

SIEMENS to perform significant logistics service procurement



Tuğrul Günel, Siemens Supply Chain Management Director & Chairman of Supply Chain Management Association (TEDAR), states that they have purchased logistics services of over 20 million Euros in 2015 and that they will be performing significant service procurement for the tram factory to be opened in Gebze and wind turbine installations to be carried out in various locations in Turkey within the next two years. Tuğrul Günel said, "We aim to continue our collaboration with the suppliers that provide sustainable quality logistics service for competitive prices while being committed to ethical guidelines, in line with health and safety at work, and mindful of the environmental policies."

What role does supply chain management play for companies in increasing competitive capacity?

Supply chain management is an integrated method of supply, information, money, and process flow that ensures the delivery of the right product from the right source at the right time and with the right price to the customer through the least possible expenditures for the whole supply chain. It includes all sequential links from the phase of procurement of goods and services to production and delivery to the final user. Supply chain management is one of the most essential factors that includes many areas such as sales process, production, stock management, material procurement, delivery, supply, and customer services, affecting the introduction to the right partners in research and development activities, the increase in companies' market shares and customer satisfaction, and the reduction in general expenses. It is

a chain that directly influences a company's competitive capacity in a wide array of areas from the percentage of bids turning into orders to decrease in the duration of delivery, from reduction in stock expenditures to increase in inventory turnover, from decrease in expenditures including logistics expenses to increase in service performance offered to the customers including productivity and capacity increase. It aims to develop the processes that will provide competitive advantage and create added value in all the links of the chain.

To what extent do the energy companies in Turkey manage their supply chain processes properly and to what extent are the logistics needs outsourced?

Unfortunately, we do not have any data on it. Perhaps it might be useful to mention the insufficiency of the statistical data in our country, albeit briefly. Even though obtaining this data on

a sectoral basis is extremely easy in western countries, in our country, this data is obtainable only via one-on-one evaluation. Of course, on this issue, data based comparison makes management quite difficult. Goods and services procured from abroad vary according to strategies of the companies and supply chain strategies. Here, the main goal is to provide a setting in which all shareholders will win and create mutual benefit and the service quality will increase in all services



Tuğrul Günel

provided for end customers from A to Z: from demand and order management to storage and transportation management, and from loading management to delivery management. It is observed that in current conditions, most of the domestic and foreign companies are outsourcing companies possessing the specialized and necessary facilities, equipment, and personnel for all services ranging from packaging to storing, and from transportation and delivery to domestic and international transportation. Here, it becomes crucial to what extent you wish to manage your supply chain yourself, how right the shareholders you work with are, and how well you define your strategies.

How does Siemens Turkey manage its supply chain? What are the company's criteria in choosing logistics partners?

Supplier selection process constitutes one of the basic building stones of Siemens Supply Chain Management Department. At first stage, our logistics suppliers are expected to have a corporate structure and to be in a leading position on their own market. Afterwards, many criteria including company profile, organizational

structure, experience, market domination, innovations on international platforms, references, commitment to employee health and safety, and sensitivity to the environmental policies are examined in detail in face to face interviews. Detailed analysis reports on the organization and legal and financial structure of the suppliers that were found sufficient are requested from independent auditing firms. Interpretation and high-medium-low risk evaluation of these reports, which we consider as the company's report card, are carried out by our purchasing managers who are familiar with the market and specialized in their fields. In case all these processes yield a positive result, ethical guidelines and general purchasing conditions of Siemens Turkey are shared with the company and the company is required to provide a recognizance. After all these processes are concluded positively, the supplier company is introduced to the system. Trial loadings are performed on condition that the company provides us with competitive offers. Company's performance is closely observed and followed by our purchasing managers according to key performance indicators (KPI). When choosing a logistics company,

partners on international arena, logistics network, power on the market, employee profile, and operational capabilities are primarily considered. Ability to relay the right information on time, and in accordance with our work flow during the operational process, is one of our main criteria. Logistics companies are subjected to Supplier Evaluation Process with the participation of all parties in our company every year and an action plan is prepared concerning the necessary improvements according to the evaluation results and the companies are followed closely.

RECEIVES SERVICE FROM OVER 50 COMPANIES

What services does Siemens Turkey receive from logistics companies? Could you give us information about the company's solution partners in logistics operations?

We receive services such as domestic and international land transport; air, rail, and sea, transport and river transport where necessary; as well as storage, handling, crane, forklift, and courier services. As Siemens Turkey, we are working with over 50 logistics companies of different sizes, both domestic and global. We con-

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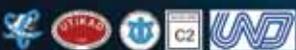


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tinue our collaboration on a contract with logistics companies of different profiles depending on the capacity, content, and volume of the logistics service we require. One of our goals is to decrease number of our suppliers in order to achieve pooling advantage. Since Siemens Turkey is a company working predominantly on project basis, we pay attention to the fact that the logistics companies we will work with are international companies especially experienced in project logistics, able to provide worldwide services, committed to ethical guidelines and provide services, in line with Health and Safety at Work, and are mindful of the environmental policies. All projects we work on are turnkey and we are attentive that the companies we work with are capable of loading and unloading at any point in the world for our out-of-gauge dispatches, especially transit dispatches, and of supplying all kinds of services and equipment demanded in addition to transport. In short, we pay attention to have all logistics activities performed from A to Z by a single company without breaking the supply chain as much as possible.

What is Siemens Turkey's method of decreasing its logistics costs? What are Siemens Turkey's expectations from logistics companies in this context?

