

מצוינות תפעולית כמנוף לשיפור התחרותיות והרווחיות של חברות גלובליות

"שרשרת אספקה – אופנה חולפת או בסיס איתן לניהול בתנאי שוק משתנים"

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SVP, Global Resources
MAI Group



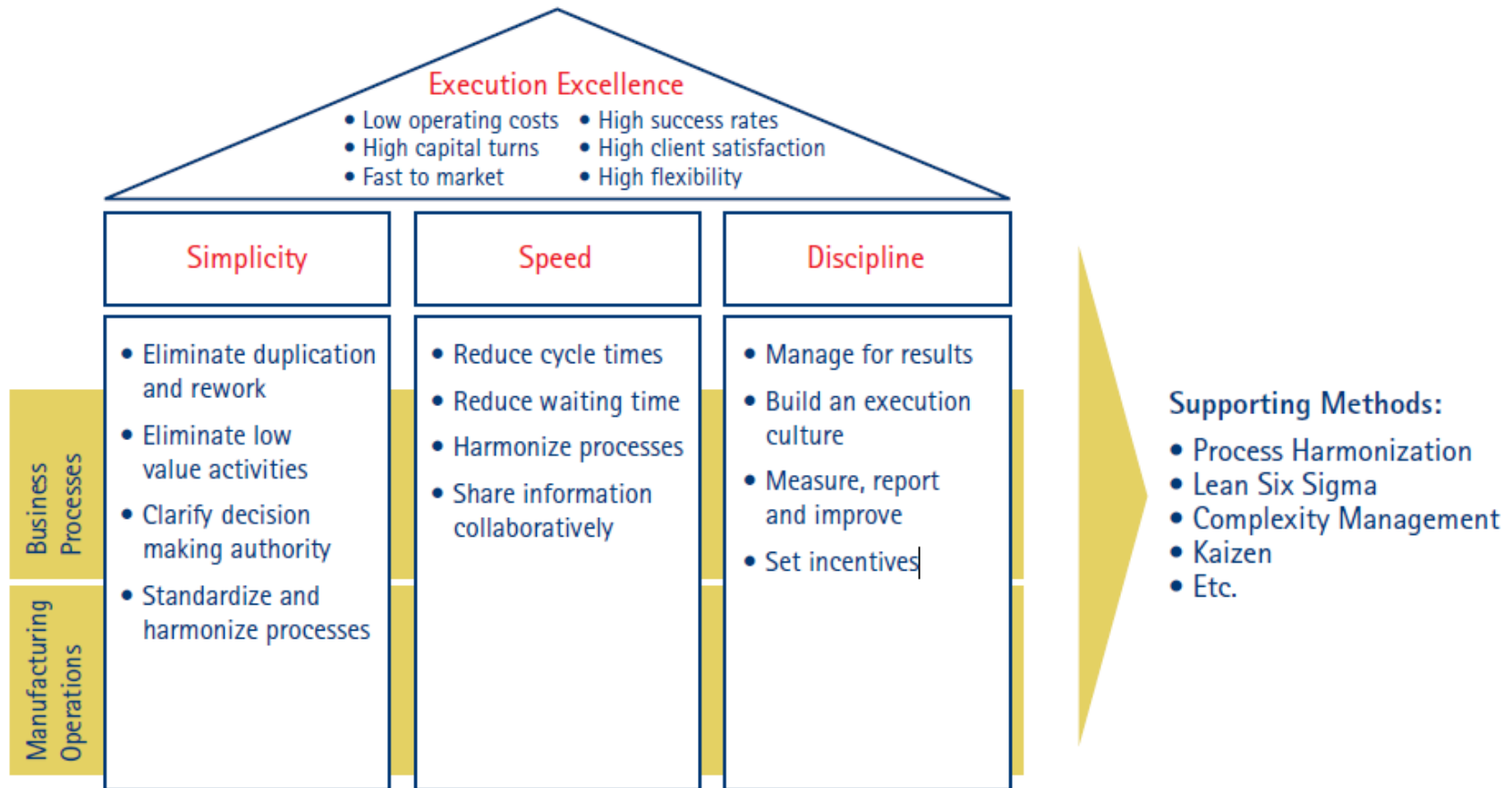
**How to create
a decisive
competitive
advantage**

