done."

And his influence hasn't just proliferated to junior mechanics, who are often placed in his sector to be inspired by his leadership. He also influences his teammates, plant managers, and executives. ASR Group Packaging Engineer Will Valley says that "Roy has motivated the mechanics to use Redzone the way it's supposed to be used. And also to fix the machines the way they're supposed to. **He's very motivating for everyone involved, even those at the top of the company.**"

Even after almost two decades at the Chalmette Refinery, Roy never becomes complacent. **He sees every project to the end and searches for opportunities to improve and grow on a day-to-day basis.** And he expects the same from everyone else at the plant — when plant leaders come to him to make tough decisions, he isn't afraid to push back. His only goal is to make sure the right solution is put in place.

"His truest core value is excellence. His attitude, his behavior is contagious, and everybody around him — hourly and salary — benefit from it," says Jess Landry, Operations Trainer.

This became very evident when Roy noticed a problem with the dribble gates in the plant's Thiele baggers — their three most profitable machines. For years, the mechanics had been regularly cleaning, rebuilding, and even replacing the dribble gates of these machines because they would malfunction from sugar build-up. The time and equipment cost of replacing them was substantial.

Roy had a better idea.

He believed he could modify the machines to reduce the impact of sugar build-up. He added his idea to Redzone, which was recognized and supported by the maintenance manager before the day was out. With such a fast approval, Roy was able to start on the solution right away. He pulled one of the machines apart and constructed a workaround that would apply positive air pressure to the dribble gates to reduce the sugar build-up and extend the life of the Thiele baggers.

Even as he was executing the fix, he didn't know for sure if it would work. But time would tell.

Two months later, he pulled out his modified machine and a standard, unmodified machine and compared the sugar build-up. The standard machine was full of sugar, as usual. His modified machine had no sugar.

"I was super stoked," Roy says.

With the leadership team behind him, he standardized the modification in Redzone and installed it on all three baggers. The lifecycle of the dribble gates has now improved by 300% and the company saves \$67,000 a year with Roy's solution. And the Thiele area has the highest Redzone usage in the plant.

Fixing this problem was not in Roy's job description, nor was there an expectation that he would find ways to make machines more profitable. But he still did it. Because the plant needed it, and he believed he could find a way.

"He won't give up without fixing the problem.

He wants to prove he can do it," says Bobby Gibbs, Supervisor.

Roy's hard work using and championing Redzone paid off in other ways as well. Soon after, he earned a Lean Six Sigma Yellow Belt certification — a recognition that previously had never been earned by an hourly employee at ASR. And he achieved it faster than most employees: in eight weeks rather than several months. Now he's working on a green belt project. He also won QAD Redzone's Frontline MVP of the Year Award in 2022.

At the heart of Roy's efforts and achievements is a desire to learn and grow as a person and help others do the same. If he can't fix a problem on the first try, it isn't a failure for him; he takes it as a challenge. It gives him a reason to try something new and push himself until he finds a solution that accomplishes his objective. He uses this same proactive approach to mentoring his team.

"You get back what you give," he says. "If I give my all, usually I get their all."



WHAT WE LEARNED FROM ROY'S STORY

Never give up after the first try. Instead, use what you learned to find other potential solutions to a problem.



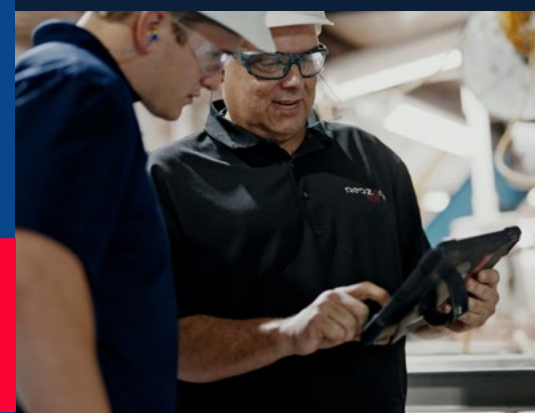
What you give is what you get. Put the time into mentoring your team, and they will put the time right back into you.



Be proactive about finding solutions to problems, even if the existing solution has been in place for many years. You might make a huge difference.



Rather than shying away from it, embrace technology. While there might be a learning curve, enjoy the process because the collaboration and efficiency benefits that come with it are irreplaceable.



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Dave Rios



“I always look for those people that are going to step up and take things to the next level...And Dave just rose to the top of that heap of folks and just really embraced technology,” says Kevin Shayer, VP Operations and Supply Chain.

Take one dedicated frontline worker. Give them an opportunity to excel and the tools to make it happen. Then step out of the way — or you’ll get run over.

That’s exactly what happened when Dave Rios, Warehouse Supervisor at Allied Wire & Cable in Collegeville, Pennsylvania, realized that technology could empower his team to improve communication and operations. That is, after a little convincing.

