24-25.05.2018 | Wrocław

PROCON Manufacturing 2018

Zarządzanie ryzykiem finansowym dostawców

Konrad Bąk

SMA MAGNETICS SMA

Organizator OptiBuy

AGENDA

1	Klika słów o Autorze prezentacji
2	Czym się zajmujemy w SMA Magnetics?
3	Trendy, statystyki
4	Systemy wczesnego ostrzegania o ryzyku finansowym
5	Zapobieganie ryzykom finansowym dostawców
6	Prawne aspekty bankructw
7	Bankrutujący dostawca, co robić?
8	Case study – dostawca odlewów

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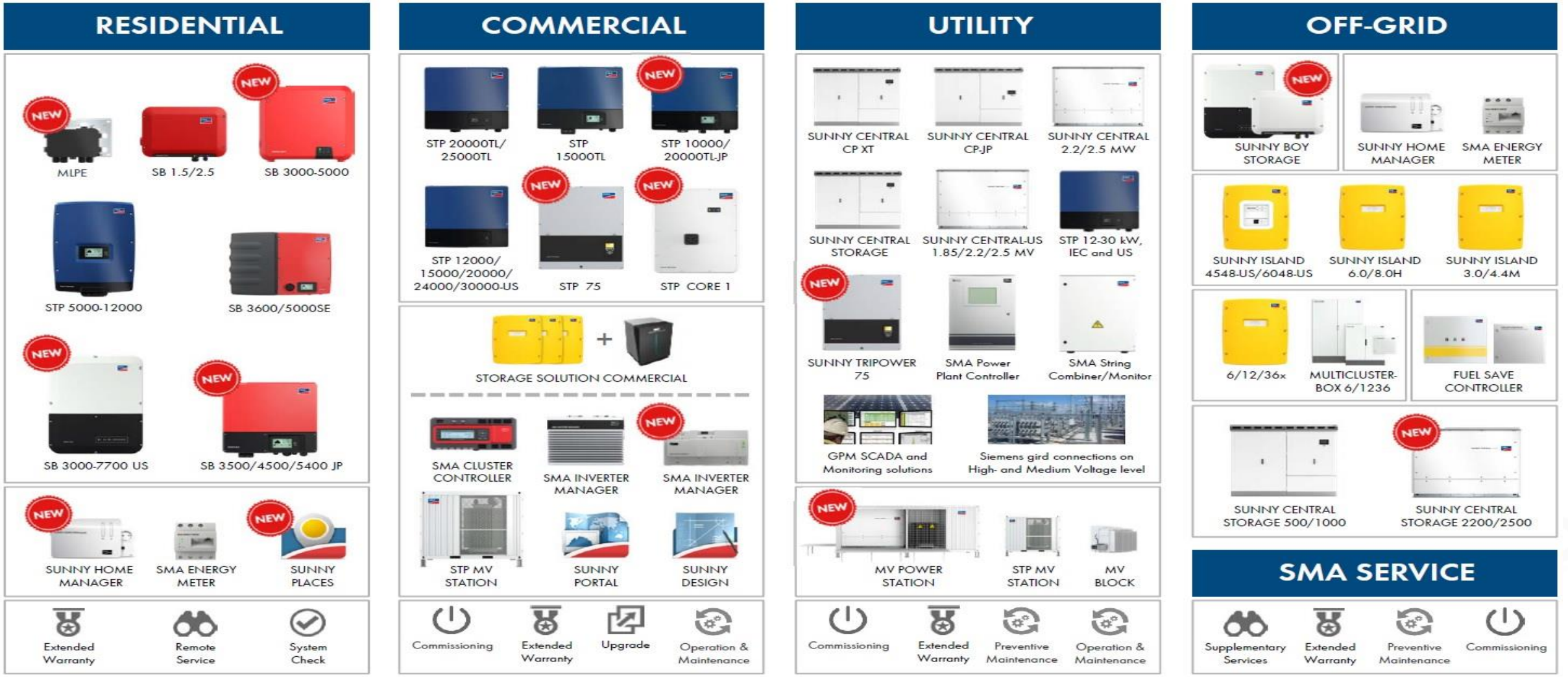
SMA is the Global Market Leader for Photovoltaic System Technology with a Market Share more than 20%

SMA Solar AG – key information

- Most preferred inverter brand[2] with an installed base of 55 GW worldwide.
- Sales of >940 million €, thereof c. 45% in Americas, c. 30% in EMEA and c. 25% in APAC.
- More than 3,100 employees, thereof 500 in Technology[3].
- High rate of innovation. More than 60% of sales is from products <3 years. Technology protected by patents, utility models and trademarks.[4]
- At home in 20 countries with more than 650 specialized sales & service professionals.
- Strong relationships to electrical wholesalers, solar EPCs as well as utilities in key solar markets.
- TecDax listed since 2008; current market capitalization of c. 0.9 billion €.

> SMA is financially rock solid and operated with a cash-break even point of less than €600m in 2016.

SMA Solar AG – product portfolio



SUNNY TRIPOWER CORE1

- ✓ World's first free-standing inverter for commercial PV systems
- ✓ Up to 60% faster installation of commercial PV systems

inter solar award 2017 WINNER

„Sunny Tripower CORE1 is the first free-standing string inverter. Its unique design makes installation much faster and easier, without additional mounting racks."

Nick Morbach
Executive Vice President, SMA business unit Commercial

SMA Magnetics

To provide efficient solutions for ELECTROTECHNICAL sector

OUR IDENTITY

- **1981** Company was founded
- **1991** dtw Elektronika is established in 1991 by Mr Stefan Domagała
- **2001** Start cooperation with SMA on power transformers
- **2003** Launch of the inductor development for PV inverters
- **2006** Shaping of the construction office by sustainable strategy
- **2011** dtw is acquired by SMA
- **2011** R&D at dtw became SMA's competence centre for magnetics
- **2012** Company structural changes for improved interfacing with SMA HQ
- **2013** New Headquater is completed and further manufacturing area is available
- **2017** Change of the name of the company to SMA Magnetics

Company in numbers

- Manufacturing space: 8 000 m^2
- Storage space: 2 000 m^2
- Office space: 1 500 m^2
- R&D space: 1 500 m^2

TOTAL: 13 000 m^2

- **542 employees**
  - 200 SMA Magnetics direct employees
  - 92 SMA Magnetics indirect employees
  - 250 external contract employees

Operations

Excellence

Development of Lean organisation

Manufacturing Execution System

Traceability & data management

Production

- *Lean oriented*
- *342 skilled workers*
- *8 000 sqm space*
- *Visual Performance Management*

Key Facts and Figures

Produced in 2016	*583 929 pcs*
Plan for 2017	*548 641pcs*
Products	*87*
Product Groups	*20*
Shifts/day	*Act: 2, Max: 3*

2017 results

Safety

Accident rate: 1YTD

Quality

FPY: 94% YTD

Delivery

OTIF: 99% YTD

Productivity

P: 89% YTD

Morale

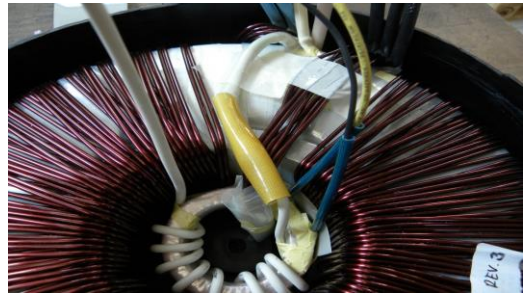
KAIZENS: 594 YTD

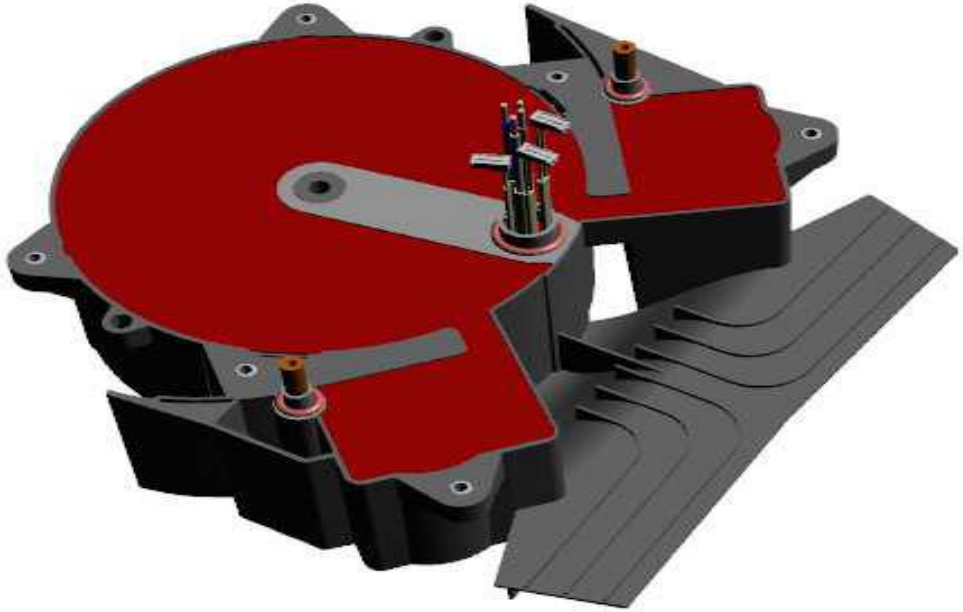
To provide efficient solutions for ELECTROTECHNICAL sector

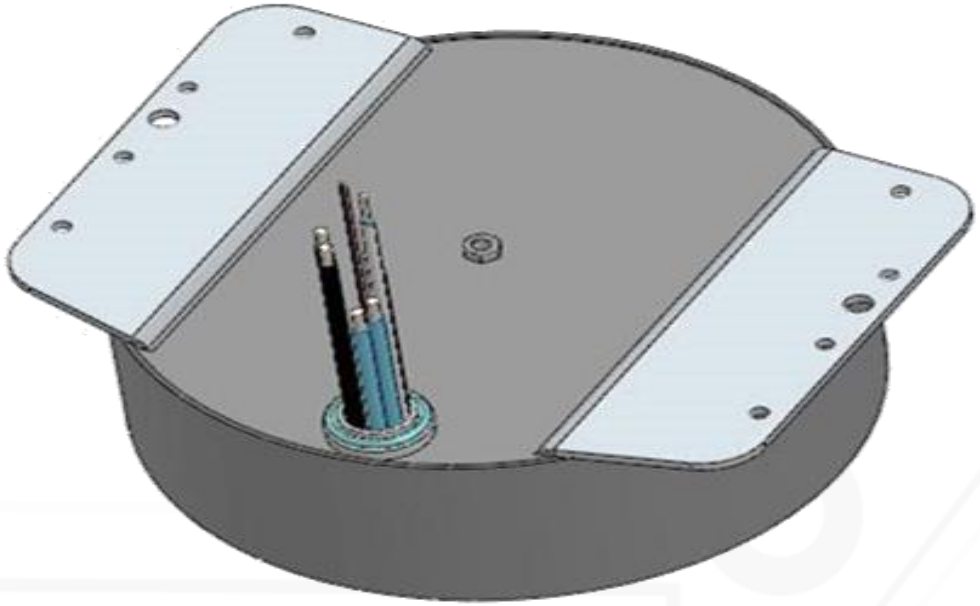
PRODUCT and INNOVATION

LF TRANSFORMERS

- **Components potted in one block**
- **Integrated functionality**
- **Special designs with unique properties**