Market

Operations

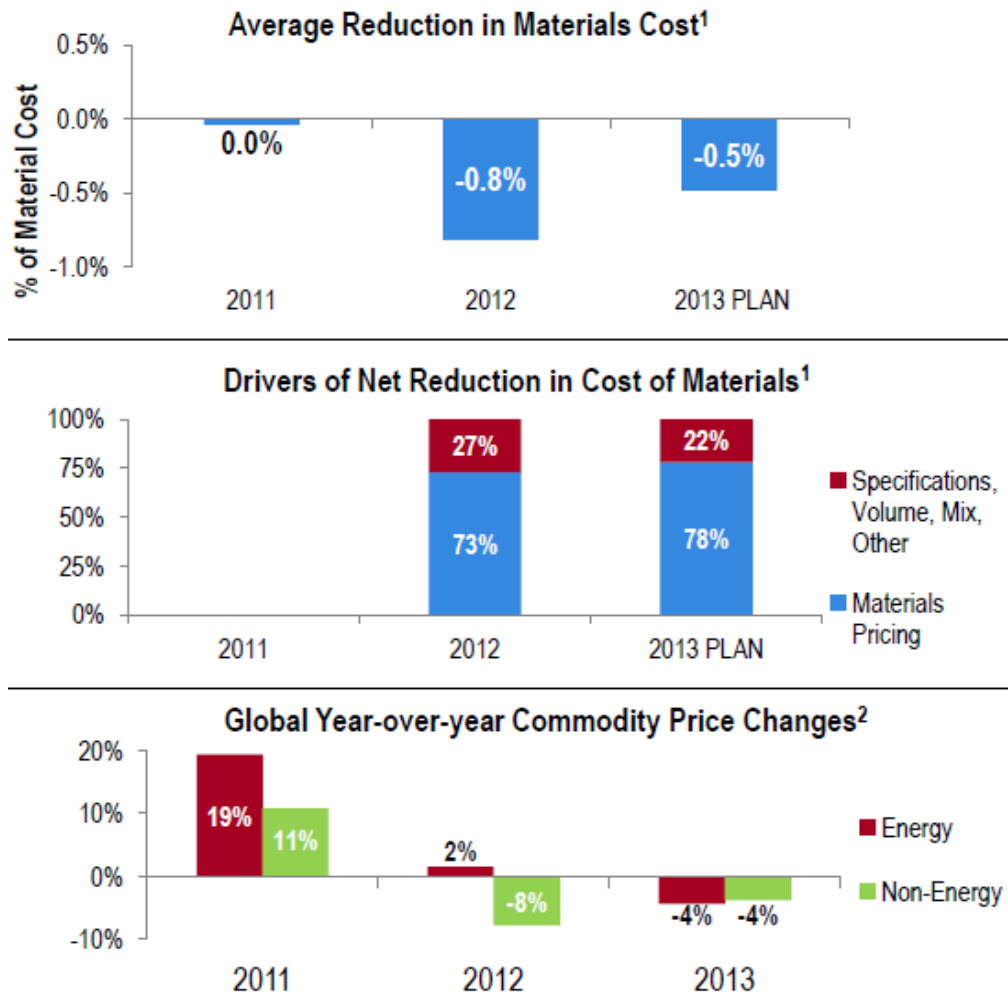


What capabilities do we need to out-execute the competition?





Material cost reduction



- Organizations were able to improve 2012 margins through a nearly **1%** **reduction in the cost of materials** – the largest component of cost in many industry segments

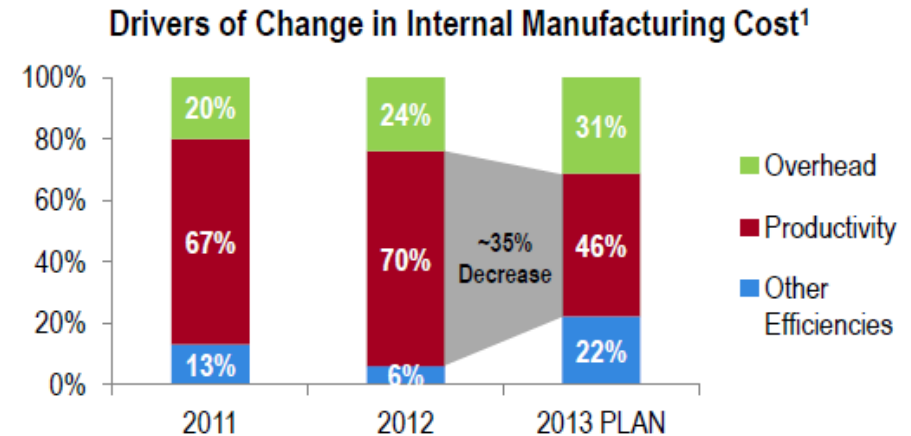
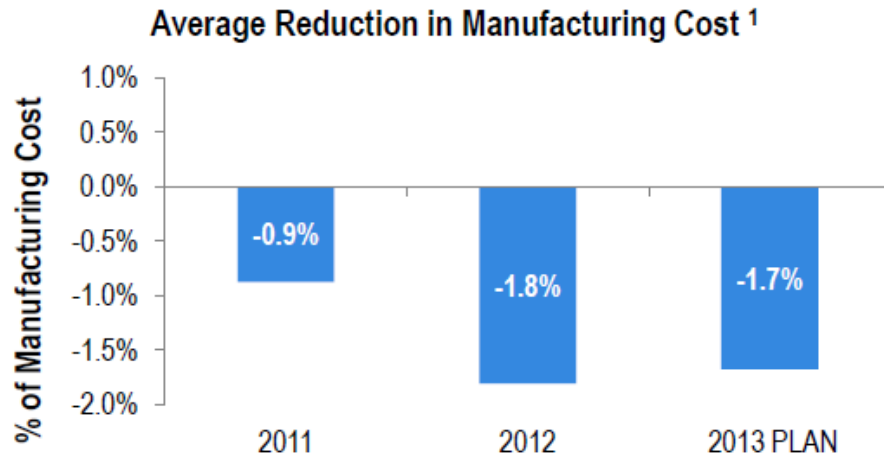
Source1 : Hackett Group