As the purchasing department, our general strategy is to collaborate on collective purchase in all potential fields aimed at increasing purchasing volume and, thus, maintain the financial advantage at all times. In addition to this, all logistics needs of Siemens belonging to different business units are consolidated and electronic tenders are conducted. As Siemens, we are a

company trying to reduce our carbon footprint both locally and globally. Therefore, we try to respect nature as much as possible by preferring intermodal, multimodal, and rail transportation in order to decrease our costs without compromising the quality of service we receive according to the destinations to be utilized and the time planning of shipments. Proper planning of the logistics service we require, knowing the market and the geography where services will be received, and identifying the correct supplier to provide the service are important strategic steps we took in decreasing our logistics expenses. Our expectations from the logistics companies are that they support the strategies we have defined, increase their service quality in a way that will increase competitiveness, provide us with alternative solutions to decrease costs, provide sustainable logistics service committed to Health and Safety at Work, and be respectful for the environmental policies.

What was the extent of the logistics service procurement for Siemens Turkey within the 2015 fiscal year? What are the mid-term and long term goals of the company on this issue?

Siemens Turkey procured logistics service worth over 20 million Euros within the fiscal year of 2015. Business volume that declined in 2015 due to adverse circumstances experienced in Iraq, one of the most substantial markets we provide goods and services in energy industry, is expected to demonstrate a swift increase with the new projects to be implemented in 2016 and 2017. As Siemens, we will realize the installation of many turbines in various locations of Turkey in 2016. At this point, our logistics service procurement aimed at wind

turbine projects will exhibit an increase in 2016 and 2017. Significant logistics service procurement is being planned for our tram factory to be inaugurated in Gebze towards the end of 2017. In consideration of such business volume increase, our goal is to continue our collaboration with suppliers that provide sustainable quality logistics service for competitive prices while also being committed to ethical guidelines, in line with Health and Safety at Work, and respectful for the environmental policies.

How do you evaluate Turkish logistics industry's service quality in energy logistics?

In the recent years, we have observed that the importance attached to energy logistics by the logistics industry has been improving. Logistics companies are allocating more resources and making more investments in energy field. However, we see that the infrastructure of both Turkey and logistics companies have not yet reached the desired level on the issue of energy logistics. Companies need to improve themselves via transfer of know-how to be procured from global sources on this issue; in a nutshell, there is a requirement for energy and logistics integration. Know-how level being limited to certain suppliers and only 4 or 5 companies being able to provide the appropriate equipment is insufficient in creating competitiveness and meeting the demands due to increasing market volume. Service quality provided by logistics service providers for customers like us that are providing service in energy industry should improve and alternative solutions should be developed in order to decrease our logistics expenses by achieving competitiveness in the industry.

SIEMENS LOJİSTİKTE CİDDİ HİZMET ALIMLARI YAPACAK

Siemens Tedarik Zinciri Yönetimi Direktörü & Tedarik Zinciri Yönetimi Derneği (TEDAR) Yönetim Kurulu Başkanı Tuğrul Günel, günümüz koşullarında yerli ve yabancı şirketlerinin büyük çoğunluğunun paketlemeden depolamaya, sevkiyattan dağıtım, yurtiçi ve uluslararası nakliye kadar tüm hizmetlerini lojistik alanlarında uzmanlaşmış ve gerekli tesis, ekipman veya personele sahip şirketlerden outsource ettiğini söyledi. Günel, "Burada tedarik zincirinizi ne oranda kendiniz yönetmek istediğiniz, ne kadar doğru paydaşlarla çalıştığınız, stratejilerinizi nasıl ve ne kadar doğru belirlediğinizin önemi ortaya çıkmaktadır" dedi. Tedarikçi seçim sürecinin, Siemens Tedarik Zinciri Yönetimi Bölümü'nün temel yapı taşlarından birisini oluşturduğunu vurgulayan Günel, şunları aktardı: "Lojistik şirketlerinden; yurtiçi ve yurtdışı karayolu nakliye, hava, demir ve deniz yolu nakliye, ihtiyaç duyulan noktalarda nehir taşıması, depolama, elleçleme, vinç, forklift, hammaliye, kurye taşımacılığı gibi hizmetler almaktayız. Siemens Türkiye olarak 50'nin üzerinde farklı ölçekte lokal ve global lojistik firmasıyla çalışmaktayız. İhtiyacımız olan lojistik hizmetin kapsamına, içeriğine ve hacmine bağlı olarak

farklı profildeki lojistik firmaları ile anlaşmalı olarak işbirliğimizi sürdürmekteyiz. Amaçlarımızdan bir tanesi de pooling avantajı yaratmak için tedarikçi sayımızı azaltmak yönündedir. Siemens Türkiye ağırlıklı olarak proje bazlı çalışan bir firma olduğu için çalışacağımız lojistik firmalarının özellikle proje lojistiğinde deneyimli, dünya genelinde hizmet verebilen, etik kurallara bağlı, İşçi Sağlığı ve Güvenliği'ne uygun hizmet veren, çevre politikalarına duyarlı, uluslararası firmalar olmasına özen göstermekteyiz. Tüm projelerimizde anahtar teslim çalışmakta olup, transit yüklemeler başta olmak üzere firmaların özellikle gabari dışı yüklemelerimizde dünyanın her noktasından yükleme ve boşaltma yapabilecek, taşıma dışında talep edilen her türlü hizmet ve ekipmanları tedarik edebilecek kapasitede olmalarına, kısacası mümkün olduğu kadar tedarik zinciri kırılmadan A'dan Z'ye tüm lojistik faaliyetlerin tek bir firmadan sağlanmasına özen göstermekteyiz." 2015'te 20 milyon euronun üzerinde lojistik hizmet alımı yaptıklarını belirten Günel, önümüzdeki iki yılda Türkiye'nin farklı bölgelerinde gerçekleştirecekleri rüzgar türbini kurulumları ve Gebze'de açacakları tramvay fabrikası için ciddi hizmet alımları yapacaklarını açıkladı.