



Fabbrica Italiana Sintetici

Beyond the Procurement

S. Donalisio VP Procurement FIS

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Professional History

Sergio Donalisio



Teleco Cavi SpA



Solvay Chimica Italia SpA



*Deputy del
Direttore Acquisti*

Direttore Acquisti

Direttore Acquisti

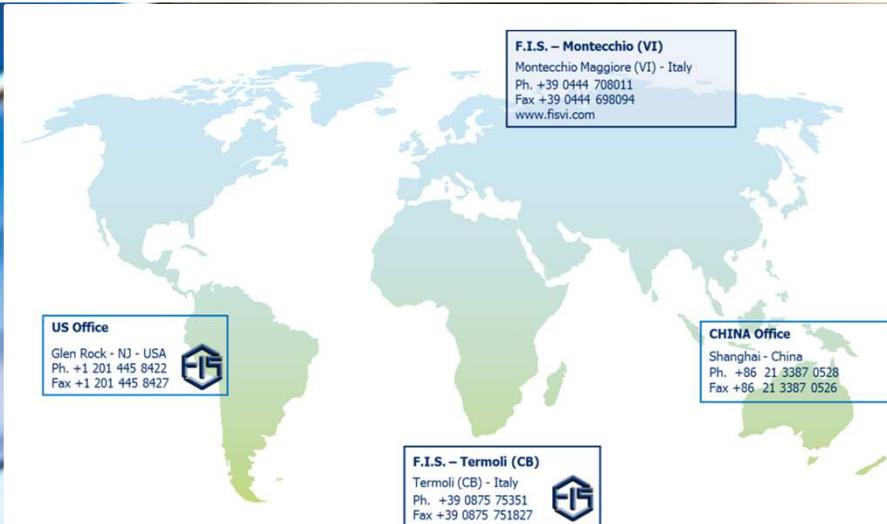
VP Procurement

F.I.S at a glance

- **Sales: 304 M€**
- **920 Employees**
- **2 Production Plants**
- **3 Commercial Office (IT, China, USA)**
- **+60 Countries**
- **660 DMF registered**

Established in 1957, F.I.S. is the largest Italian manufacturer for Active Pharmaceutical Ingredients (*):

- **Generics APIs**
- **Intermediates**
- **Custom Synthesis & CMO**



F.I.S. S.p.A. belongs to **Holding F.I.S.**, an international and independent group of companies.

A leading pharmaceutical - chemical manufacturer group offering integrated service to end users from R&D to full scale production.

(*) In terms of Sales and considering CMO companies (excluding Beta Lactam Antibiotics)

WHO WE ARE

F.I.S. S.p.A. belongs to **Holding F.I.S.**, an international and independent group of companies.

A leading pharmaceutical chemicals manufacturer offering an integrated service to end users from R&D to full scale production, from grams to tons.



Holding F.I.S.

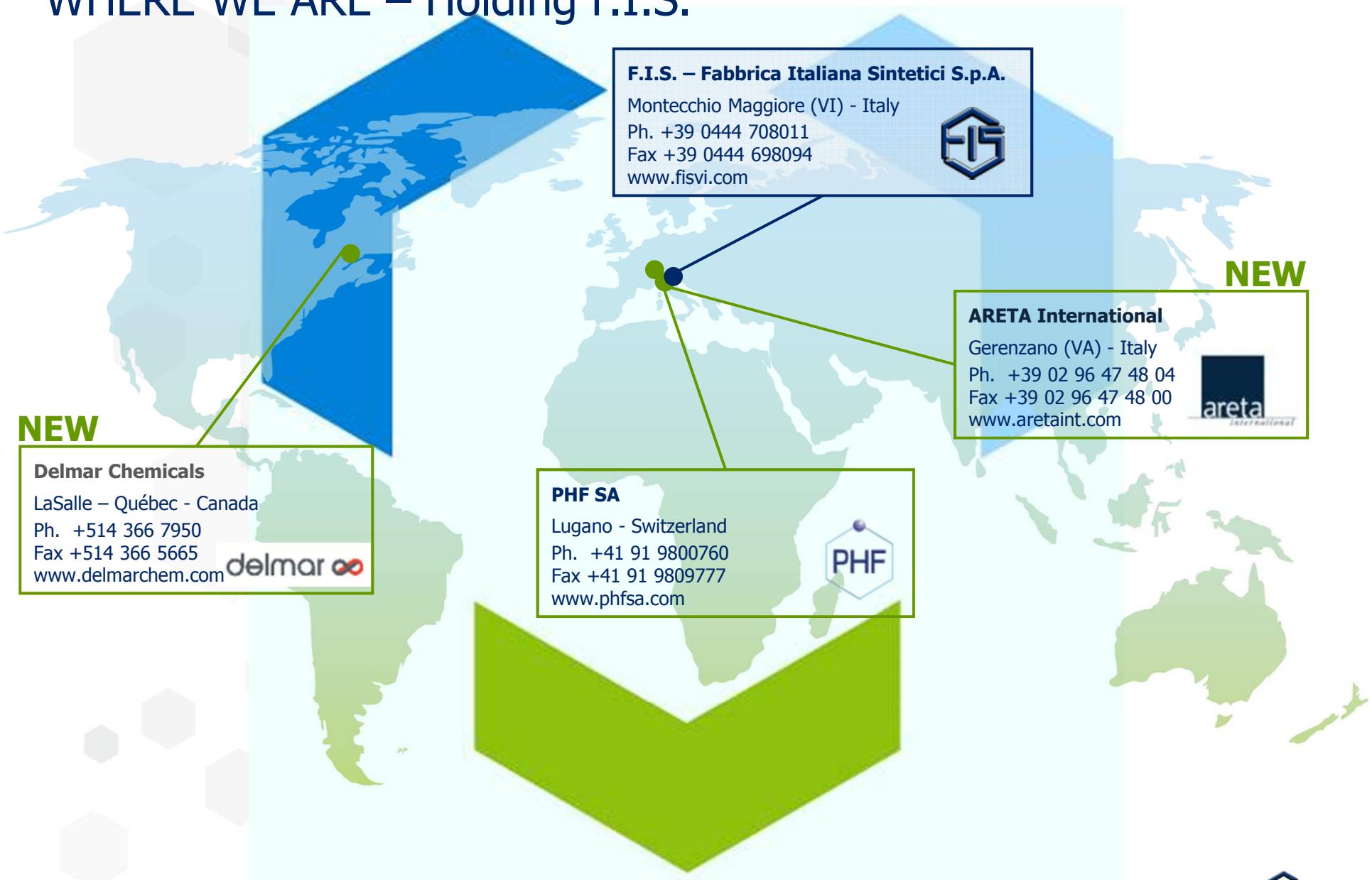
F.I.S. team is committed to develop, produce and deliver high quality substances for the pharmaceutical industry worldwide :