Source2: World Bank Commodity Price

Forecast Jan 15, 2013



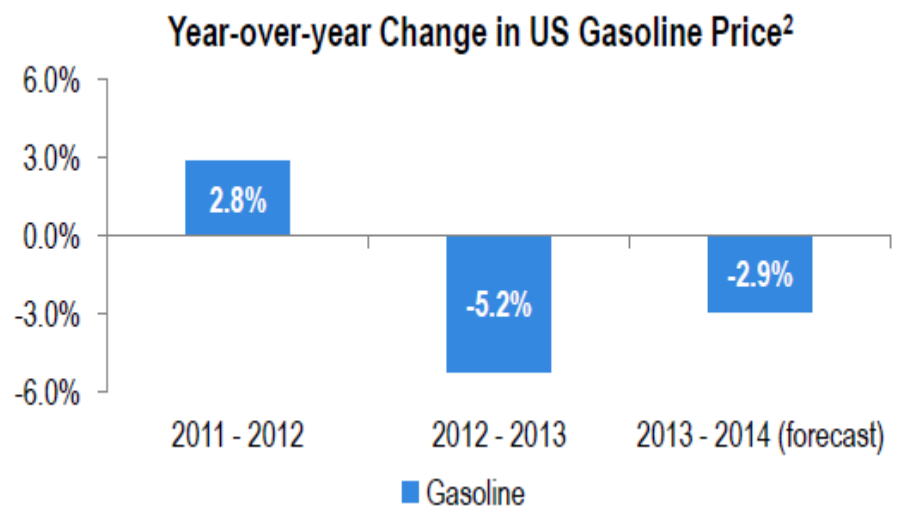
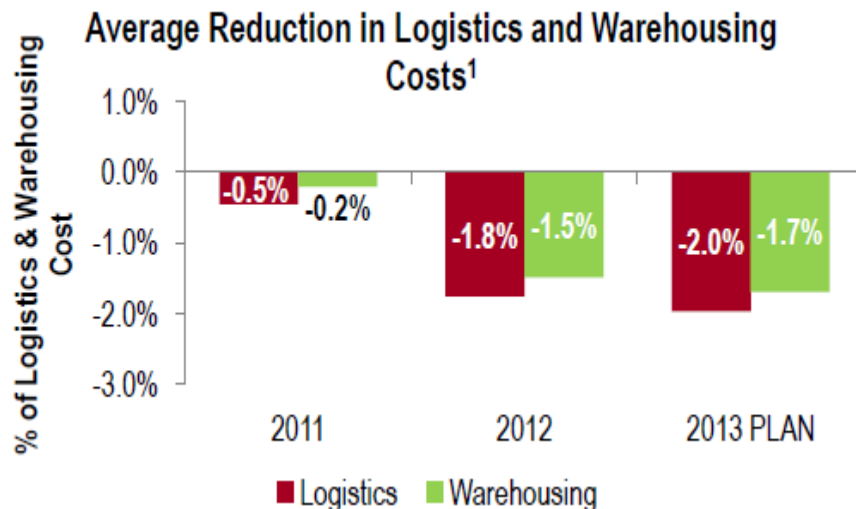
Manufacturing cost reduction



- Companies reduced internal manufacturing costs **by nearly 2% in 2012** and in 2013 plans include similar levels of improvement, but the focus shifts from productivity improvements



Logistic and Warehousing cost reduction



- **Warehousing:** Companies have begun to optimize their existing distribution networks; the result was almost 1.5% savings in 2012 , and 1.7% savings will be expected in 2013
- **Logistics:** Sourcing improvements & low fuel costs enabled 1.8% logistics savings in 2012

Source1 : Hackett Group



Who we are



More than
4,500
workers



120
Active
ingredients



US **\$2.83**
billion
in Sales (2012)