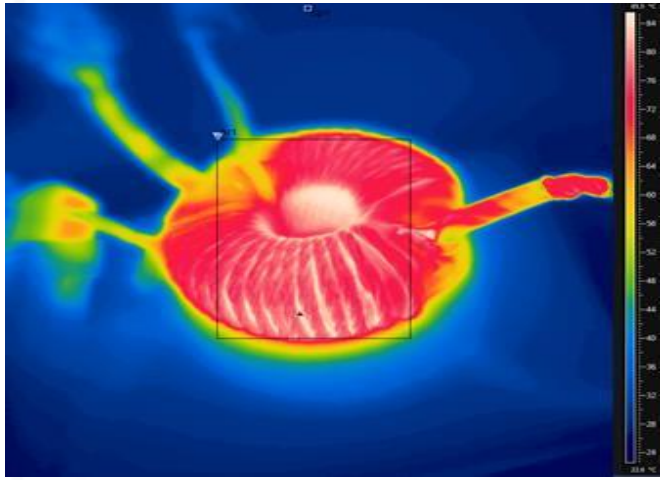






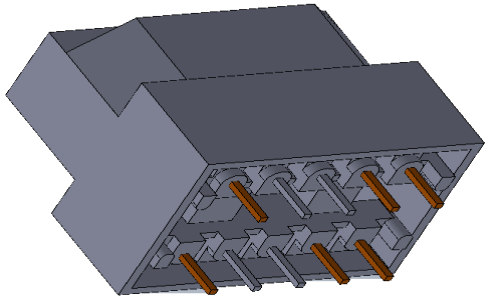
HF TRANSFORMERS

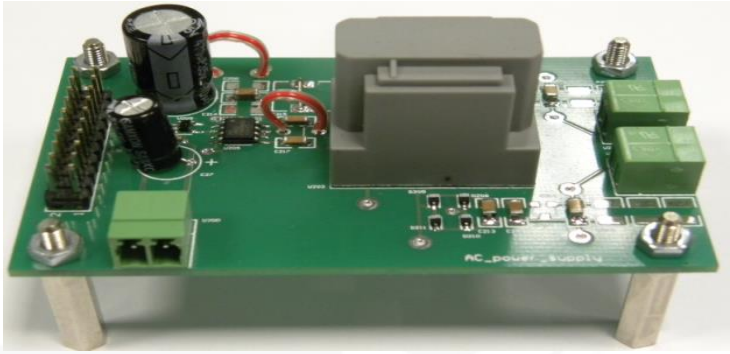
- **Special designs for HF power processing**
- **Designs up to several hundreds of kHz**
- **Resonant dc-dc converters**



11 kW transformer
at 80 kHz

300 W transformer

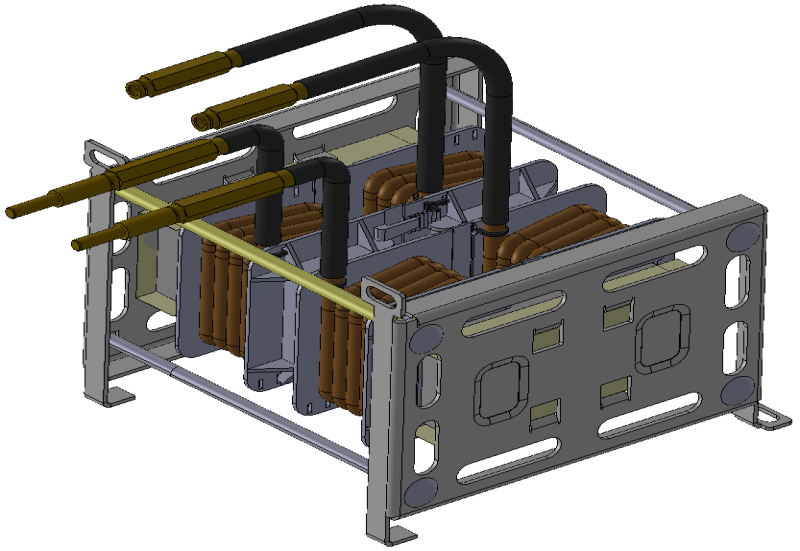


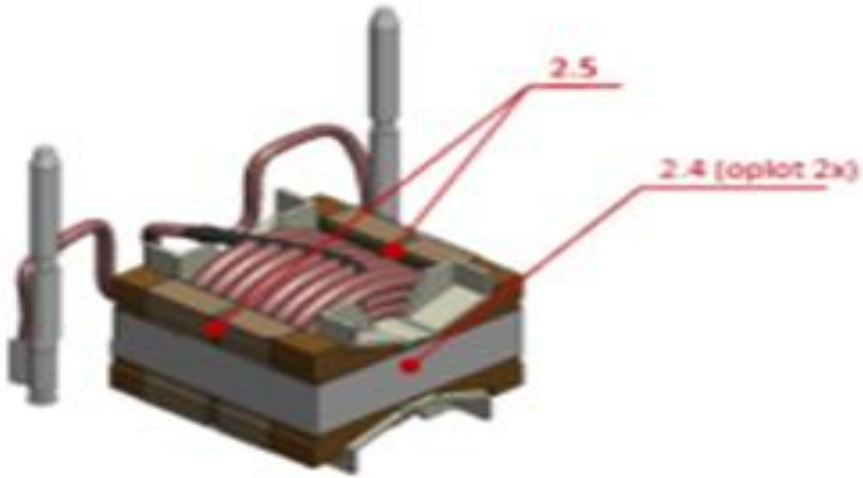


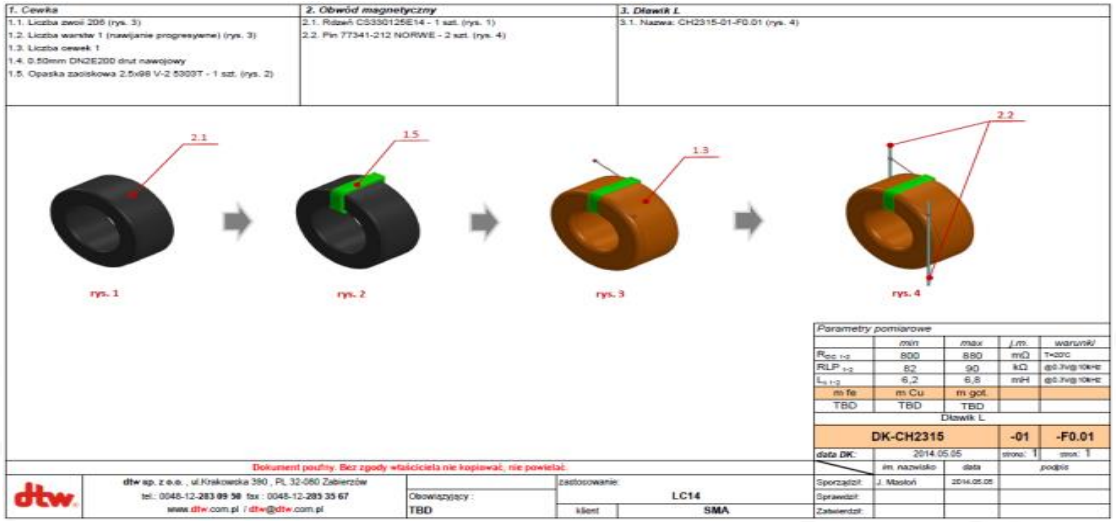
Gate driver transformer

DC INDUCTORS

- **Toroidal and linear inductors**
- **Any type of material or core shape**
- **Up to hundreds of amperes**
- **Special applications with coupling**

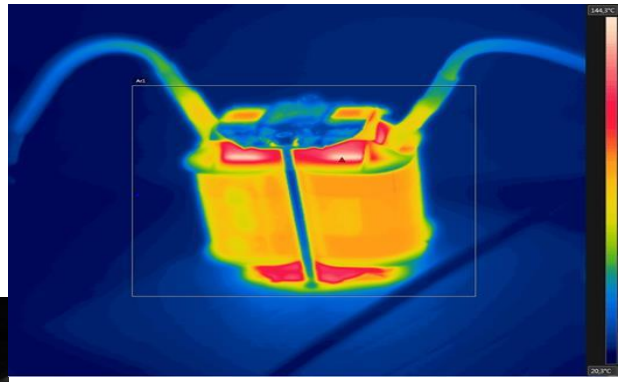


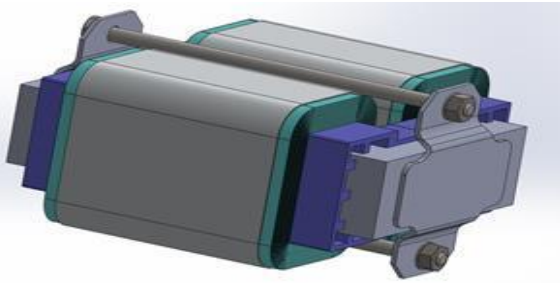


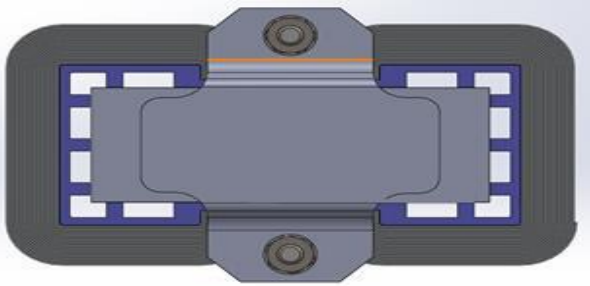


AC INDUCTORS

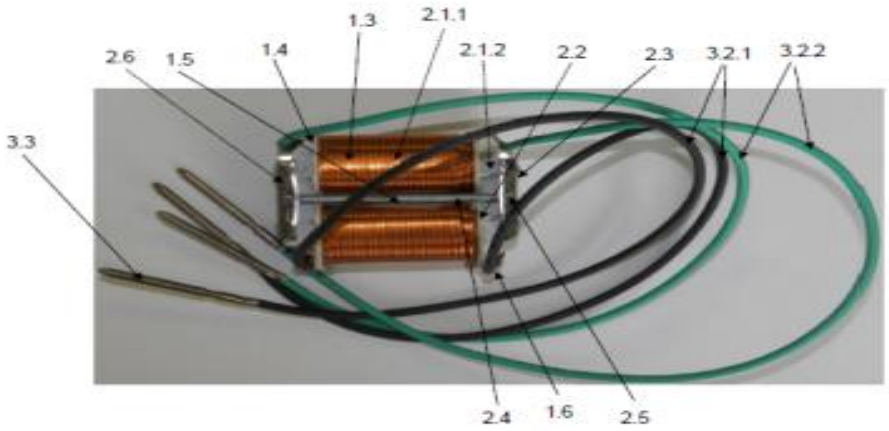
- **Innovative approach for ac filters**
- **Custom design**
- **Wide range of products**