Active Ingredients

Key Intermediates

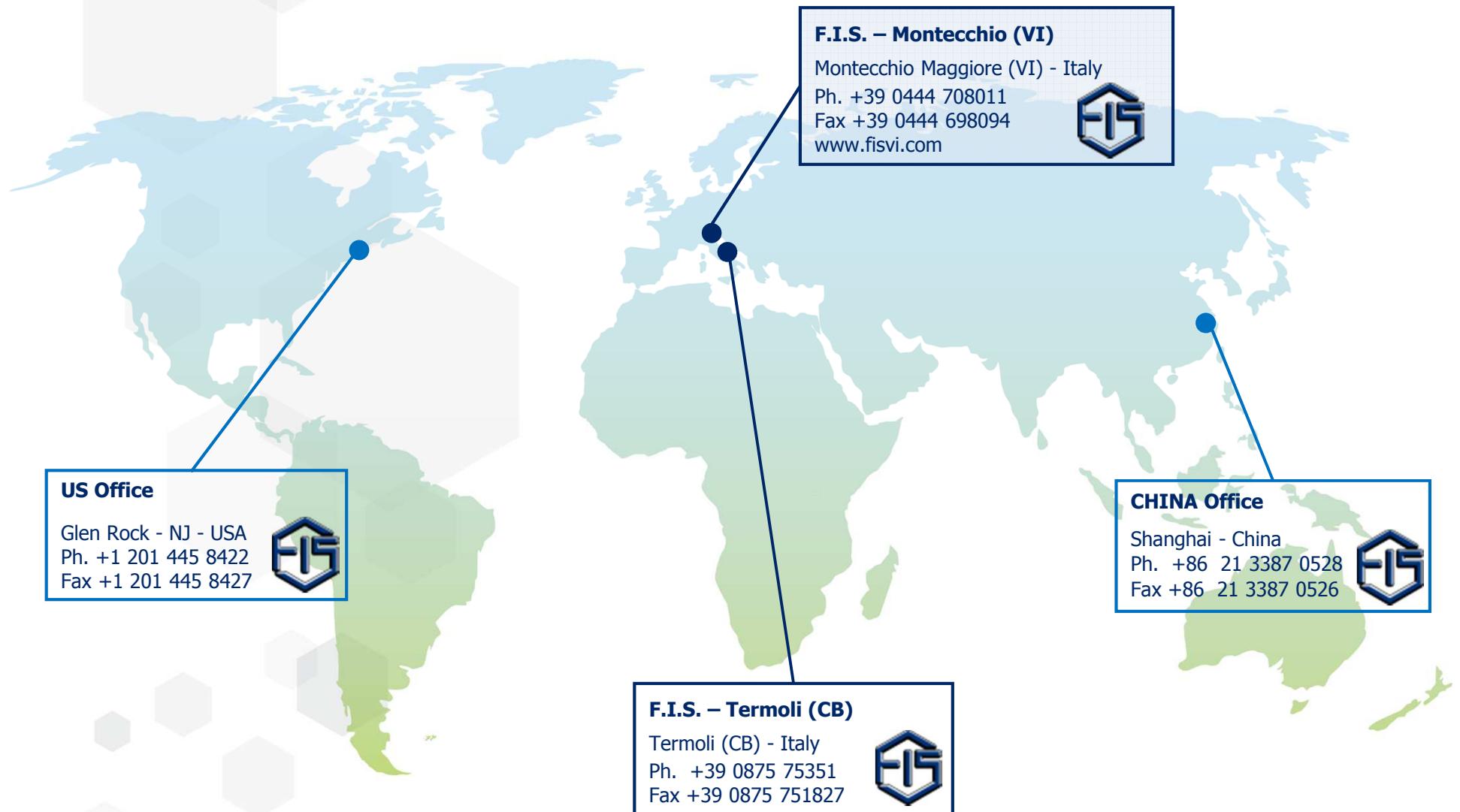
Building Blocks

WHERE WE ARE – Holding F.I.S.



New Ways of Partnership in the Fine Chemicals Global Development

WHERE WE ARE – F.I.S.



New Ways of Partnership in the Fine Chemicals Global Development

MANUFACTURING SITES



F.I.S. – Fabbrica Italiana Sintetici S.p.A.

Site of Montecchio

Viale Milano 26,
36075 Montecchio Maggiore (VI) - Italy



F.I.S. – Fabbrica Italiana Sintetici S.p.A.

Site of Termoli

Via Massimo D'Antona
Zona Industriale
86039 Termoli (CB) - Italy



Fabbrica Italiana Sintetici
Beyond the API

EXTERNAL ACTIVE COLLABORATION / CONSULTANCIES



University of Padova, Dept. of Organic Chemistry
on Process Intensification



University of Padova, Dept. of Biology on
Industrial Biotechnology



University of Venice, Dept. of Organic Chemistry,
on discovery and implementation on new
synthetic methods

FIS R&D support and sponsor three grants at University of Padova:

- ✓ PhD in Biotechnology
- ✓ PhD in Molecular Sciences of Microfluidics and Microreactors
- ✓ Contract research on Industrial Biotechnology