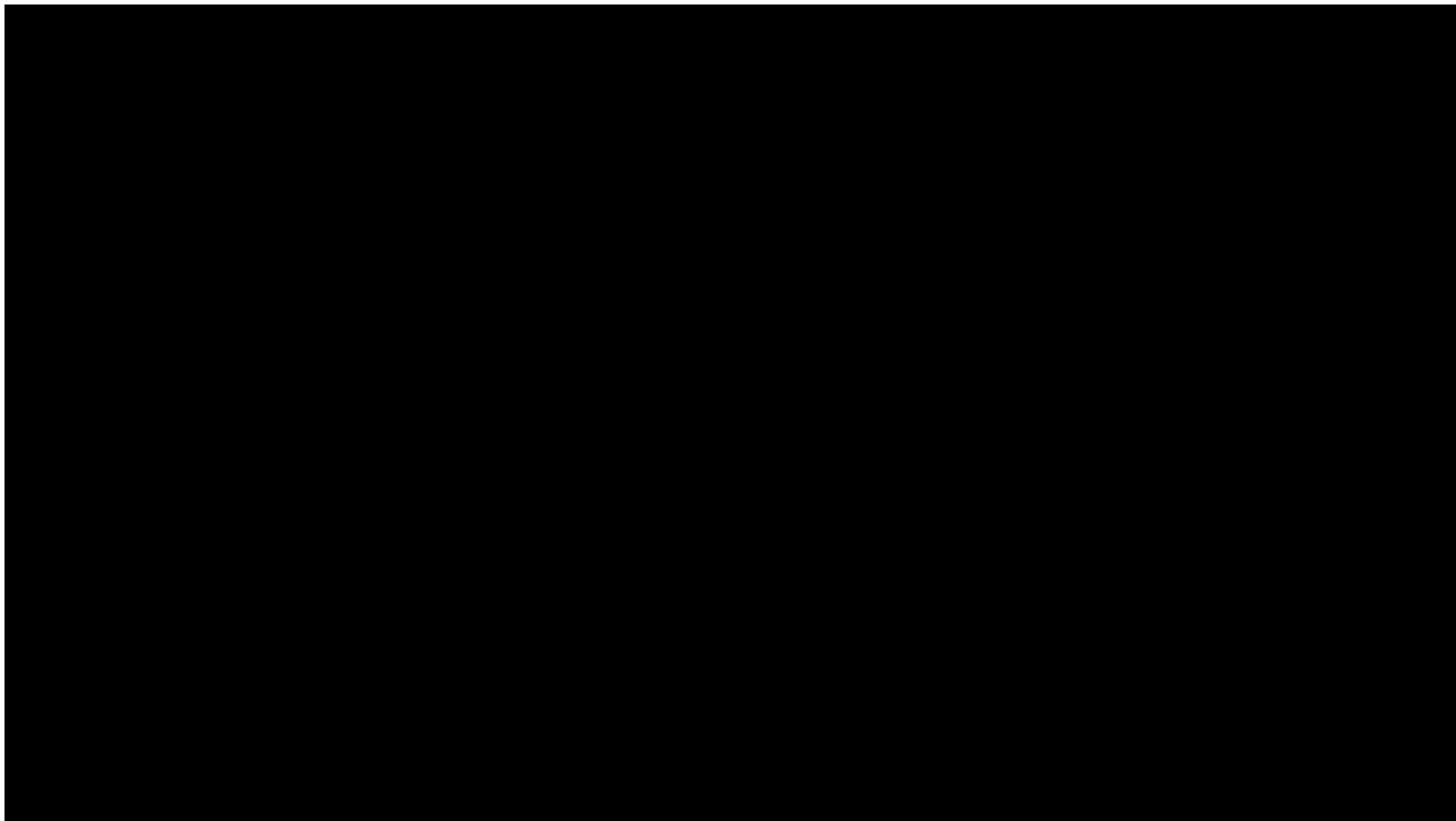
More than
50
Subsidiaries
across the globe



The **world**
leading
manufacturer and
distributor of branded
off-patent
crop protection
production