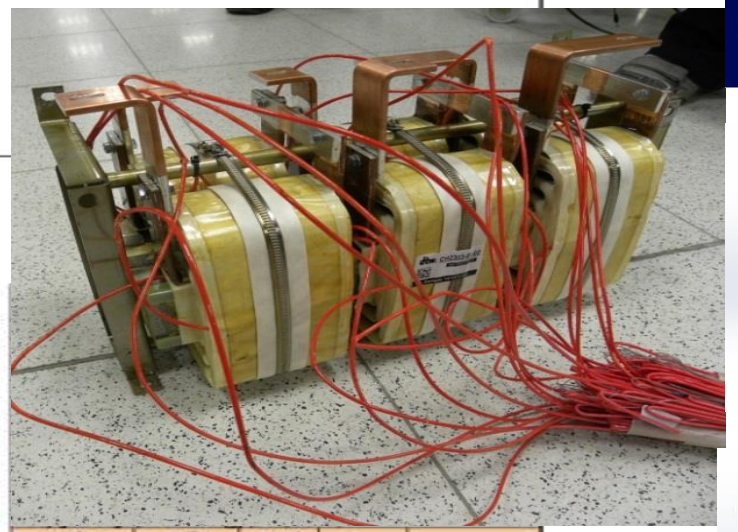






1. Cewka	2. Obwód magnetyczny	3. Dławik
1.1. Liczba zwoi 57 1.2. Liczba cewek 2 (P+P) 1.3. Drut nawojowy 10x0,75 [mm] 1G lutowany 1.4. Karkas PP2333 - 2 szt 1.5. Folia izol. PET (TBD) - 2 szt 1.6. Końcówka tulejkowa 16/12 - 2 szt	2.1. Rdzeń 2.1.1 Rdzeń MP2334 50/10/22 - 2 szt 2.1.2 Rdzeń MP2378 40/10/22 - 2 szt 2.2. Przekładka PP2335 0.6mm - 4 szt 2.3. Blacha MP2336 -2szt 2.4. Śruba M4x72 - 2szt 2.5. Nakrętka M4 - 2szt 2.6. Preszpan TBD - 2szt	3.1. Nazwa: CH2313-02-F0.01 3.2. Wyprowadzenia: 3.2.1. Przewód CP (TBD) 3.2.2. Przewód CP (TBD) 3.3. Pin 2.5 MP2337 - 4 szt

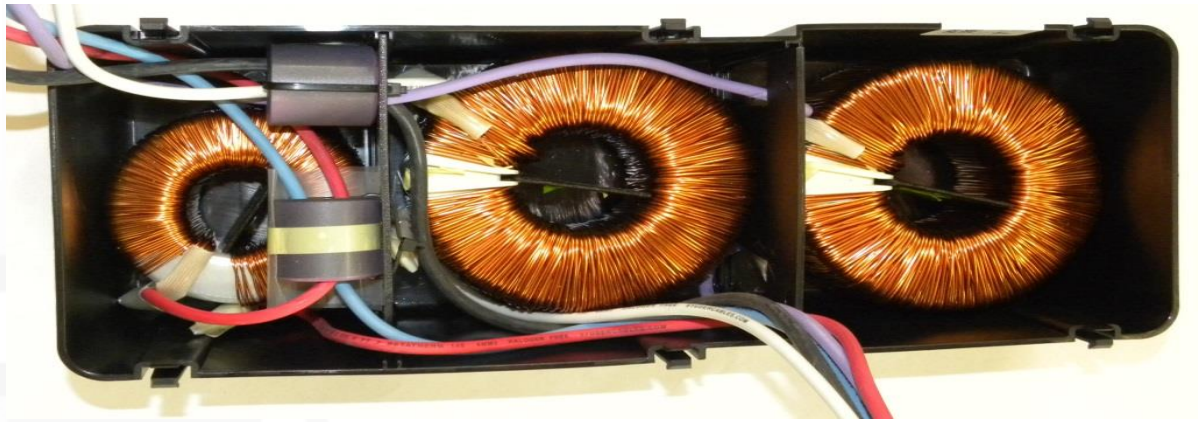




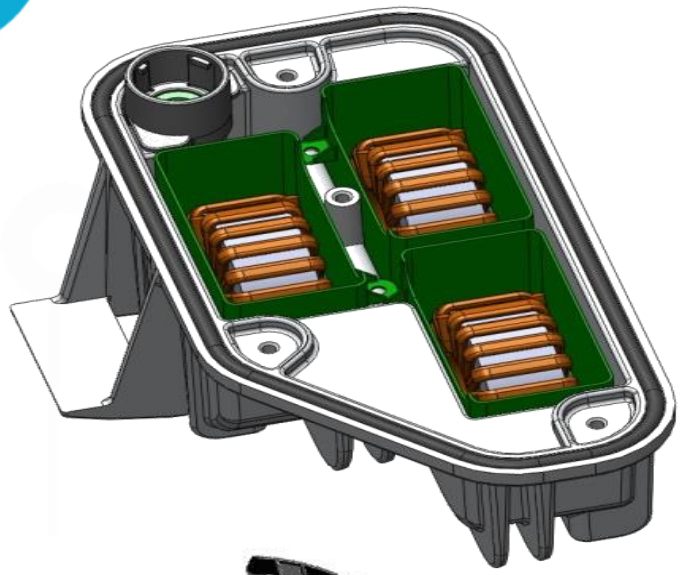
m fe	m Cu	m got.		
TBD [g]	TBD [g]	TBD [g]		
			DK-CH2313	-02	-F0.01
data DK:	2014.04.16		strona: 1	strona: 1
	im. nazwisko	data	podpis	
dtw sp. z o.o. , ul.Krakowska 390 , PL 32-080 Zabierzów		zlecenie:	Sporządził:	M. Handzel		
tel.: 0048-12-283 09 50 fax : 0048-12-285 35 67	Obowiązujący :	Hai	Sprawdził:	J. Mosion		
www.dtw.com.pl / dtw@dtw.com.pl	-	klient SMA	Zatwierdził:	M. Wawczak		

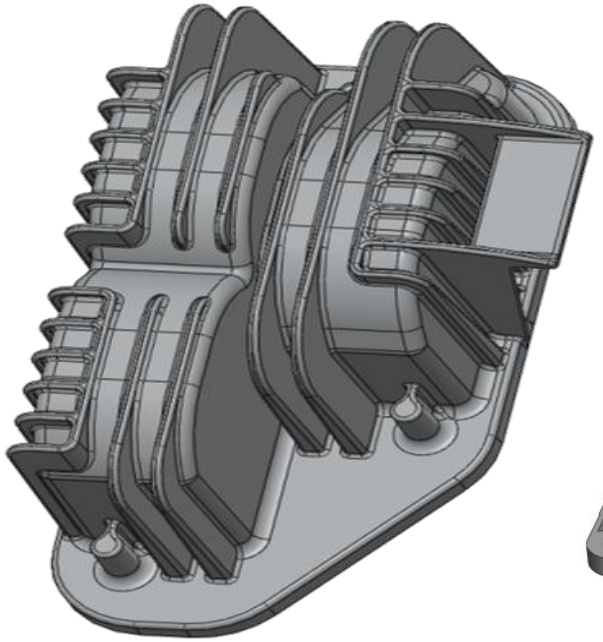
CHOKE BLOCKS

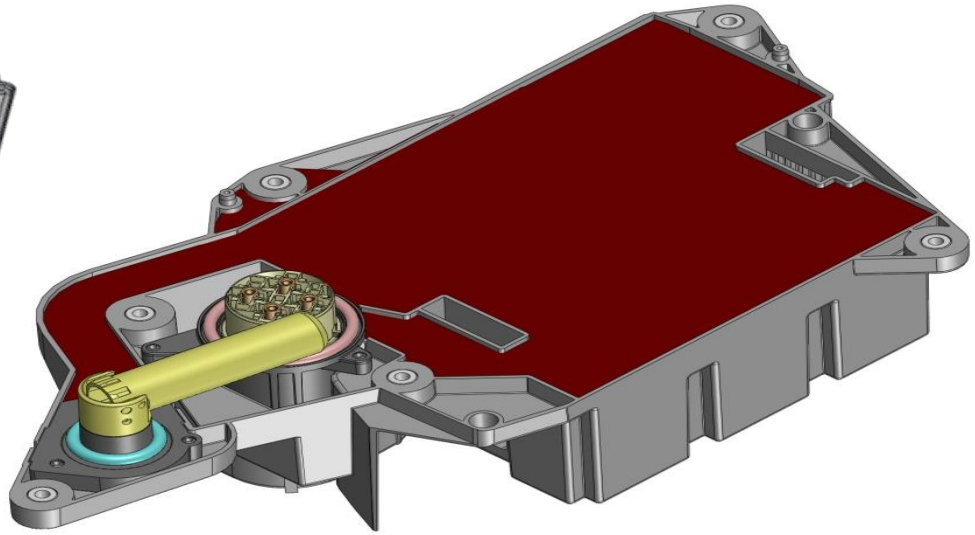
- **Entire filter assembly with capacitor and EMI ferrites**
- **Module design with schielding**
- **Modular design for easy handling**
- **Robust and compact design**
- **Various arrangements possible**
- **Optimised assembly**