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Beyond the API

F.I.S. BY NUMBERS

2100

m³ cGMP production capacity

6 manufacturing units

560 mt of API

660 DMFs worldwide

970 employees

89 reaction trains

1 launch/small cGMP production plant

2 production sites

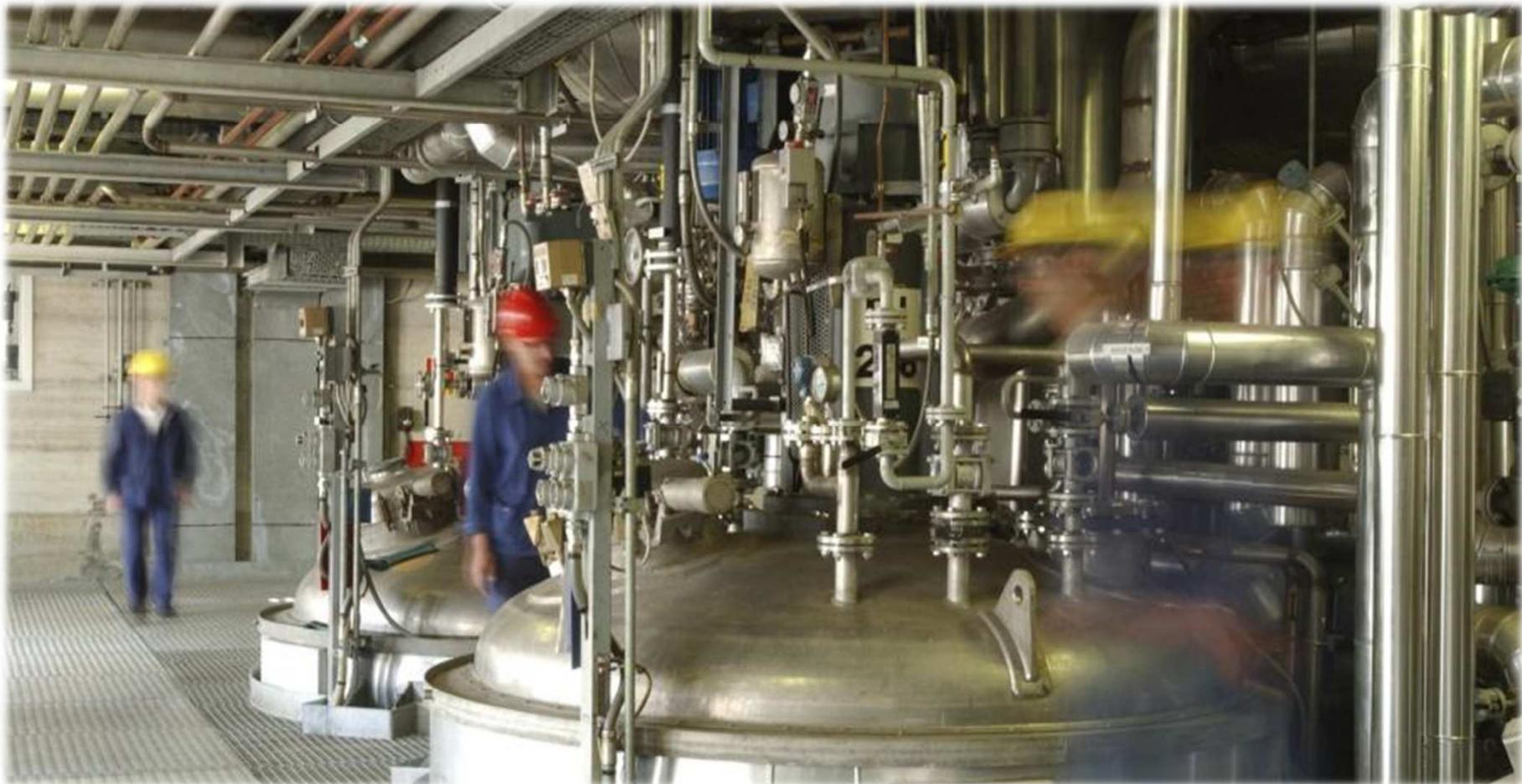
590 mt of cGMP intermediates

60 active ingredients



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Beyond the API

EQUIPMENT



One of the largest cGMP plants in the outsourcing world!
2072 m³ cGMP



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Beyond the API

Acquisti: mancanza di terminologia comune

La letteratura in merito al Procurement usa una pluralità di terminologie per definire «acquisti»:

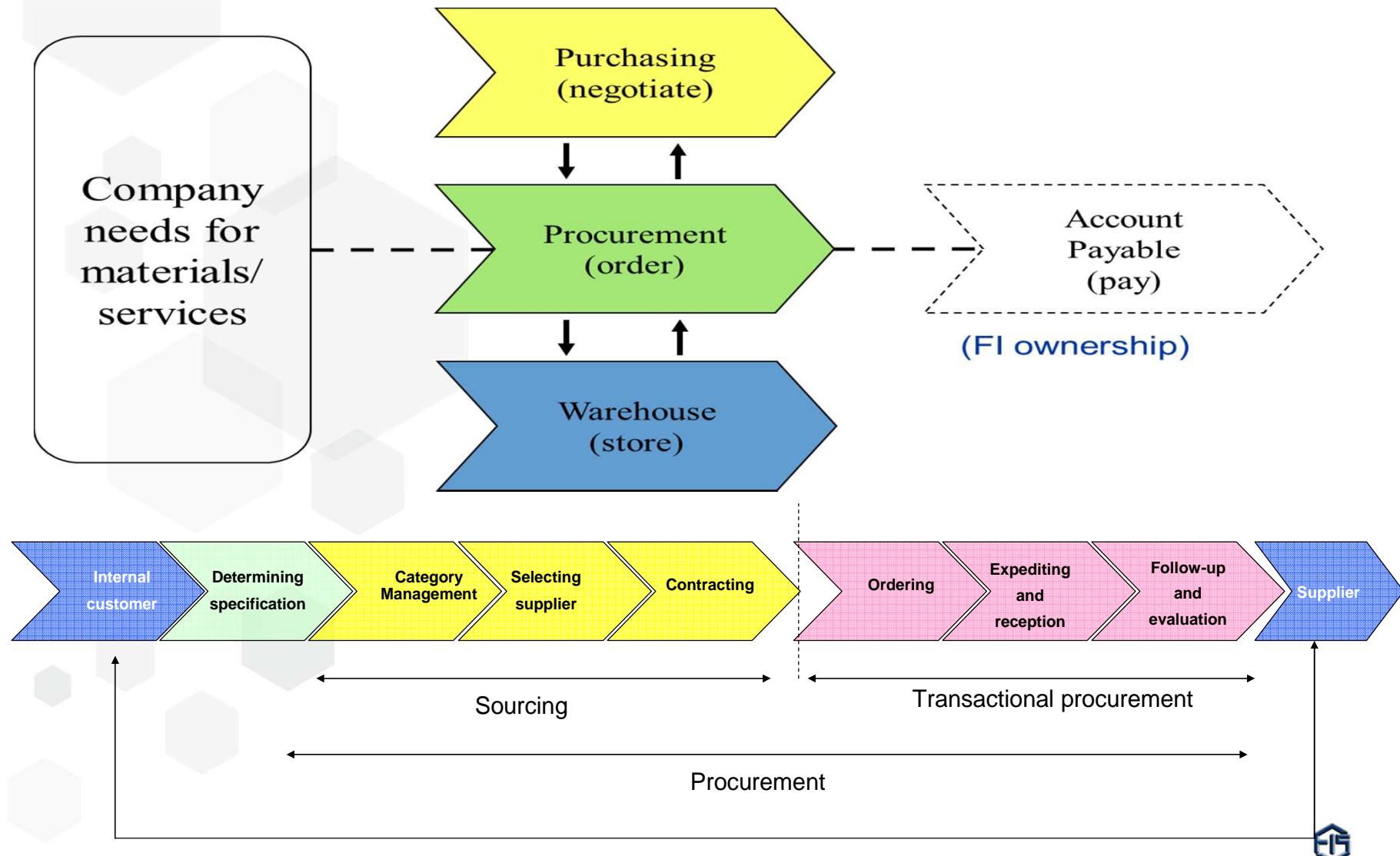
- global sourcing (Kotabe, 1998)
- international purchasing (Motwani e Ahuja, 2000)
- worldwide sourcing (Monczka e Trent, 1992)
- import sourcing (Swamidass, 1993)
- offshore sourcing (Frear et al., 1992)
- International procurement (Scully e Fawcett, 1994)