The
seventh
largest
agrochemical
company in the world





מצוינות תפעולית במכתשים אגן

R&D

- קשר הדוק ומפרה עם מפעלי החברה

ייצור

- שיפור תהליכים
- הקטנת עלויות לא ישירות
- שיפור הטיפול האקולוגי



MAI - global manufacturing footprint

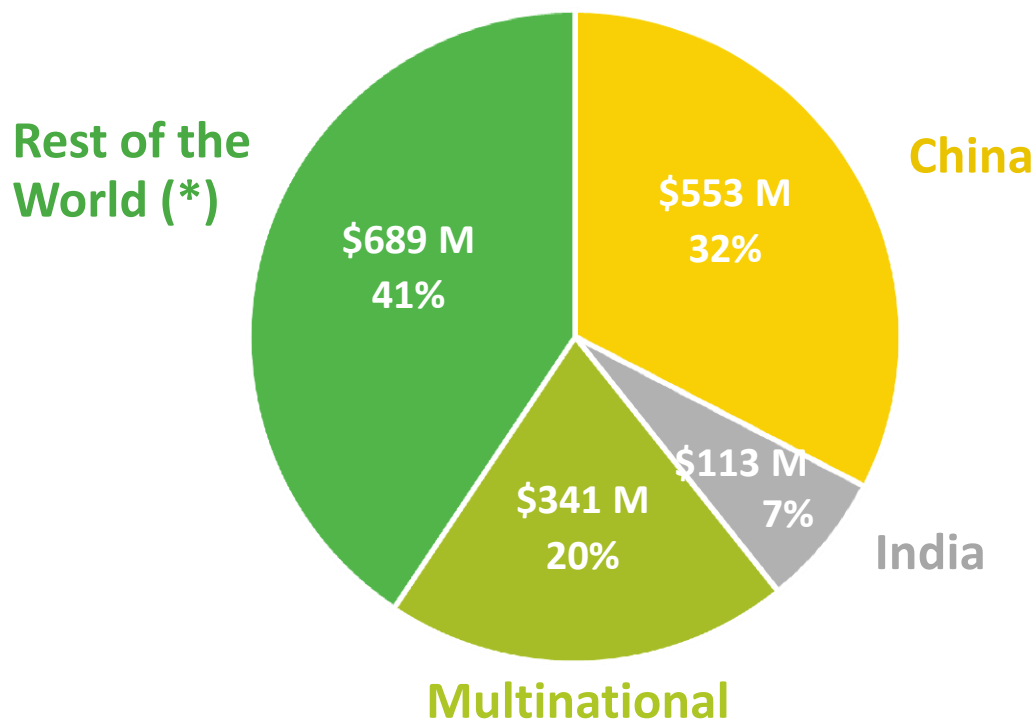
Cross collaboration and knowledge sharing :process, QC, Engineering, HSE across the globe





רכש: מערך רכש גלובלי / לוקאלי

Total 2012 procurement spend by sourcing country: \$1.7B



(*) Procurement from global and local suppliers in other countries



מצוינות תפעולית במכתשים אגן

לוגיסטיקה

- מיקור חוץ של ניהול הלוגיסטיקה
- בחינת כל מערך האחסון והשינוע הלוגיסטי היבשתי

שרשרת אספקה

- שינוי המערך להגדלת גמישות האספקה
- הקטנה משמעותית של המלאי
- שיפור הזמינות



AS IS Overview

Physical locations, inventory distribution and kpi's



Stock data as of
end May 2013

- Physical location of stock and stock format data are not managed centrally.
- Stock is mainly located near the customer already customized as SKU.
 - 54% of saleable stock⁽²⁾ is already in the sales companies
 - 57% of saleable stock⁽²⁾ is already packed and labeled

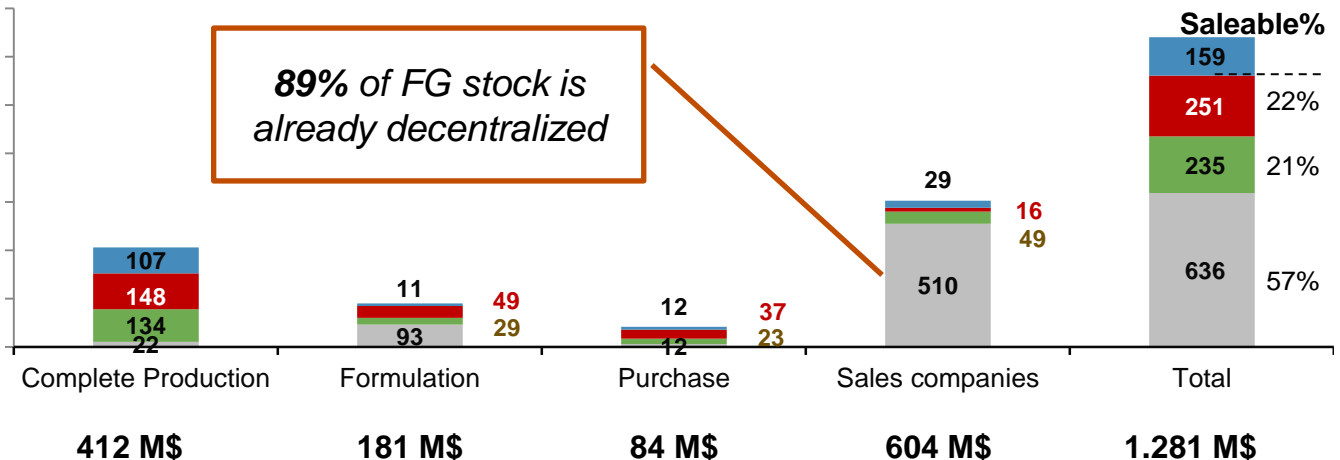
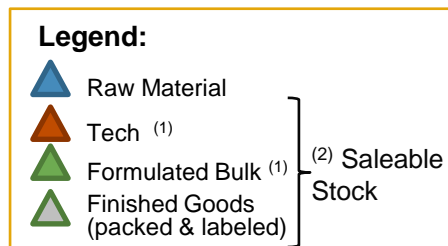
Reducing Supply
Chain flexibility



Stock Types & Responsibility



Stock Distribution



⁽¹⁾ stock to sell + stock used in production

- Stock distribution estimated based on criteria provided by MAI
- On 3 Synthesis & 3 Formulation plants stock is not physically split between production and stock for distribution.