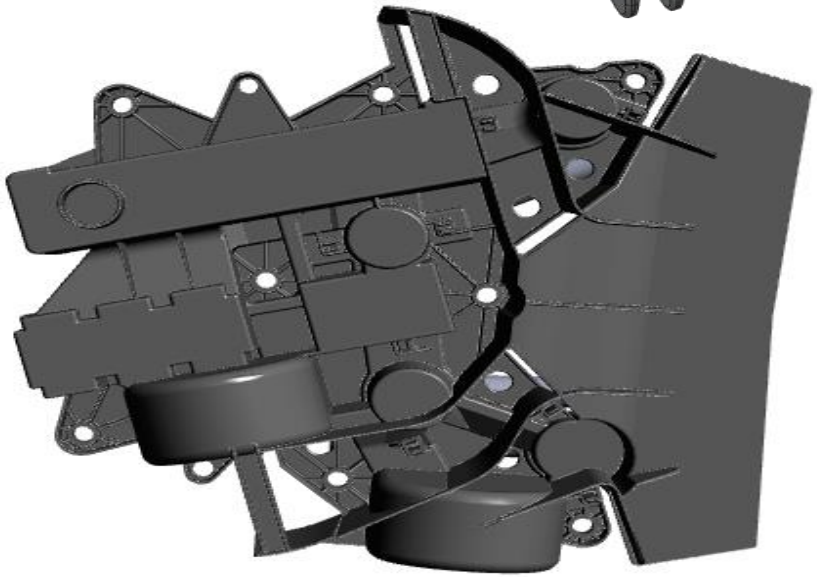


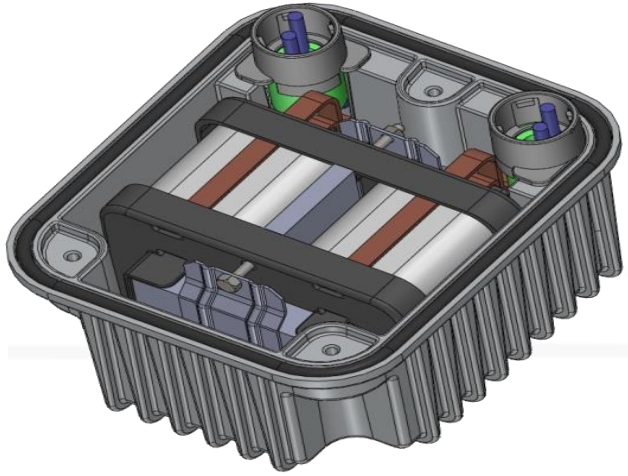
CHOKE BLOCKS

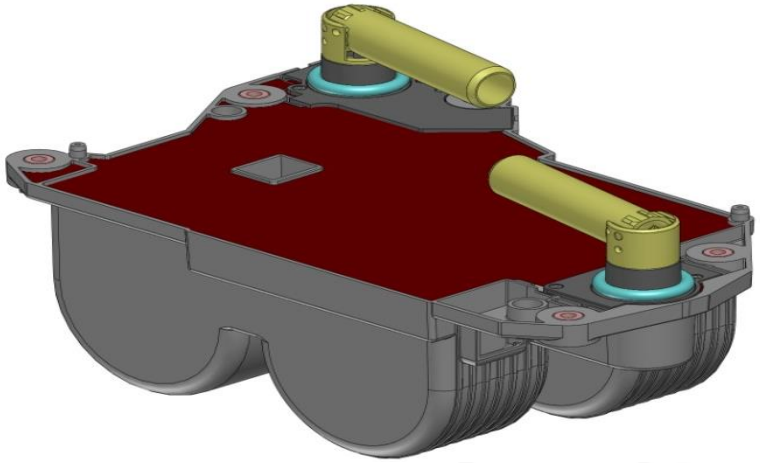






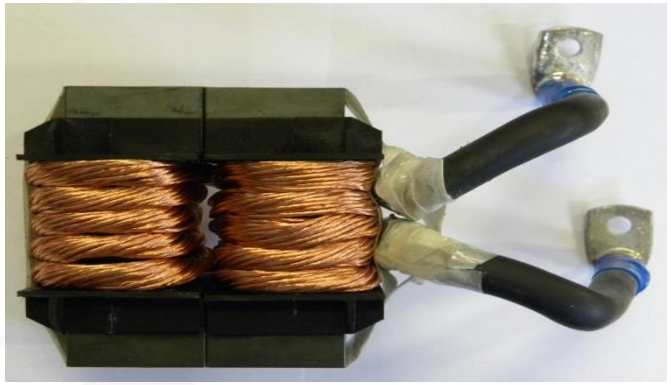




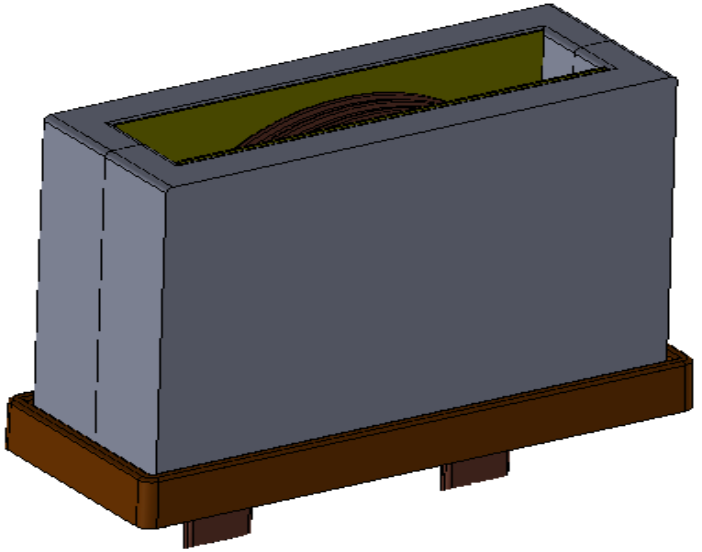


RESONANT INDUCTORS

- **Special designs for commutation circuits**
- **Auxiliary chokes for resonant converters**
- **High performance components up to hundreds of kHz**
- **Optimised power loss generation**

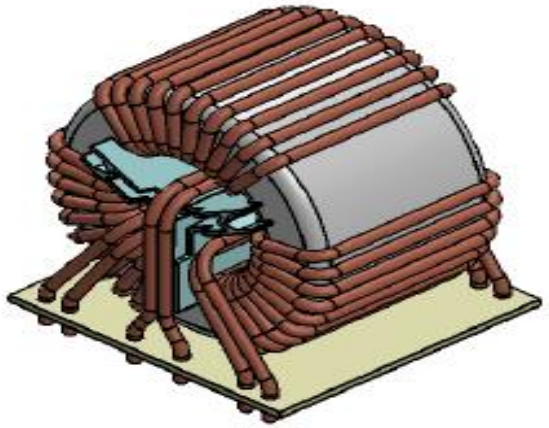


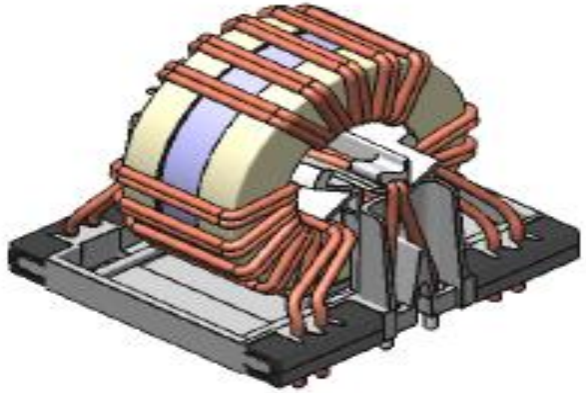
540 A peak, f_r 150 kHz

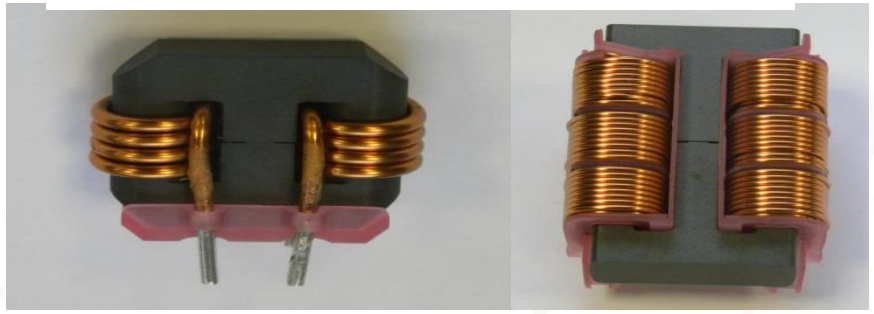


EMI COMPONENTS

- **EMI suppresion talior fit to the requirement**
- **Symmetrical chokes for differential and common currents**
- **3 or 4 winding chokes**
- **Combi-chokes for coupled attenuation**

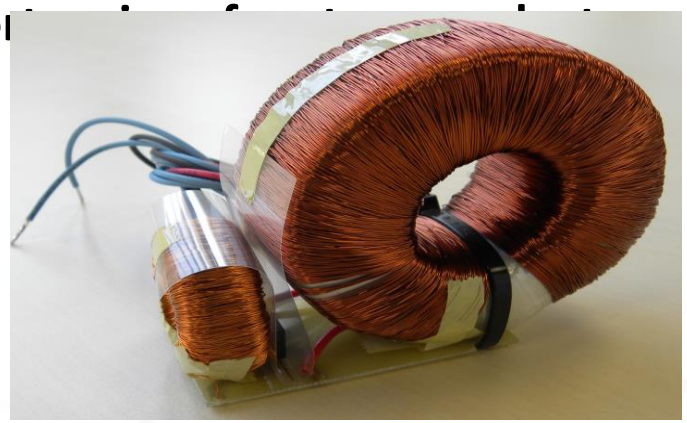


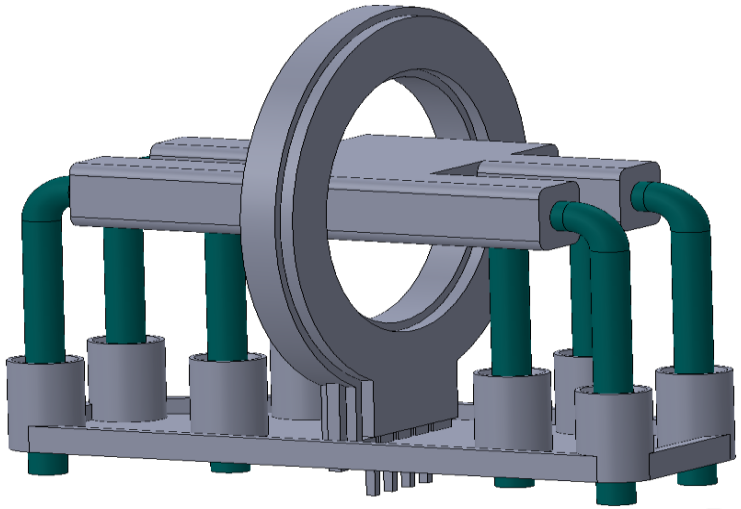




SPECIAL DESIGNS

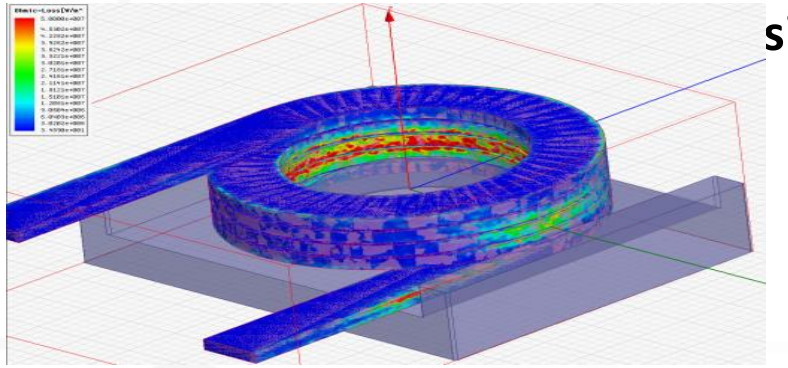
- **Tailor fit designs for specific requirement**
- **Highly integrated modules of special purposes**
- **Differential current transducers**
- **dc-voltage transformers**
- **CT transformers**
- **Sho**





ADVANCED MODELING

- **Design process is aided by Finite Element Analysis**
- **ANSYS, Maxwell, Mentor, SWFlow, FEMM**
- **Magnetic field analysis**
- **Thermal modeling**
- **Flow optimisation**