Acquisti: mancanza di terminologia comune

La letteratura sul procurement usa una pluralità di terminologie per definire il ruolo del Responsabile e dell'acquisitore:

- Purchasing / Procurement Manager
- Purchasing /Procurement Director
- Chief Procurement Officer (CPO)
- (Global) Head of Procurement
- VP Procurement
- Lead Buyer
- Category Manager
- Purchasing / Procurement Specialist
- Strategic Buyer

L'AMBITO DI PRESIDIO DELLA DIREZIONE ACQUISTI

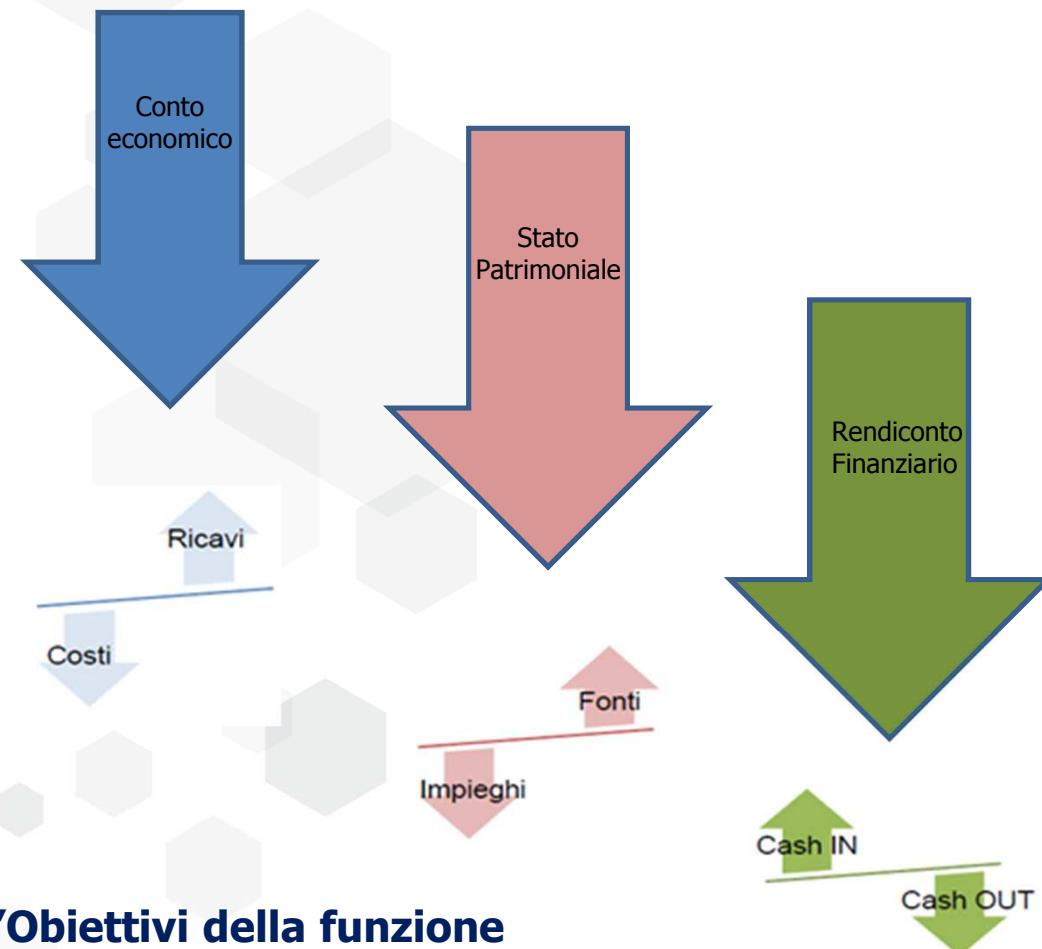


IL CONTRIBUTO DELLA DIREZIONE ACQUISTI

- ❖ La funzione acquisti ha tre **Obiettivi Principali**:
 - ✓ **Consolidare un Saving misurabile sul TCO**
 - ✓ **Fornire all'azienda prodotti e tecnologie innovative**, che l'azienda diversamente non avrebbe
 - ✓ **Gestire i Rischi** attraverso un approccio strutturato di Supply Chain Risk Management & Competitive Intelligence



IL CONTRIBUTO DELLA DIREZIONE ACQUISTI



**L'Obiettivo della funzione
Acquisti è la Performance
Aziendale**

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➤ CE

- Ridurre il processo di spesa ($P \cdot Q$), in termini di TCO (oneri accessori,...)
- Incidenza sui ricavi (scelta di fornitori sulla base del valore e non del costo)

➤ SP (P&L)

- > Rimanenze, assets, termini di pagamento (net working capital)