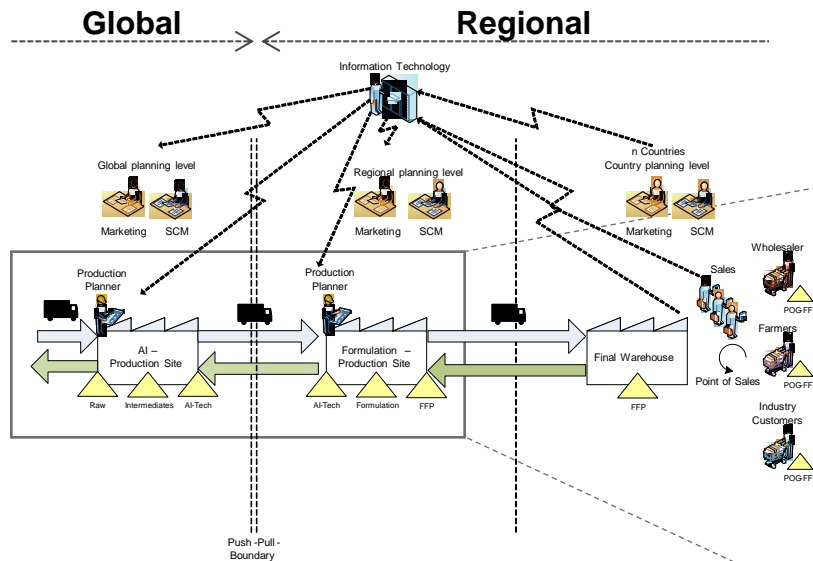


Best Practices Push/Pull boundary

In order to reduce planning complexity and independencies one can set a decoupling point between Tech-Planning and Formulation-Planning

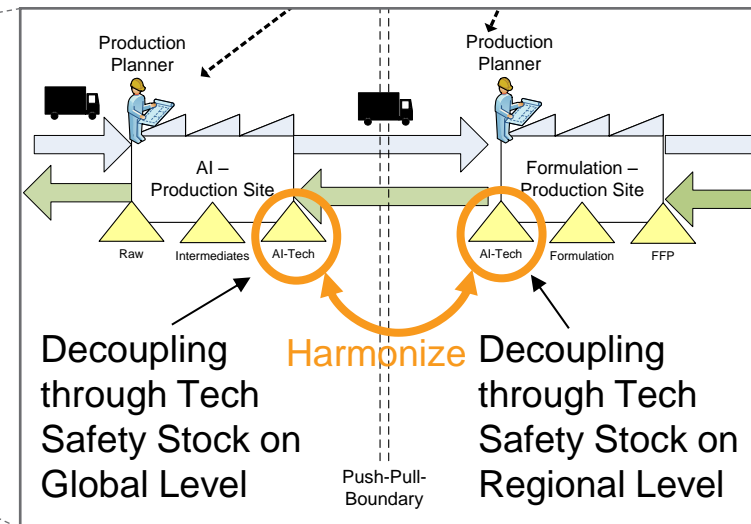
Simplified supply network

Focus only on Global Tech and regional formulation site.