Dave is the first to admit that he was skeptical when management brought in a new tool called Redzone. However, when his manager asked him to give it a chance, he decided to see how it could help the team. And he was glad he did. Once he saw its capabilities first-hand, he was hooked.

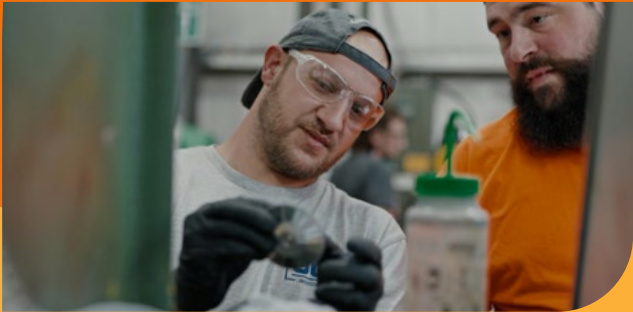
With his enthusiasm leading the way, Dave encouraged his teammates to give Redzone a try. They did, and the results were phenomenal, leading to a remarkable 166% increase in productivity for Allied Wire & Cable within the first 90 days of implementation. In that same period, the lead time for ‘Value Add’ service went from 15 days down to two days.

Dave’s supervisor, Kevin Shayer, said he looks for three things when determining who will be a leader on the floor: Do they get it? Do they want it? And can they do it? **“Dave just gets it,”** he says. “He understands what we’re trying to do from a safety perspective and when we’re looking for how to make things better here. How do we drive improvement that’s beneficial not just for the bottom line but for the team members? **He’s a driven person.”**

Dave is dedicated to helping wherever needed and has the skills and initiative to jump in with any department in the warehouse on a moment’s notice, whether it’s ‘Value Add’, Quality, or Picking to Spooling. He’s happy to step into any department, huddle with the team, set goals, and motivate everyone to go out and do the job.

When there’s a problem, departments know they can call Dave at home and ask for help. His answer is always, “I’ll be there in five minutes.”

“We are examples to the people we lead every single day,” he says. “And let me say this: I’m nothing without my team.”



One thing Dave recognized right away is that collaboration tools are an efficient way to get information from the workers who know something to the workers who need to know it. This enables workers on the floor to act right away, instead of waiting for direction from a manager.

This improvement in communication led to a new process for maintenance requests. Previously, team members submitted maintenance requests to Dave to type up and submit when he had time. Sometimes he got to them, and sometimes he just plain forgot them.

Now, team members can document maintenance issues themselves through the Redzone platform, instead of handing them off to Dave for manual entry. This new process means maintenance can be handled in real-time while Dave tracks the requests on his iPad.

Anyone who works in manufacturing knows that you can’t talk about process improvement and productivity without a commitment to safety. Dave and the other leads at Allied Wire & Cable use the Redzone safety prompts to incorporate daily, weekly, and monthly safety talks into their routine, and include a safety message in every huddle. Maintenance requests and safety huddles may not have big productivity numbers attached to them, but they make everyone’s life easier.

Dave’s managers rave about how energetic, inspiring, and authentic Dave is. When they look for him, he’s the ‘orange blur’ on the warehouse floor. And he’s ready to enthusiastically support Redzone, telling anyone who asks why it’s such a game-changer. Allied Wire & Cable managers often host visitors from other companies who want to see how Redzone works in real life. When they arrive, Dave’s managers make sure he is one of the first stops on their tour.

His enthusiasm has made a difference. Management estimates that almost three-fourths of the team members actively use new technology thanks to cheerleaders like Dave.

Collaboration tools also give a voice to the warehouse’s ‘quiet performers,’ employees who normally do their jobs without calling attention to themselves. Some of the most reserved employees now have an opportunity to shine by leading huddles, creating maintenance requests, taking notes, and giving fellow team members recognition with ‘High Fives’ — and receiving a few ‘High Fives’ themselves.

Dave is a prime example of what every manager hopes their frontline employees will be: an enthusiastic leader and team player who’s always encouraging others to learn and grow.

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**JUMPING IN TO HELP
AT A MOMENT’S
NOTICE, TECHNOLOGY
IN HAND**

WHAT WE LEARNED FROM DAVE’S STORY

Your initial instinct about a new change or product isn’t always accurate. Try it and test it before you throw it out.

Leadership is about being available for your team when they need you, wherever they need you.

Technology can be a small change that makes a big difference in productivity and job satisfaction.

Be a cheerleader for the things you believe in. You might get a tepid response, but you also might gain a team of enthusiastic advocates.

Digna Cedillo

When Digna stepped onto the factory floor at Empire Bakery in Rocky Mount, Virginia, she brought with her an innate ability to face challenges with optimism and inspire others to do the same. As production lead and decorator, her 24 years at Empire have resulted in opportunities to harness new technological tools like Redzone to lead teams, build new skills, and find unique ways to solve problems.



Every day, she leads and inspires her team with hope and humor. She recalls one day when she was short on decorators and needed to reassign some of her non-decorators to fill the staffing gap.