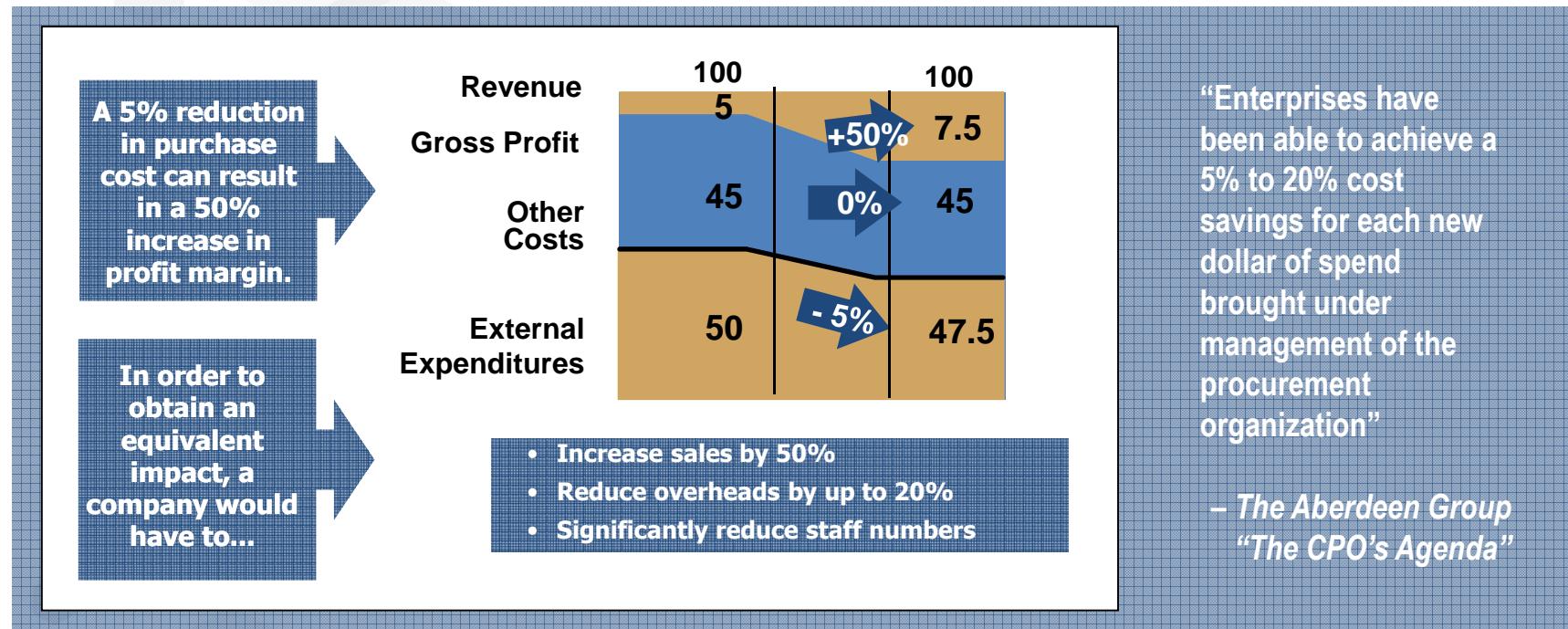
➤ Rend. Finanziario:

- > cash flow e flussi di cassa

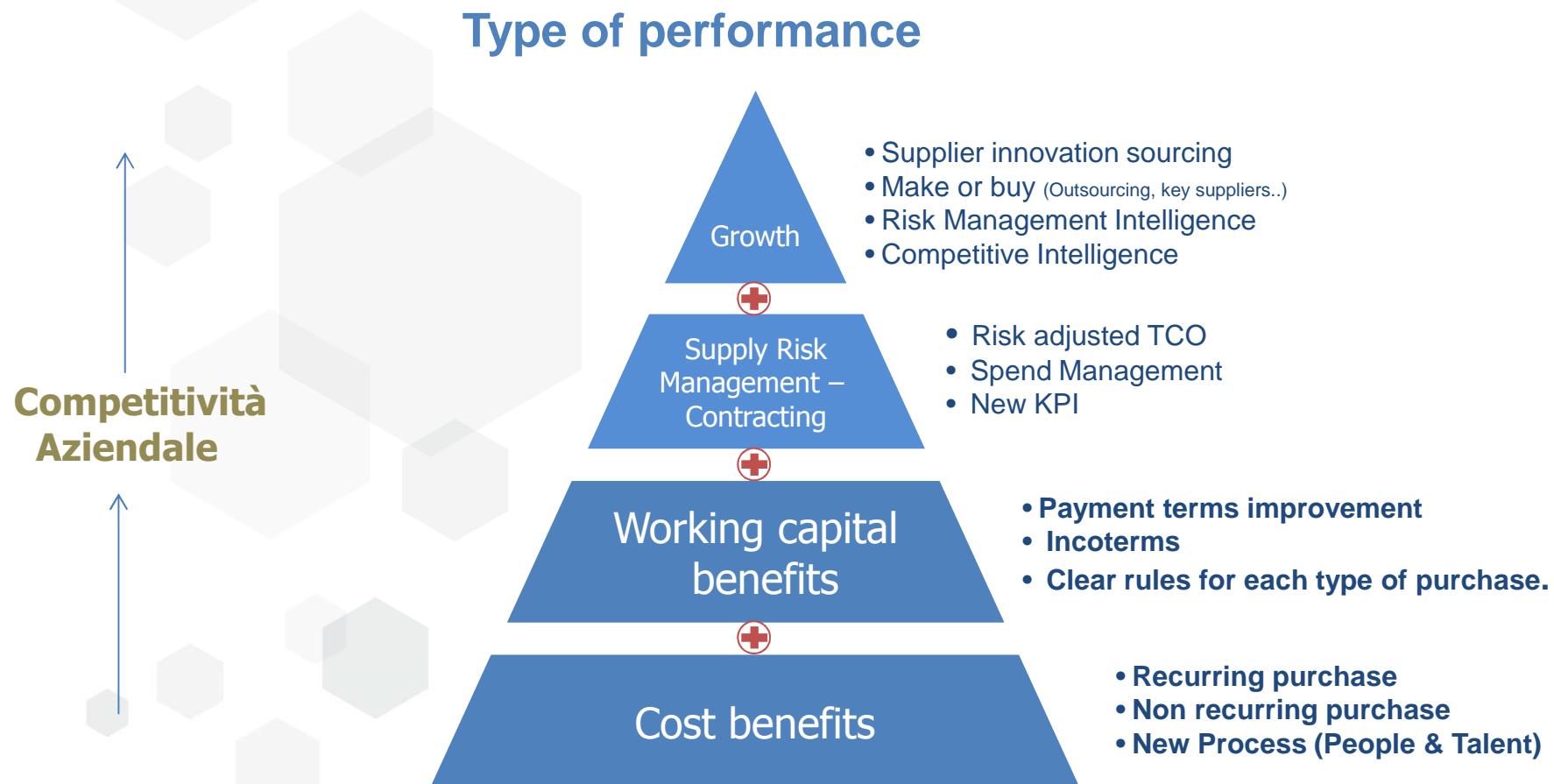


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IL CONTRIBUTO DELLA DIREZIONE ACQUISTI