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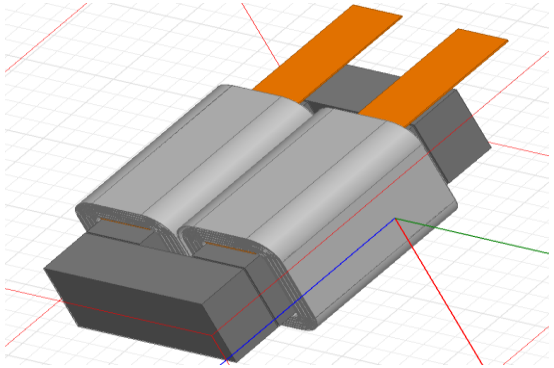
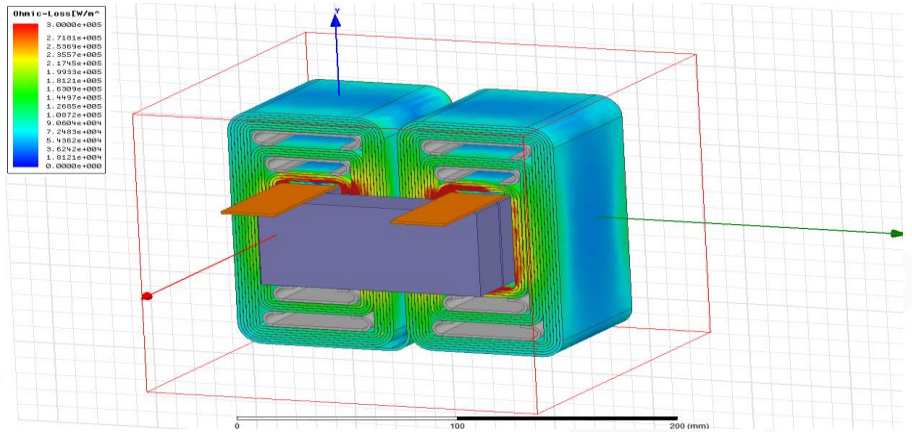
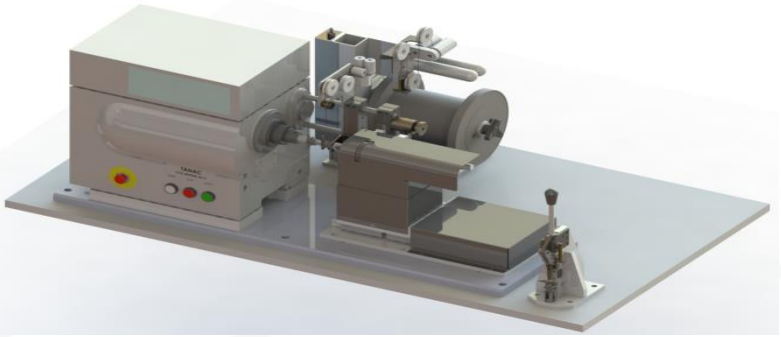
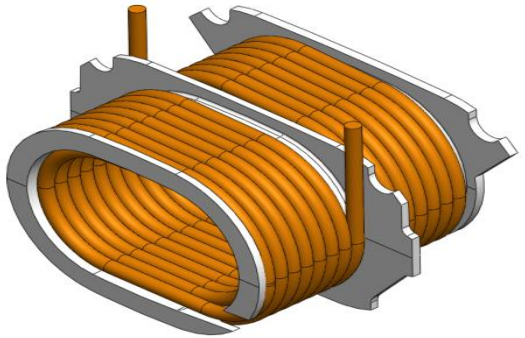


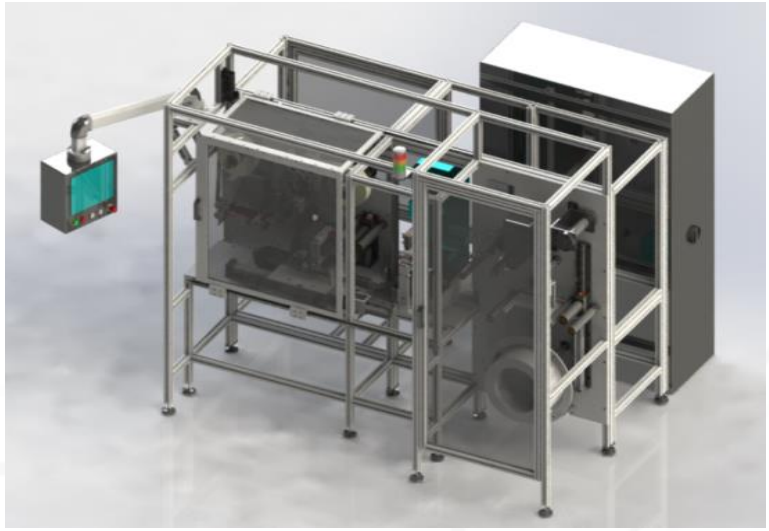


TECHNOLOGY DEVELOPMENT

- **Advanced and innovative products requires uncompromissable technology**
- **In house developed technology protects our know how**
- **Highly experienced team of engineers in mechanics and automatics are involved in product development from early stage for optimum product manufacturability**







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TRENDY, STATYSTYKI

Global Bankruptcy Trends

Oana Aristide | Dun & Bradstreet Economist

ECONOMIC GROWTH IS SLOWING, BUT BUSINESS BANKRUPTCIES ARE DECLINING

Global economic growth forecasts have been revised downwards almost every year since the financial crisis, with a lack of growth engines, fiscally hampered governments, and the preceding overinvestment all playing a part in establishing this pattern. However, despite the sluggish growth environment, global corporate failure rates have declined, reaching record lows in some major economies. And 2016 was no exception: out of a total of 38 countries in our analysis, 26 experienced falling bankruptcy rates relative to the previous year; meanwhile the failure rate stagnated in two countries, and only ten countries saw the rate increase. This two-tier development – low growth but resilient businesses – illustrates on the one hand the severity of the previous financial crisis and the significant debt overhang left in its wake, and on the other the ultra-low interest rates and loose monetary policy across most of the developed world. The latter has not only supported businesses in developed countries, but has also stimulated a surge in capital flows to higher-yield emerging markets. The ensuing capital flow reversal (expected to take place as the Federal Reserve slowly normalizes monetary policy) counts as one of the main global risks in 2017.

Analysis of the results based on the income status of the countries in our sample reveals that bankruptcy rates have declined in a majority of both developed and developing countries. The results are more overwhelmingly positive in the case of developed economies, but the trend is evident in emerging markets as well (more than twice as many countries had declining rather than increasing bankruptcy rates). In terms of regions, failures have declined in 16 out of 23 European countries in our sample, with only one large economy – the UK – represented in the 'deteriorating' group. Nine out of eleven countries in our Asia-Oceania region had declining failure rates, including China (the largest economy in the region and a key global growth engine). The other global economic behemoths – the US, Japan and Germany – also experienced declining failure rates in 2016.

> "Our analysis shows that bankruptcy rates have declined in the majority of both developed and developing countries. Regionally, 16 out of 23 European countries and 9 out of 11 Asia-Oceana countries have seen decreasing bankruptcy rates—a good sign in a slow-growth economy."

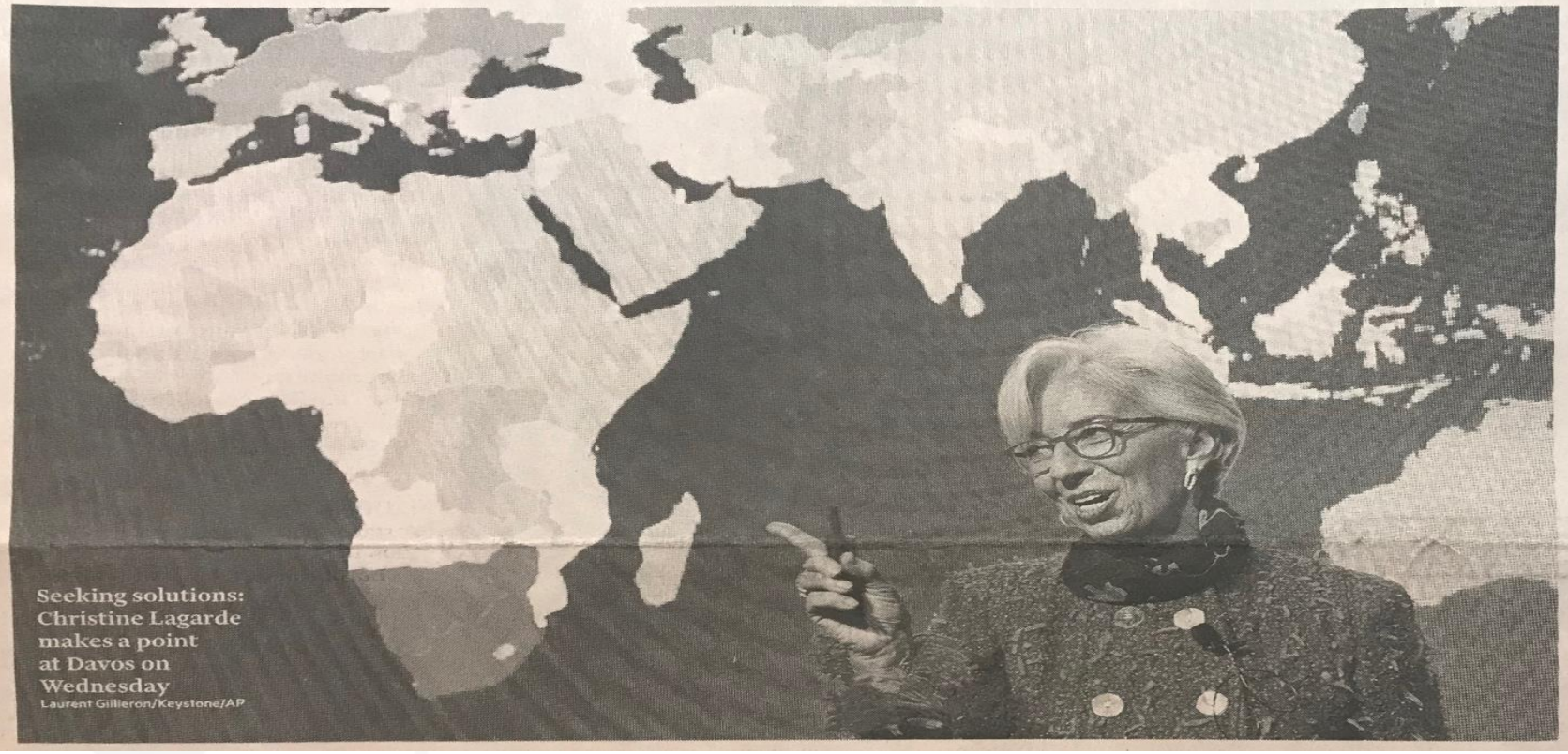
COUNTRY	BANKRUPTCY (%)
SERBIA	-50.8
BOSNIA	-32.5
SOUTH KOREA	-26.9
INDONESIA	-26.3
HONG KONG	-23.2
PORTUGAL	-22.9
BULGARIA	-21.8
SPAIN	-17.9
NETHERLANDS	-16.2
AUSTRALIA	-15.3
RUSSIA	-13.8
THAILAND	-11.3
TURKEY	-10
SINGAPORE	-9.3
FRANCE	-8.8
CHINA	-8.8
POLAND	-8.7
ITALY	-7.7
SLOVAKIA	-7.5
BELGIUM	-6.2
GERMANY	-6.1
FINLAND	-5.1
SWEDEN	-5
CANADA	-4.7
JAPAN	-4.2
ISRAEL	-4
USA	-2.3
SOUTH AFRICA	-1.4
TAIWAN	-1.3
NORWAY	3.9
SLOVENIA	4.4
AUSTRIA	6.6
SWITZERLAND	9.3
UNITED KINGDOM	10.1
VIETNAM	11.8
CZECH REPUBLIC	21
MOROCCO	24.7
DENMARK	69