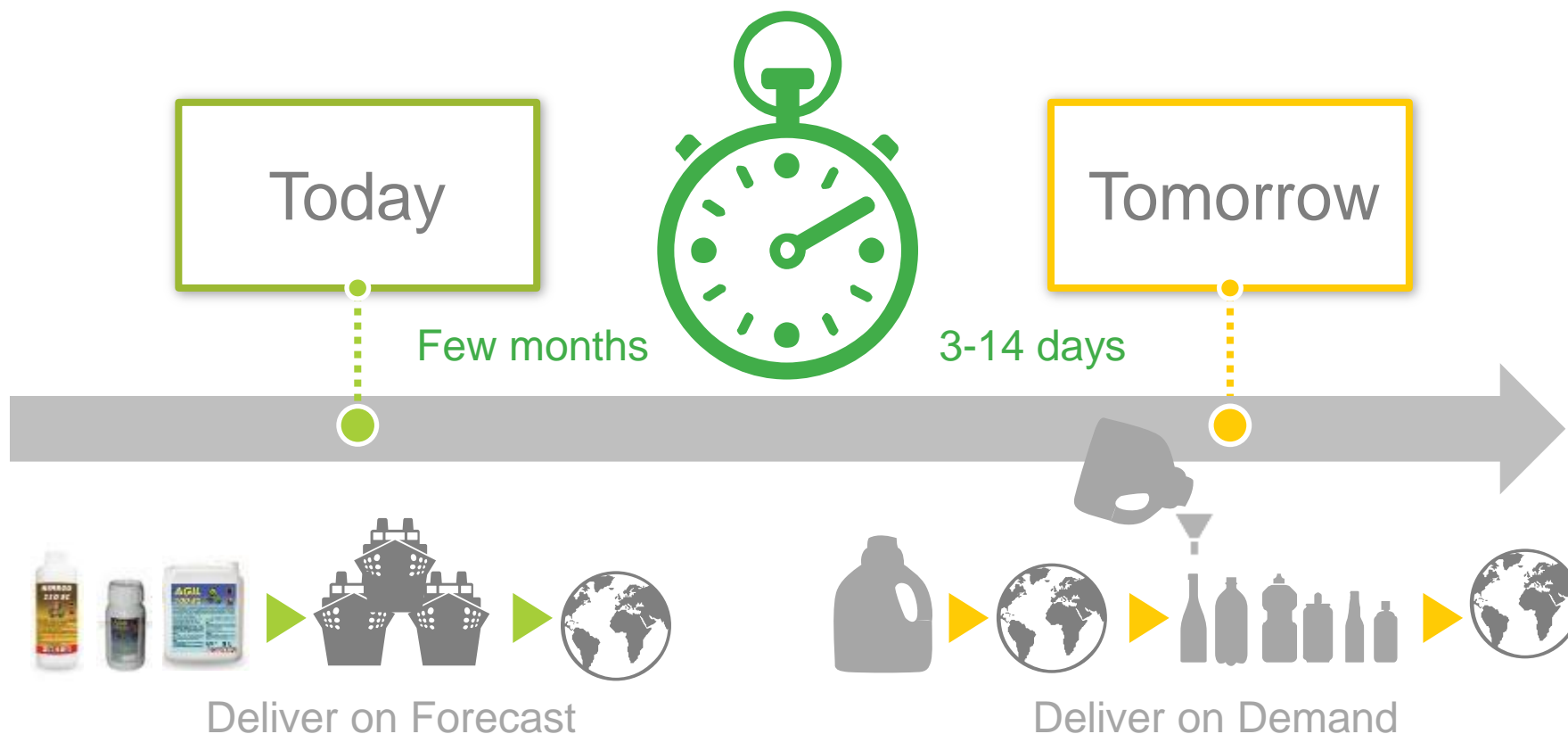
Decoupling

= The location in the product structure or distribution network where inventory is placed to create independence between processes or entities. Selection of decoupling points is a strategic decision.





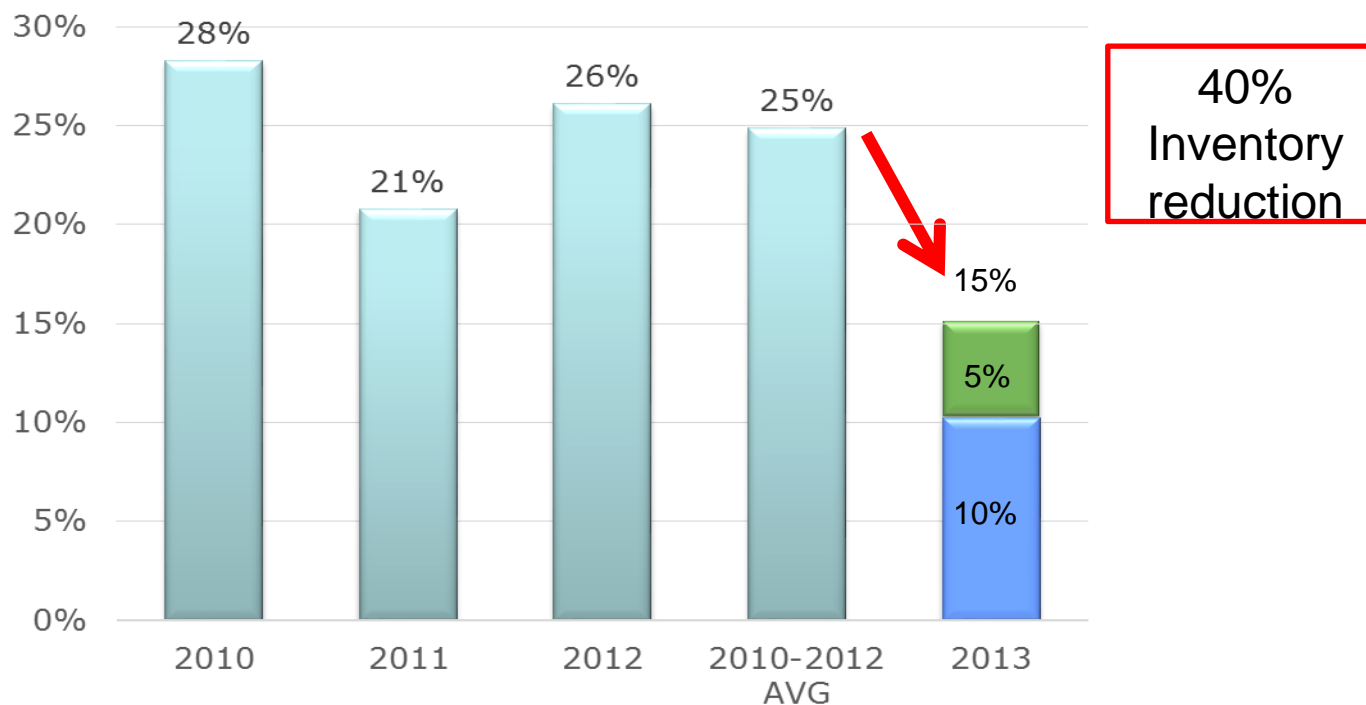
The Power of Aggregation





Inventory

- Country's EOS inventory for pilot's items in the last three years (% from total liters:(