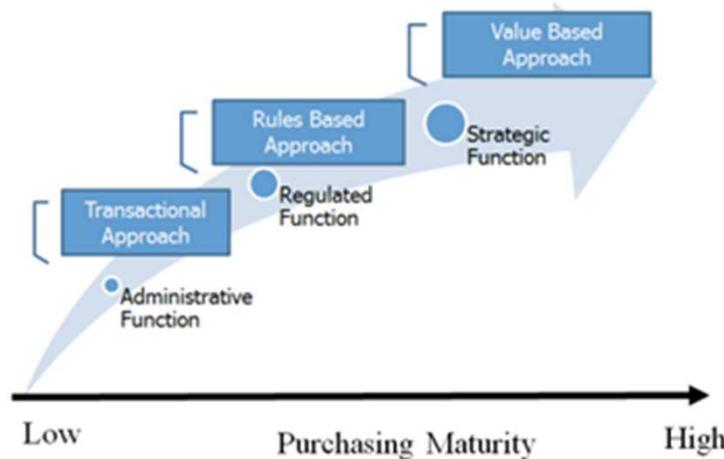


PROCESSO DI MATURITA' DELLA DIREZIONE ACQUISTI



PROCESSO DI MATURITA' DELLA DIREZIONE ACQUISTI

More Strategic Sourcing



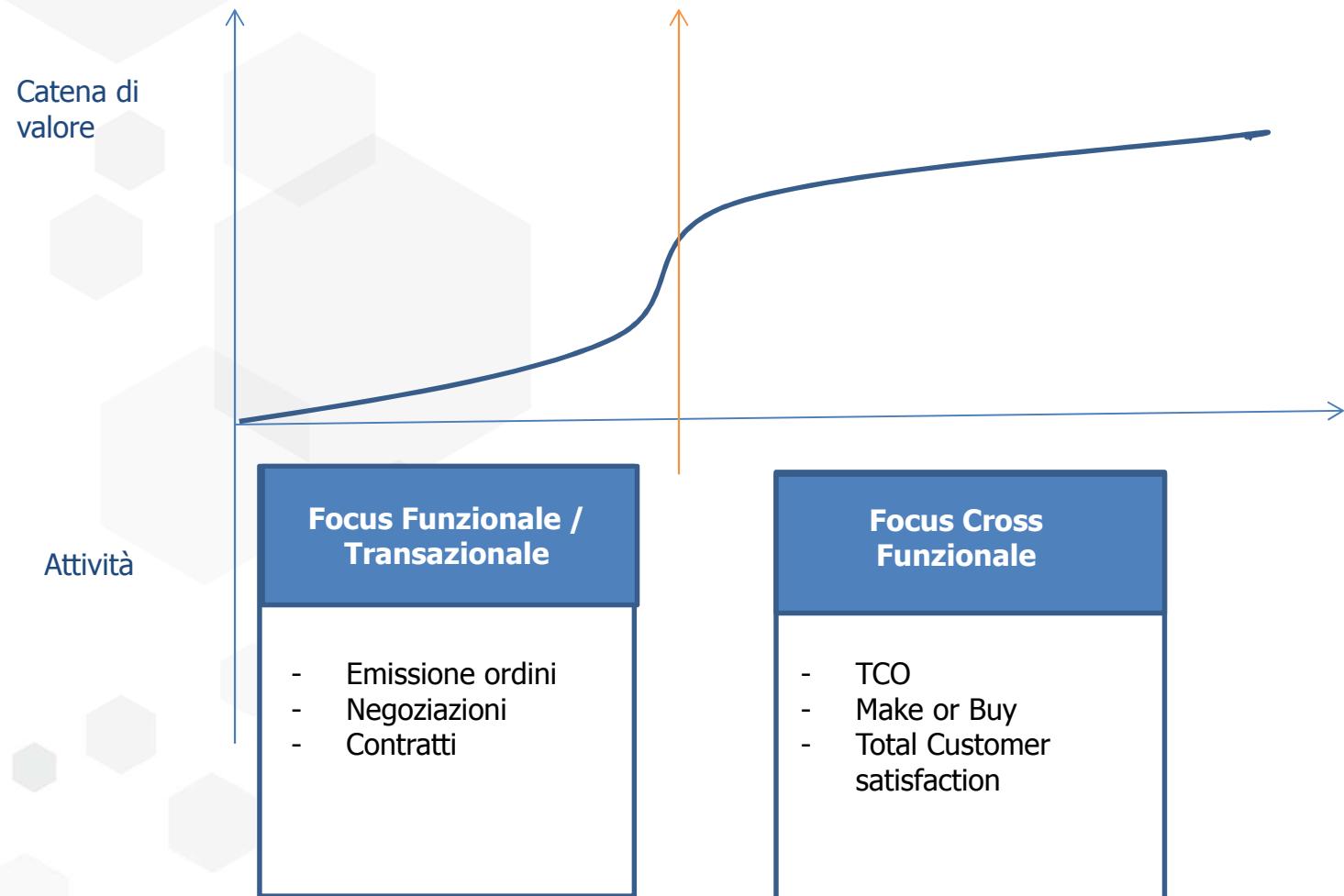
Cross-functional collaboration and upstream action are essential to achieve full results