Źródło: http://www.dnb.com/content/dam/english/economic-and-industry-insight/global-bankruptcy-report-2017.pdf, strona 4, 8, 06-02-2018, godz. 09:48

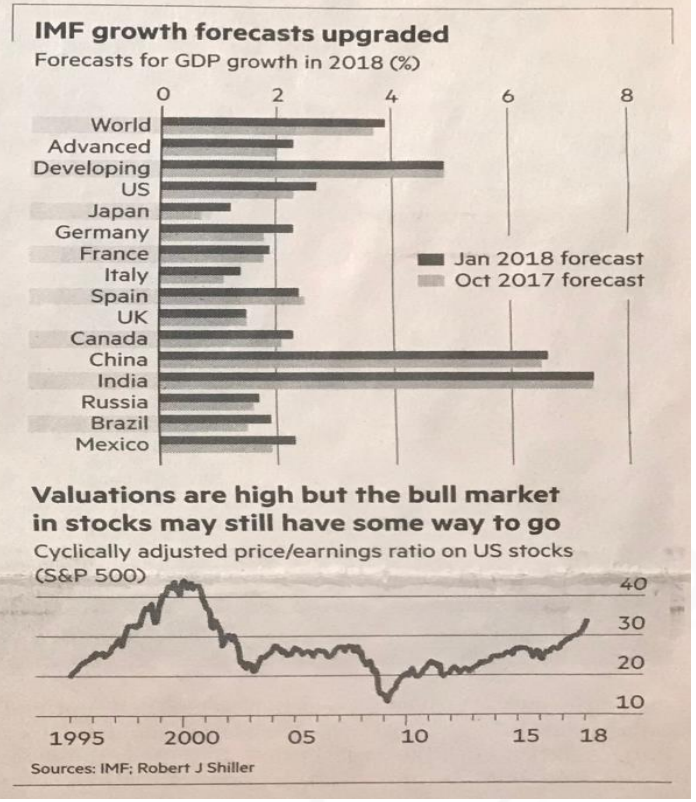
TRENDY, STATYSTYKI

World Economic Forum. Global concerns

Delegates cautious despite economic upswing



Seeking solutions: Christine Lagarde makes a point at Davos on Wednesday
Laurent Gillieron/Keystone/AP



Źródło: Financial Times, World Business Newspaper, Europe, Friday 26 January 2018, page 3

TRENDY, STATYSTYKI

Economists and politicians appear anxious not to repeat complacency of pre-crisis days

CHRIS GILES — DAVOS

High in the Swiss mountains, there is a whiff of the pre-financial crisis optimism in the air, if not the swagger and opulence of the early 2000s.

The world economy is stronger than at any time since the start of the decade. Business leaders have hailed the US administration's tax cuts and the brighter economic outlook at a time of rapid technological progress.

But economic debate in Davos this week is stuck in problem-solving mode.

Delegates to the World Economic Forum will not have been able to escape huge video screens beaming images of destruction in Syria, desperate refugees, the burnt hulk of London's Grenfell tower and time-lapse videos of environmental damage.

Whether it is the dangers of protectionism, difficulty of structural reforms, social fissures, environmental degradation or unacceptable levels of inequality, fear has been more of a driver of discussion than greed.

No one doubts the economic upswing is real. The International Monetary Fund upgraded its forecasts for 2017, 2018 and 2019 as the WEF began on Monday, with Christine Lagarde, its managing director, noting that "all signs point to a further strengthening" in global economic performance.

Forecast global growth of 3.9 per cent this year and next would be the first sustained and broad-based expansion since before the start of the financial crisis.

Many economists go further than the IMF. Kenneth Rogoff, professor of economics at Harvard University, said the underlying economic narrative was still too pessimistic now that forecasts were consistently being revised higher. He said "reflation" should displace "secular stagnation" as the summary phrase of the moment.

Bob Shiller, economics professor at Yale University, said that while highly valued markets did not need a trigger to fall, financial valuations were not nearly as stretched as in the late 1990s before the dotcom bust.

"In terms of price earnings ratios, we are not even close [to 2000 levels]. Valuations are still very high, but we can't say we're done" with the bull market.

The upswing had further to go, agreed Paul Sheard, chief economist of Standard & Poor's, the rating agency. But he cautioned that "every major economy has its own structural issues which a cyclical expansion will not fix", citing a lack of social cohesion in the US, the need for the eurozone to safeguard its future and China's longer-term debt problems.

> 'Every major economy has its own structural issues which a cyclical expansion will not fix'

On panels around Davos, almost every economist or politician stressed the problems that undermined the good news, apparently anxious not to repeat the pre-financial crisis complacency when only a few dissonant voices stood up to warn that the global economy might be heading for the rocks.

Raghuram Rajan, professor of finance at the University of Chicago and a former Indian central bank chief, said economists and technocrats had to accept that they were no longer in control of economic narratives and that the postwar story of international co-operation and prosperity was under threat. "[This idea] pushed growth for a long time but then frictions began," he said, adding: "The even harder task [now] is to convince people to 'believe us' and 'we will set things right'".

All the politicians wanted to stress the need to make capitalism work better so that the current upswing could be sustained. Paolo Gentiloni, prime minister of Italy — where a general election in March will test the strength of populism in Europe — warned that economic growth was not trickling down to the lower middle classes sufficiently.

Justin Trudeau, the Canadian prime minister, stressed the need for greater gender equality to maintain economic progress. Angela Merkel, the German chancellor, called for a drive to complete an economic union in Europe and Emmanuel Macron, the French president, urged everyone to "push back" against protectionism and nationalism.

The target of many of these criticisms of the global world order was the US, although rarely did other leaders mention the US or President Donald Trump by name. Yet the concern was palpable at Davos that the US was about to rip up the international order in a way that would undermine global economic confidence and growth.

For its part, the largest US delegation to attend the WEF rejected the implicit criticism, saying the US was "open for business", in favour of "fair and reciprocal trade" and never used the term "protectionism". Mr Trump is due to deliver an eagerly awaited address at Davos today.

Yet the US is also concerned that the global financial system did not work properly. Wilbur Ross, the commerce secretary, said: "Every single day there are various parties violating the rules and trying to take unfair advantage. So trade wars have been in place for quite a little while. The difference is the US troops are now coming to the ramparts."

With so many concerns even as the economy is looking up, Ms Lagarde, as the guardian of global economic thinking in the IMF, has had no difficulty in achieving her mission at the start of the forum in persuading people not to sound complacent or satisfied. Appreciate the new "momentum", but "use this time to find lasting solutions to the challenges facing the global economy".

Źródło: Financial Times, World Business Newspaper, Europe, Friday 26 January 2018, page 3

TRENDY, STATYSTYKI

24 STYCZNIA 2018, 9:26

26

W zeszłym roku upadło 900 firm

W 2017 roku upadło w Polsce 900 przedsiębiorstw, co oznacza wzrost o 12 procent w porównaniu do 2016 roku - podała spółka Euler Hermes. Wysoki wzrost niewypłacalności odnotowano między innymi w firmach transportowych.

W ocenie Euler Hermes rok 2017 był względnie spokojny dla większych wykonawców infrastrukturalnych, jednak kłopoty mogą powrócić w 2018 roku, gdy projekty przejdą z fazy projektowej w fazę wykonawczą i napotkają wiele związanych z tym czynników ryzyka, m.in. wahań cen materiałów budowlanych czy kłopotów z ich dowozem.

Foto: W 2017 roku upadło 900 przedsiębiorstw

Foto: Shutterstock

Źródło: http://tvn24bis.pl/z-kraju,74/w-2017-roku-upadlo-900-przedsiebiorstw,808952.html, 06-02-2018, godz. 09:48

TRENDY, STATYSTYKI

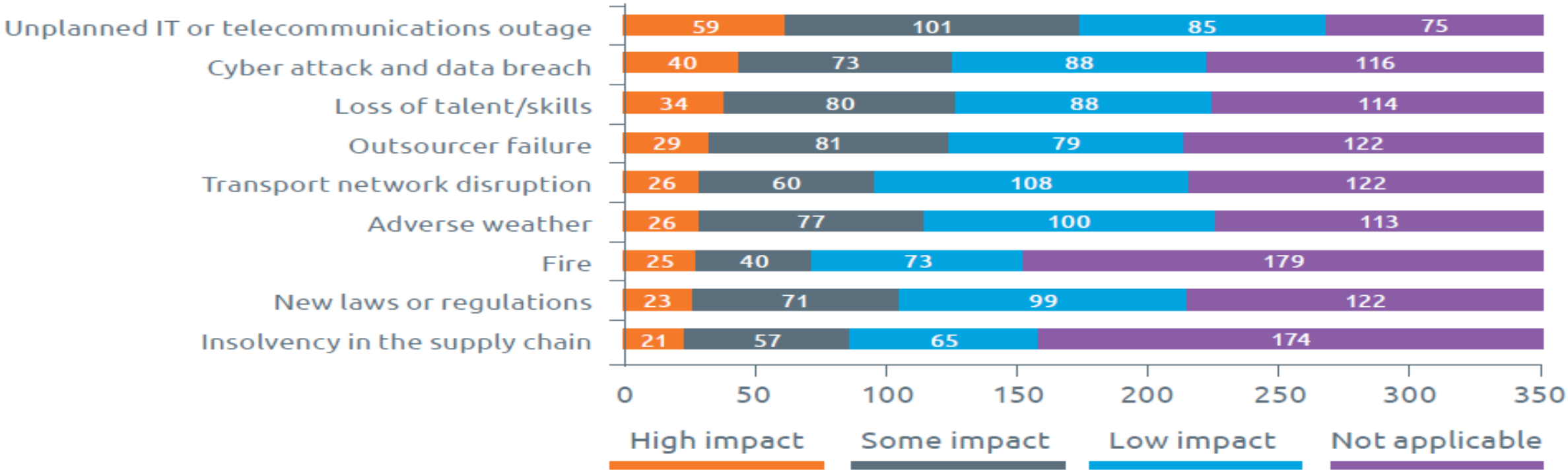


Fig. 6: Question 11. How severely has your supply chain been affected by any of the following sources of disruption over the past 12 months? (Please tick all that apply - figures might exceed 100%; N=330)