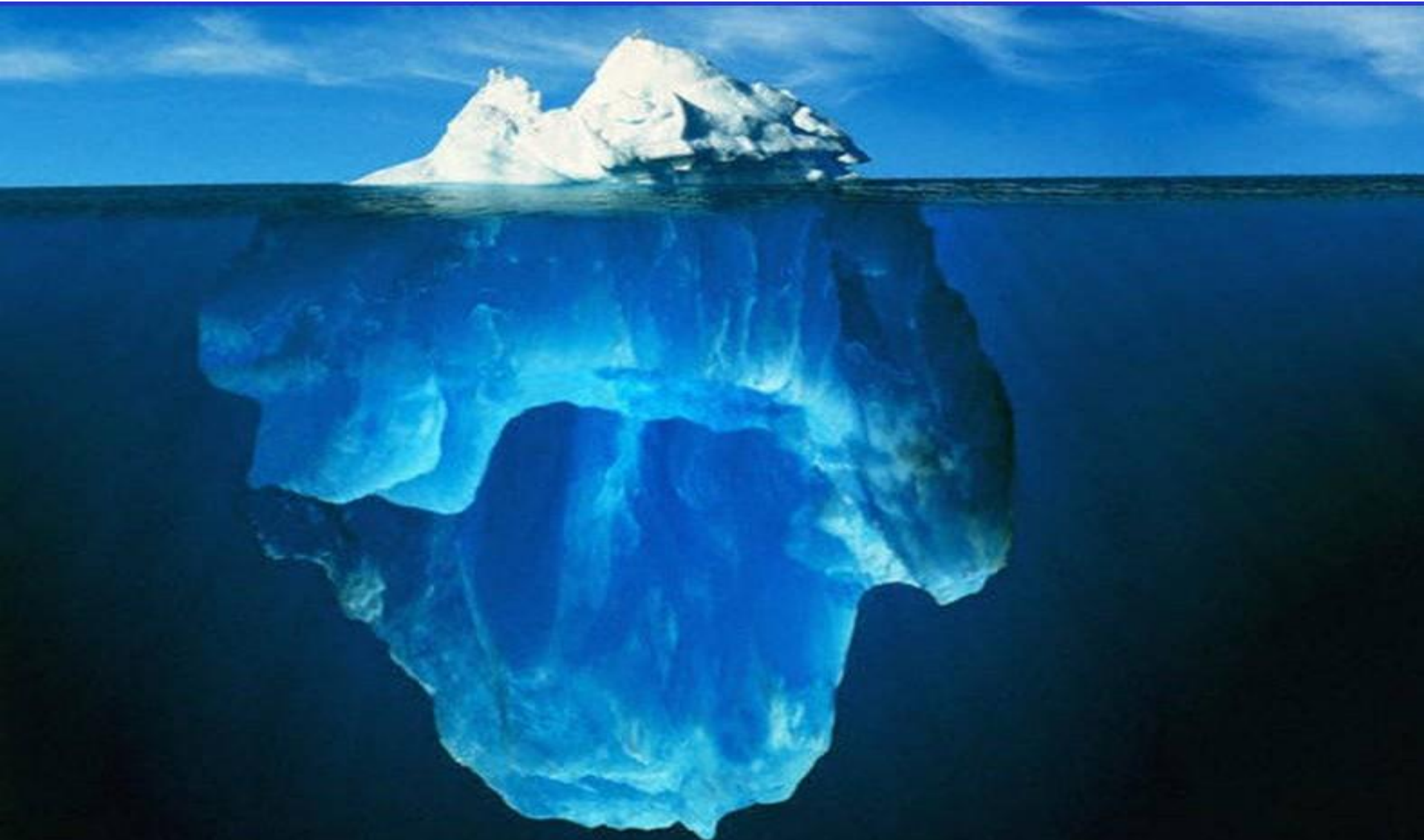




איכות: ניצול שיפור האיכות להקטנת עלויות



הנובעות מאיכות





MAI – Excellence in Operations



דגשים ניהוליים

- ראייה כוללת של כל מערך הייצור הגלובלי
- מאזן נכון בין ריכוז תהליכים לבין הפעילות המקומיות
- טיפוח יחסי אמן



Thank You