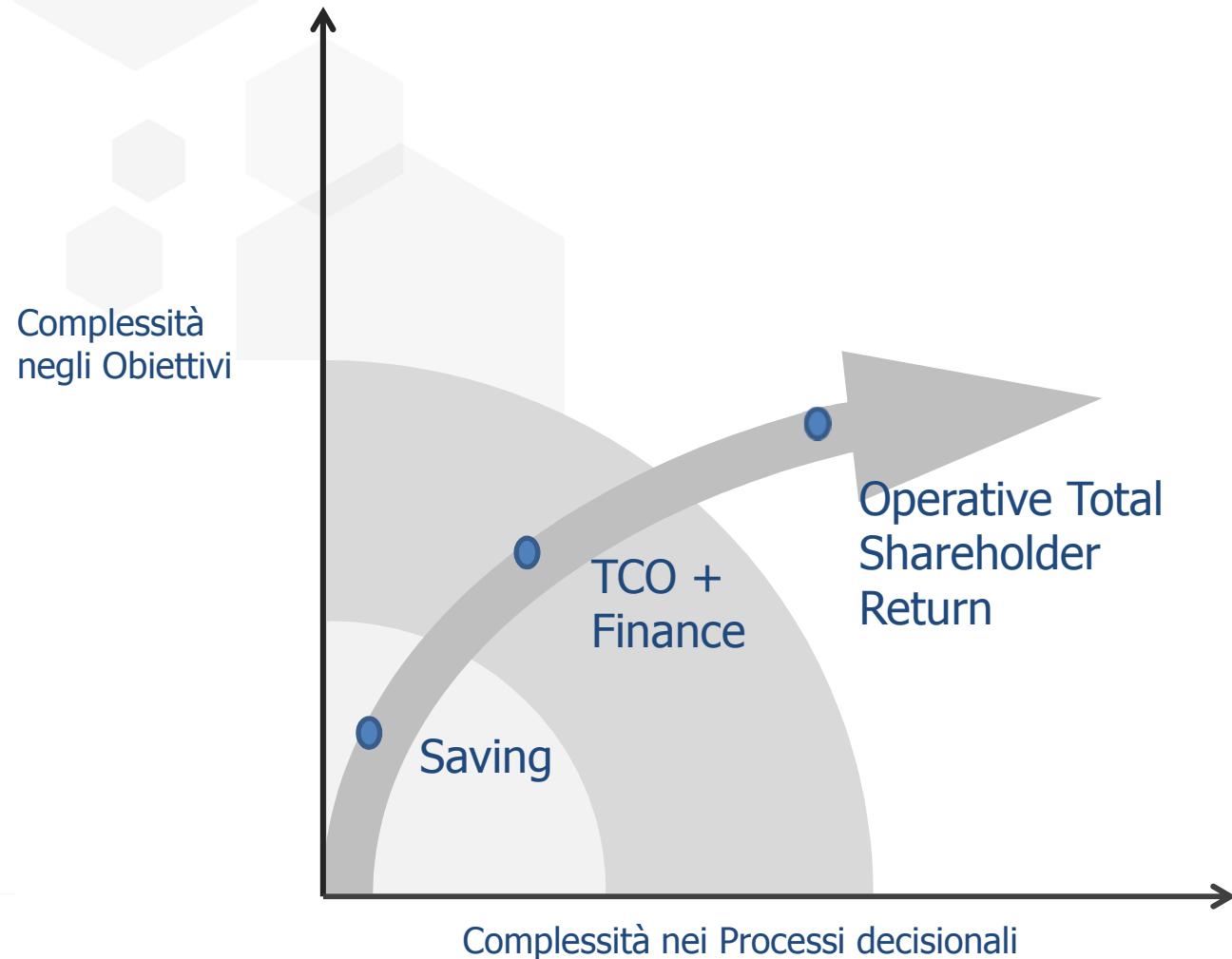
Approccio cross funzionale



PROCESSO DI MATURITA' DELLA DIREZIONE ACQUISTI



MISURE DI PERFORMANCE DELLA DIREZIONE ACQUISTI



PROCESSO DI MATURITA' DELLA DIREZIONE ACQUISTI

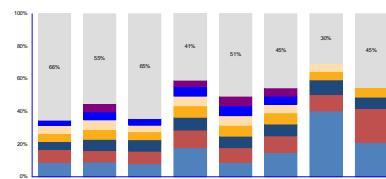
Input:
Current state
analysis



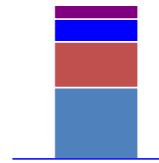
CONTRACTS ANALYSIS / COMPARISON

Quick-wins description	Status	Next steps	Applicable spend period 2011	Potential savings
- Existing contract with Solvay and Rhodia	- Offer received last week	- 1st offer received	- 2nd meeting will be scheduled in March in Lyon	- 10% potential on Rhodia spend
- Solvay and Rhodia have had agreements for PPE and Fireworks marketing activities	- Contract signed	- 1st offer received	- 2nd meeting will be scheduled in March in Lyon	- 1.5ME (Rhodia)
- Solvay has a contract for all kinds of instrumentation and services. The best price till now is Ciba but no contract. Ciba has a contract with Rhodia and the contract is valid.	- Contract signed	- Meeting with Key Supplier	- 1st offer to be received in March in Lyon	- Max 10% Solvay pressure point and negative for Ciba
- Contract with Solvay	- Contract signed	- Comparing contracts	- If necessary, negotiate with supplier	- 4% potential on Rhodia spend
- Rhodia agreed a deal for this YTD	- Contract signed	- Comparing Rhodia and other suppliers	- If necessary, contact supplier for negotiation	- 110k€ (Rhodia)
- Contract on several requirements for Solvay and not Rhodia as instrumentation and services	- Contract signed	- Comparing contracts	- If necessary, contact supplier for negotiation	- 100k€ (Rhodia)
- Solvay contract ending end of March 2012	- Comparing the contracts	- 1st offer to be received in March in Lyon	- If necessary, contact supplier for negotiation	- 165k€ (Rhodia)
- Rhodia contract ending Oct 2012				

CONTRACTS UTILIZATION RATES



DETAILED SPEND ANALYSIS



- By segment/subsegment
- Formalize a TCO analysis

SUPPLIERS CAPABILITIES

Segment	Subsegment	Suppliers
Flow	Centrif	ABB
	Uline	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
	Electro-Magneti	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
	Electro-Optical	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
	Electro-Optical compact	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
	Electro-Optical	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
	Electro-Optical	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
Level	Water TDR (Gauge/wire reader)	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
	Ultrasonic	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
	Capacitive	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
	Inductive - rotating felt / capacitive	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
	Fuel	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
	Electro-Optical or ultrasonic	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
	Transistor	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
	Electro-Optical or ultrasonic	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
Pressure	Water/steam gauge	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
	Electro-Optical	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
	Inductive	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
Temperature	Water walls	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
	Press	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
	Transistor	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓
	Liquid/medium	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓

TCO + Finance

Flessibilità

Post vendita

SC Risk Management

Competitive Intelligence

Innovazione

VISIONE DEL SOURCING STRATEGICO

«Low cost country»

Strategia a breve termine

Basata sul costo e la conoscenza delle opportunità «geografiche»

«Best cost country»

Strategia a lungo termine

Cost-driven; TCO e altri fattori qualitativi finalizzati ad ottenere la “best performance”

«Best value country»

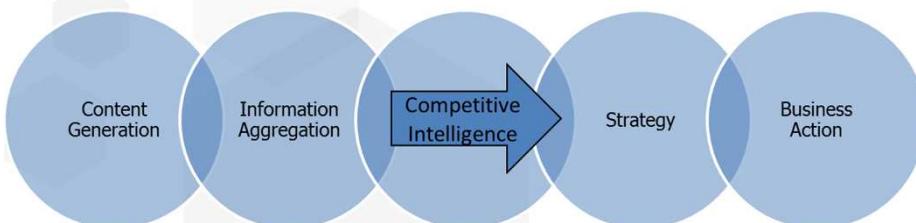
Approccio Sostenibile

Best practice basate sul TCO, fattori qualitativi ed innovativi e soprattutto un focus sulla creazione di valore per l'azienda