Źródło: https://www.riskmethods.net/resources/research/BCI-Resilience-Report-2017.pdf, strona 18, 06-02-2018, godz. 09:48

TRENDY, STATYSTYKI

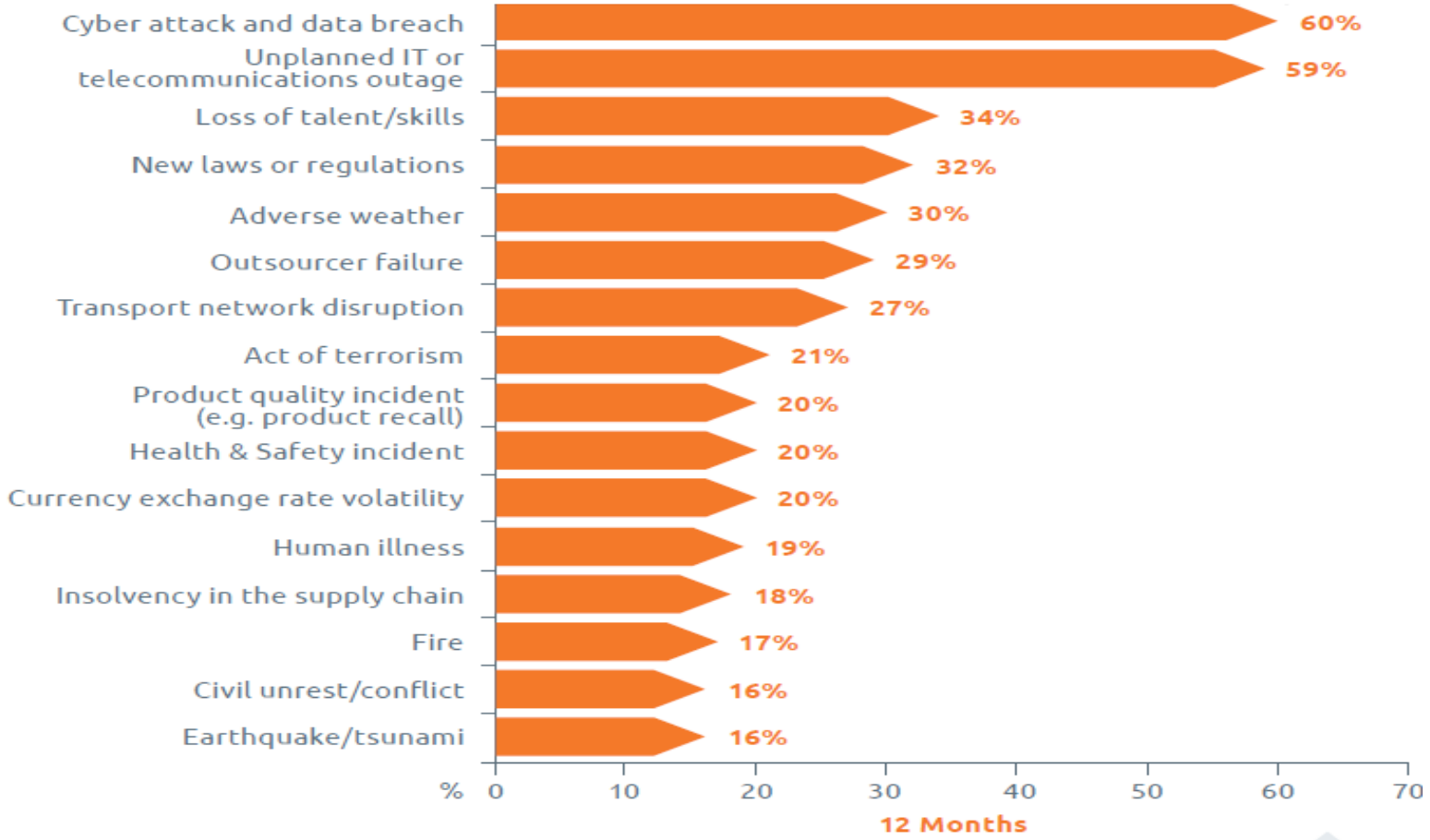


Fig. 11: Question 16.1. Looking ahead, what do you see as the biggest risk(s) to your supply chain? Tick as many as applicable. (Please tick all that apply - figures might exceed 100%; N=282)

Źródło: https://www.riskmethods.net/resources/research/BCI-Resilience-Report-2017.pdf, strona 23, 06-02-2018, godz. 09:48

TRENDY, STATYSTYKI

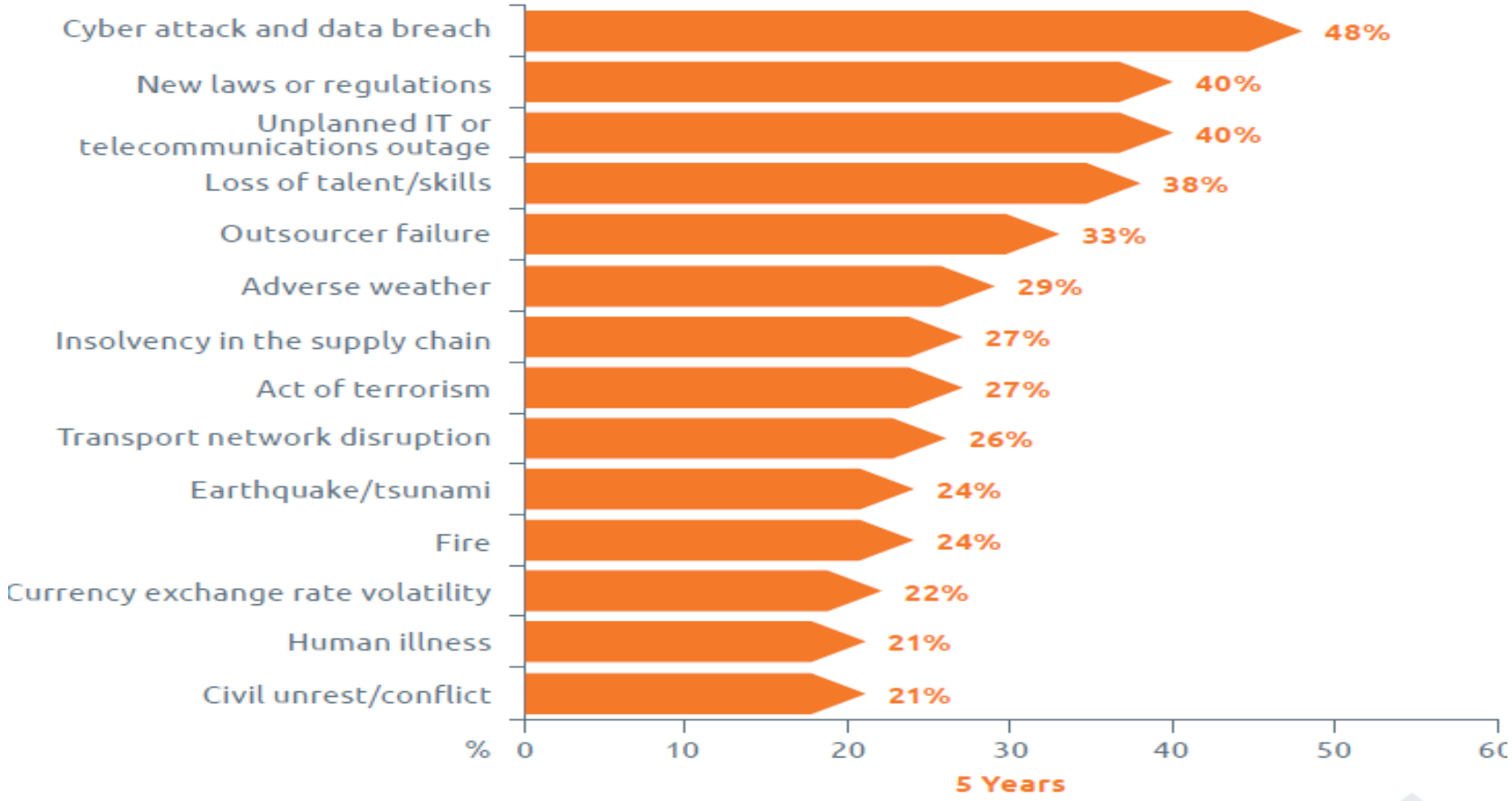


Fig. 12: Question 16.2. Looking ahead, what do you see as the biggest risk(s) to your supply chain? Tick as many as applicable. (Please tick all that apply - figures might exceed 100%; N=282)

Źródło: https://www.riskmethods.net/resources/research/BCI-Resilience-Report-2017.pdf, strona 24, 06-02-2018, godz. 09:48

TRENDY, STATYSTYKI

„Jeżeli coś może się nie udać – nie uda się na pewno.”

„Nie uda się nawet wtedy, gdy jednak nie powinno się nie udać.”

„Jeżeli myślisz, że idzie dobrze – na pewno nie wiesz wszystkiego.”

Prawa Murphy-ego

AGENDA

1	Klika słów o Autorze prezentacji
2	Czym się zajmujemy w SMA Magnetics?
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7	Bankrutujący dostawca, co robić?
8	Case study – dostawca odlewów

SYSTEMY WCZESNEGO OSTRZEGANIA

dun & bradstreet

GROWING RELATIONSHIPS THROUGH DATA

riskmethods

creditrisk monitor

creditsafe

turnkey

> IPS INSOLVENCY

Insolvenz Portal

Google Alerts

SYSTEMY WCZESNEGO OSTRZEGANIA

dun & bradstreet

GROWING RELATIONSHIPS THROUGH DATA

Financial Strength Indicator

The Financial Strength Indicator is calculated using either the Net Worth or Issued Capital of the Subject Company. If both figures are available, then the Net Worth is always used to calculate the Financial Strength.

Based on Net Worth		Based on Issued Capital Figure	
5A	Financial Strength of 60 + million	5AA	Financial Strength of 60 + million
4A	Financial Strength of 25 - 60 million	4AA	Financial Strength of 25 - 60 million
3A	Financial Strength of 12 - 25 million	3AA	Financial Strength of 12 - 25 million
2A	Financial Strength of 2.5 - 12 million	2AA	Financial Strength of 2.5 - 12 million
1A	Financial Strength of 1.2 - 2.5 million	1AA	Financial Strength of 1.2 - 2.5 million
A	Financial Strength of 600,000 - 1.2 million	AA	Financial Strength of 600,000 - 1.2 million
B	Financial Strength of 345,000 - 600,000	BB	Financial Strength of 345,000 - 600,000
C	Financial Strength of 175,000 - 345,000	CC	Financial Strength of 175,000 - 345,000
D	Financial Strength of 120,000 - 175,000	DD	Financial Strength of 175,000 - 345,000
E	Financial Strength of 60,000 - 120,000	EE	Financial Strength of 60,000 - 120,000
F	Financial Strength of 35,000 - 60,000	FF	Financial Strength of 35,000 - 60,000
G	Financial Strength of 15,000 - 35,000	GG	Financial Strength of 15,000 - 35,000
H	Financial Strength of 0 - 15,000	HH	Financial Strength of 0 - 15,000

Źródło: https://www.dnb.com.lv/en/rating.html, 07-02-2018, godz. 10:32

SYSTEMY WCZESNEGO OSTRZEGANIA

dun & bradstreet

GROWING RELATIONSHIPS THROUGH DATA

The Condition Code or Risk Indicator

This is calculated by taking into account key items within the Business Information report which are used to predict the likelihood of a business failure.