The non-decorators pushed back, saying they didn't have the skills, **but Digna didn't take no for an answer.** She believed in them. She knew they could do it. She trained them step-by-step, starting small with borders and leaves and improving their skills from there. It wasn't long before they were happy with the job — so happy that they asked her to take photos of their work and send them to other members of the team.

VP and General Manager Eric Johnson was beyond impressed. "We talk about these initiatives that she's taking on — training people who had no real interest in decorating and doing something new and generating the excitement. How is she able to do that and do it so effectively and get such a strong response? It's been just tremendous."

Her ability to motivate extends to problem-solving as well.

Digna is a known advocate of the '5 Whys,' a method for uncovering the root cause of an issue. Her team came across a problem with the production of icing one day. They told her that the icing was bad, but couldn't determine how it happened or what the solution was. Digna started asking questions.

Why did they think the icing was bad? Well, they observed that the icing was hard when it was supposed to be soft. Why was the icing hard? Maybe because it was too close to the cooler. They checked to see if this was true. They continued down this thought pathway, asking more "why" questions until they found the root of the problem. This exploration made the issue much easier to fix.

In addition to inspiring her team to brainstorm solutions, Digna uses Redzone to hold regular huddles to discuss solutions, review cases, and make sure everyone knows their goals. If they are short on cases, Digna immediately jumps in to figure out how to get their numbers back up.

The fuel for her fire starts from within. Digna is internally motivated to take on new projects and learn new skills. **"One of the things I love is learning something different every day,"** she says.

As a non-native English speaker, she actively pursues opportunities to improve her language skills. When Redzone was introduced, she jumped right in and learned how to use its translation feature to learn English, communicate with her team, and do her job better. And now, she is excited to be expanding her role beyond decorating to quality.

But this commitment to self-growth hasn't come without some pretty significant bumps in the road. Last year, she unexpectedly started feeling under the weather. Her health declined until, one day, she had a seizure at work. Her team, including the production manager Beth, immediately came to her rescue, anxious to understand what was wrong and how they could help. "I just remember seeing Beth for the last time," she says — this was just before she lost consciousness.

She was soon diagnosed with a brain tumor and admitted to hospital for an emergency operation. After some testing, it was determined that the tumor was benign, but her doctors still felt it was important for her to undergo radiation to reduce the tumor and ensure it wouldn't spread.

Her radiation treatments lasted six weeks, and she was out of work for a total of three months. But she had made a significant impact on her team, and they made sure to check in on her regularly. Her contributions to the team were so important that she was chosen as a finalist for a compliance award. The team called her at home and shared the news with her over the phone.

"That day, my depression just went away," says Digna. **"It made me so happy."**

As she recovers, Digna's journey exemplifies the strength and spirit that has made her an inspiration to her colleagues, who gained a better understanding of how precious every second of life is.

"We think we're going to be alive for eternity. And then when we're faced with death, we have to think about what we did. My life, what could I have done better?" Digna says poignantly. **"My point is that every day that God gives me, I will be the best person I can."**

Digna's ability to inspire has brought people together at Empire Bakery. By pushing others to try new things, taking the lead on regular communication through Redzone, and proving that she has the grit to withstand incredible personal and professional challenges, Digna has become the heart of Empire Bakery.

"Everything that she does out on the production floor from leading to when she's decorating, her technical skills, people skills...it's always done at the highest level and with a smile. **We couldn't be prouder of Digna and her contribution,"** says Eric.

Digna's story showcases the transformative power of optimism, collaboration, and determination, and her legacy is a supportive work community dedicated to growth and problem-solving — exactly the workers you want on your factory floor.

WHAT WE LEARNED FROM DIGNA'S STORY

Very unexpected change or shift in life and at work is an opportunity to learn something new and pursue a new goal.



When in doubt, ask questions to get deeper insight into the root of a problem.



Nothing prevents you from accomplishing a goal you've set for yourself.



You never know which day will be your last. Be the best person you can, every day.



TACKLING EVERY DAY LIKE IT'S THE LAST

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The Secret Ingredient of Frontline Success

While these five individuals are unique people with a diverse array of challenges and goals, they have one thing in common: They want their factories to thrive. This goal drives them to seek out new ways to solve problems, be a helpful and motivating force at work, and use tools and technology to help everyone improve.

The stories of these manufacturing all stars serve as a testament to the immense value that frontline workers bring to their organizations and the positive impact they can have on the manufacturing sector as a whole. We look forward to sharing more stories like these with you.

Perhaps you'd like to see your production teams attain these kinds of results as well.

With QAD Redzone's #1 Connected Workforce Solution in your factory arsenal, your frontline workers can collaborate, standardize, train, recognize each other's achievements, and share tips and tricks all in one solution.

We are constantly checking in with the 'Faces of the Frontline' across the country to better understand how we can engage and empower them in their work. Read our **Frontline Workforce Engagement Study** to see what they're saying and learn how you can increase retention and productivity throughout your facility.



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