LA RESILIENZA

Competitive Intelligence: The Bridge Between Information and Action



Magazines
Newswires
Web Sites
Market Research
Newspapers

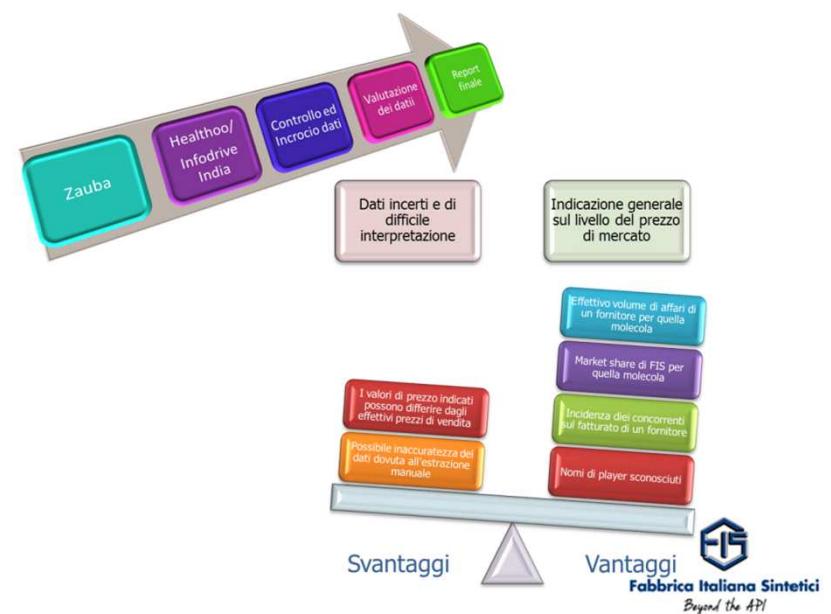
Business Intelligence
Software
News Portals
Online Directories

Competitor Profiling
SWOT Analysis
Trend Analysis
Simulation
Forecasting

Communications
Marketing Position
Human Resources
Suppliers
Mergers/Acquisition
Financial

Product Dev.
Business Dev.
Public Relations
Marketing
Information

Le informazioni sono la premessa di ogni azione



Meeting con Direttori Acquisti su specifici temi (Networking)

Nuovo Processo per gestire il Risk Management (Contingency Plan e Swot Analysis)

COMPETITIVE INTELLIGENCE

A systematic & ethical program for gathering, analyzing & managing external information that can affect your company's plans, decisions ,and operations.

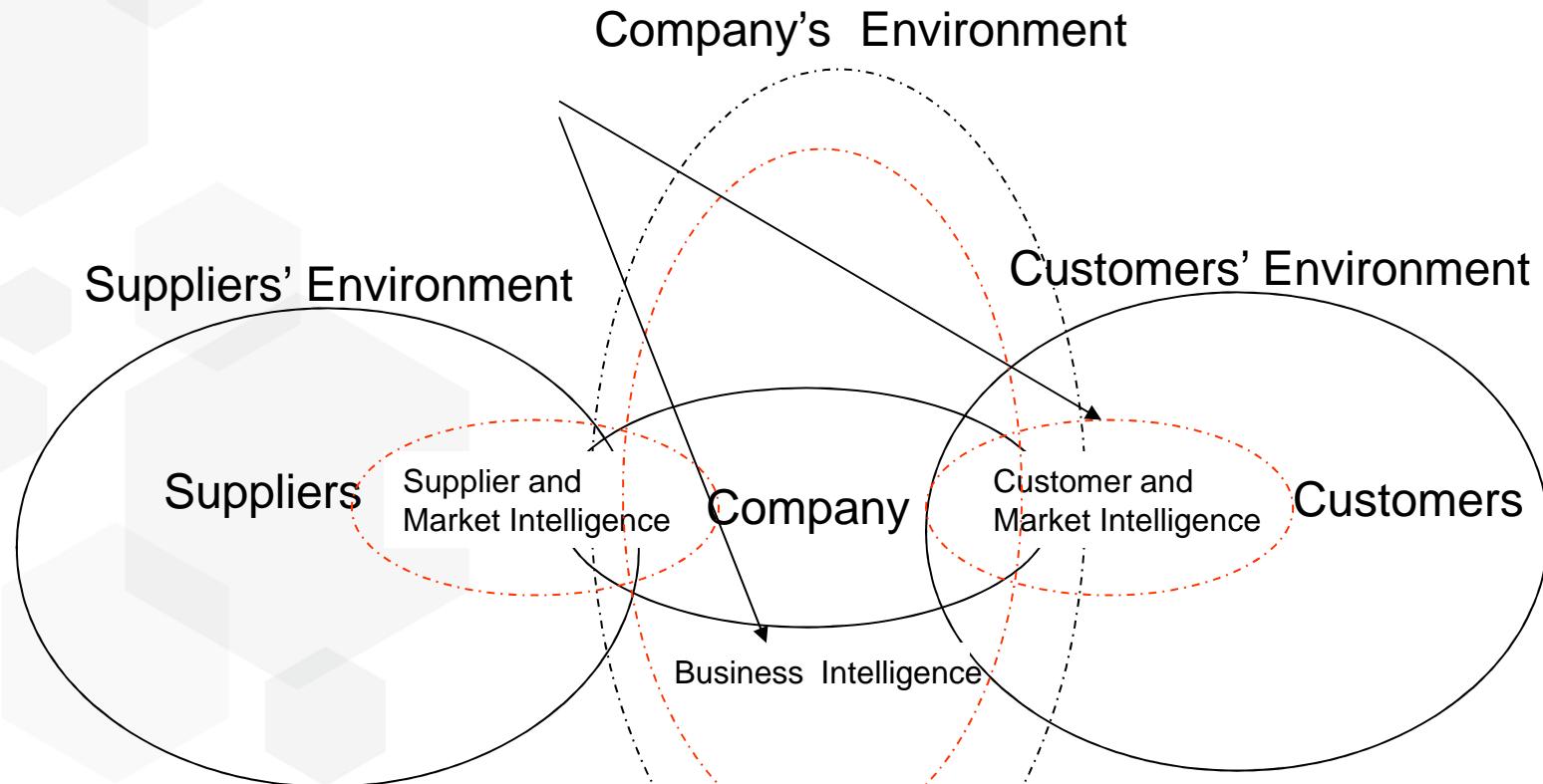
SCIP (Society of Competitive Intelligence Professionals)

COMPETITIVE INTELLIGENCE

Competitive Intelligence: Ponte tra Informazione e Azione



COMPETITIVE INTELLIGENCE



La Competitive Intelligence è la convergenza di tutte e tre le attività di informazione (raccolta, analisi, diffusione e risposta).

COMPETITIVE INTELLIGENCE



- 1) **Sistemi Informatici:** Avere a disposizione degli strumenti informatici adeguati è un elemento necessario per attivare un processo di CI di successo.
- 2) **Organizzazione:** tutta l'organizzazione deve supportare il processo di CI.
- 3) **Costi:** La CI non è un processo gratuito.
- 4) **Cultura:** E' necessaria la cooperazione fra le varie funzioni aziendali
- 5) **Persone:** le giuste competenze

Huge opportunities to do more
...and build a solution to tomorrow's problems



***“Skate to where
the puck is going
– not where it is”***

- Wayne Gretzky



THANK YOU

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