Risk Indicator	Probability of failure	Guide to interpretation
1	Minimal risk	Proceed with transaction - offer terms required
2	Low risk	Proceed with transaction
3	Greater than average risk	Proceed with transaction but monitor closely
4	Significant level of risk	Take suitable assurances before extending credit
5	Insufficient information to assign a risk indicator	No public information or D&B proprietary information available to indicate trading activity

Źródło: https://www.dnb.com.lv/en/rating.html, 07-02-2018, godz. 10:32

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ZAPOBIEGANIE RYZYKOM FINANSOWYM

„Działanie pociąga za sobą koszty i ryzyko, ale o wiele mniejsze niż te, które wiążą się z wygodną biernością.”

John F. Kennedy

ZAPOBIEGANIE RYZYKOM FINANSOWYM

1. „Lepiej zapobiegać niż leczyć” – czyli czas spędzony nad wyborem nowego dostawcy, to czas zdecydowanie nie stracony. Kryteria wyboru nowego dostawcy muszą uwzględniać rygorystyczne kryteria badania ryzyka finansowego.
2. Okresowe monitorowanie stanu finansowego dostawcy.
3. Okresowe monitorowanie innych parametrów dostawcy – scorecard (OTD, PPM, Responsivness, Response to RFQ, etc.).
4. Okresowe wizyty u dostawców.
5. Nowe ‚awardingi’ tylko po dogłębnej analizie ryzyka finansowego. Stosowanie górnego udziału naszego biznesu w obrocie dostawcy.
6. Planowanie strategiczne rozwoju biznesu dostawcy na 3-5 lat naprzód.
7. Analizowanie wczesnych sygnałów świadczących o złej kondycji finansowej: opóźnienia dostaw, pogarszająca się jakość, prośba o krótsze płatności, opóźniające się nowe projekty, odejścia pracowników, etc.

ZAPOBIEGANIE RYZYKOM FINANSOWYM

8. O ile to możliwe dual sourcing, dla krytycznych produktów.
9. Analiza umów prawnych pod kątem zabezpieczenia narzędzi oraz zabezpieczania się przed bankructwem.
10. Kontrola wszystkich tytułów własności.
11. Analiza adaptacji narzędzi dla innych dostawców.
12. Zabezpieczanie cyfrowych nośników informacji i dokumentacji oraz innych IP.
13. Regularne kontakty międzyludzkie z dostawcami.

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„Ignorantia iuris nocet”

„Nieznajomość prawa szkodzi”

PRAWNE ASPEKTY BANKRUCTW

- BARDZO WAŻNE JEST NATYCHMIASTOWE ZAANGAŻOWANIE DZIAŁU PRAWNEGO, A NAJLEPIEJ WYSPECJALIZOWANEJ KANCELARII PRAWA UPADŁOŚCIOWEGO DLA KRAJU DOSTAWCY. KOSZT KANCELARII ZWRACA SIĘ PO STOKROĆ;
- WŁAŚCIWE DZIAŁANIA PRAWNE POZWALAJĄ UNIKNĄĆ BŁĘDNYCH DECYZJI ORAZ KRYTYCZNYCH SKUTÓW NA PÓŹNIEJSZYCH ETAPACH POSTĘPOWANIA;
- KAŻDY KRAJ I PRAWO UPADŁOŚCIOWE KIERUJĄ SIĘ SPECYFICZNYMI DLA SIEBIE ZASADAMI;
- PRAWO NIE ZAWSZE KIERUJE SIĘ LOGIKĄ BIZNESOWĄ;
- POZA NASZYMI UMOWAMI Z DOSTAWCĄ, MOGĄ ISTNIEĆ NADRZĘDNE UMOWY ZE STRONAMI TRZECIMI, MAJĄCE WPŁYW NA WYKONALNOŚĆ NASZYCH UMÓW;
- LICZĄ SIĘ TYLKO UDOWODNIONE I UDOKUMENTOWANE ARGUMENTY PRAWNE;
- NIE POTWIERDZONE PRAWNIE UZGODNIENIA, GROŻĄ RYZYKIEM ICH ANULOWANIA ORAZ DODATKOWYMI, ZWIĘKSZONYMI KOSZTAMI.

„Verba volant, scripta manet”

„Słowa ulatują, pismo pozostaje”

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BANKRUTUJĄCY DOSTAWCA, CO ROBIĆ?

1. Nie wpadać w panikę!
2. Analiza wewnętrzna: zamówienia, otwarte płatności, OTD, Score, stany magazynowe, drugie źródło, etc.
3. Kontakt z dostawcą. Zdobycie maksimum informacji.
4. Wizyta u dostawcy.
5. Zdobycie listy klientów i dłużników.
6. Rozmowa z innymi klientami.
7. Nasza pozycja pod względem obrotów na liście klientów.
8. Możliwość wstrzymania płatności (w zależności od statusu, może być wcześniej).
9. Zaangażowanie działu prawnego, wynajęcie prawników w kraju dostawcy.
10. Analiza umów i innych dokumentów prawnych.
11. Analiza statusu prawnego narzędzi.
12. Zabezpieczenie tytułu własności narzędzi.
13. Uruchomienie drugiego źródła dostaw.
14. Kontakt z syndykiem, komisarzem, etc. (w zależności od statusu, może być wcześniej).
15. Zabranie narzędzi, części gotowych, materiału, etc. (w zależności od statusu, może być wcześniej).
16. Rozważenie pozwu i roszczeń.
17. Złożenie dokumentów w sądzie (roszczenia, pozew, claims, etc.)

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CASE STUDY – DOSTAWCA ODLEWÓW

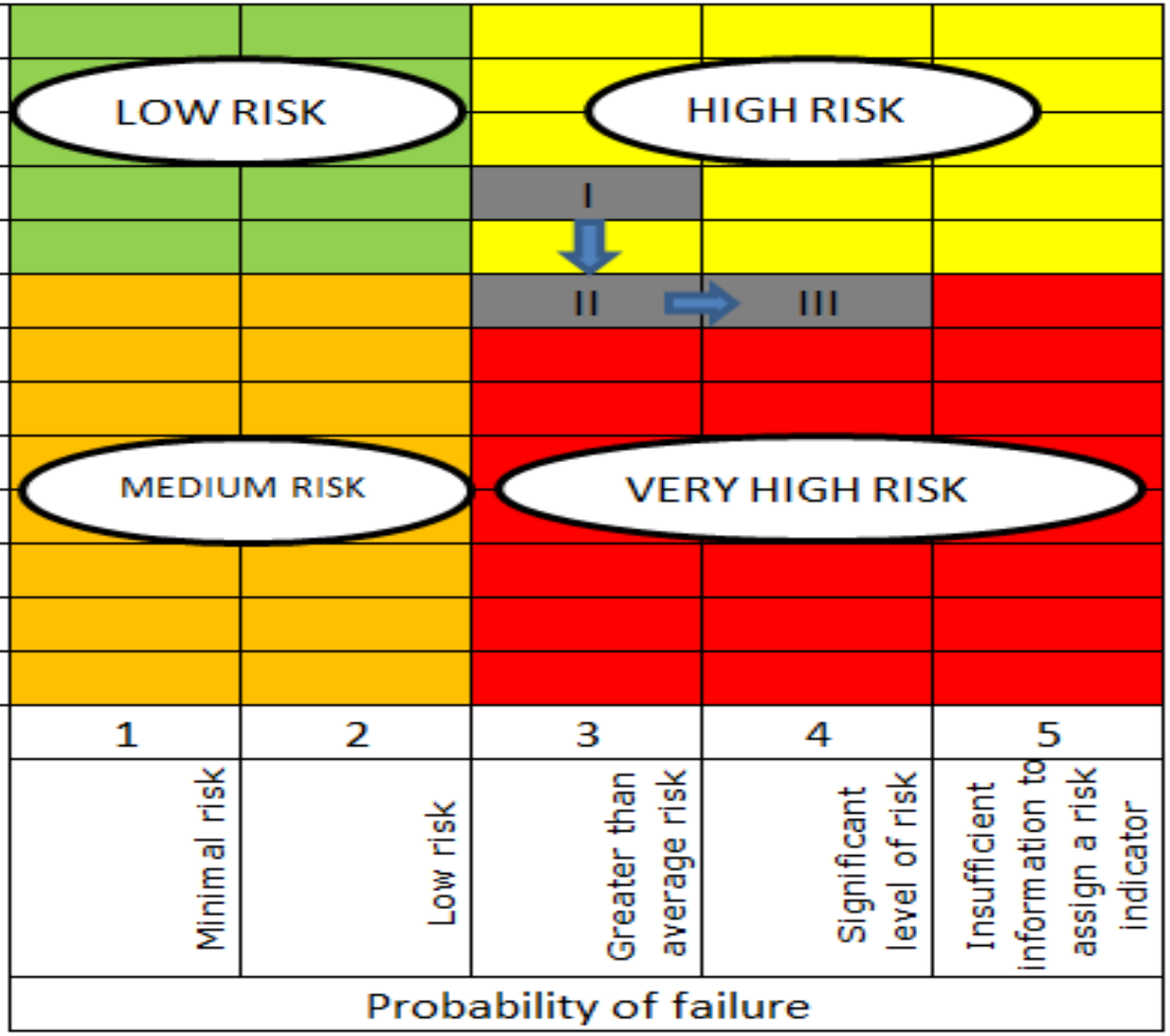
- Popełnione błędy
- Wyciągnięte wnioski
- Gdyby można było cofnąć czas…
- Wprowadzone usprawnienia

CASE STUDY – DOSTAWCA ODLEWÓW

13 Maj 2014	2A 3 - HIGHER THAN AVERAGE Risk Of Business Failure
Latest Accounts Date:	31 Dec 2012
Net Worth:	€2.666.936
Turnover:	€74.281.967
1 Sierpień 2016	A 3 - HIGHER THAN AVERAGE Risk Of Business Failure
Latest Accounts Date:	31 Dec 2014
Net Worth:	€793.605
Turnover:	€57.211.065
4 Kwiecień 2017	A 4 - HIGH Risk Of Business Failure
Latest Accounts Date:	31 Dec 2015
Net Worth:	€804.108
Turnover:	€59.524.536

CASE STUDY – DOSTAWCA ODLEWÓW

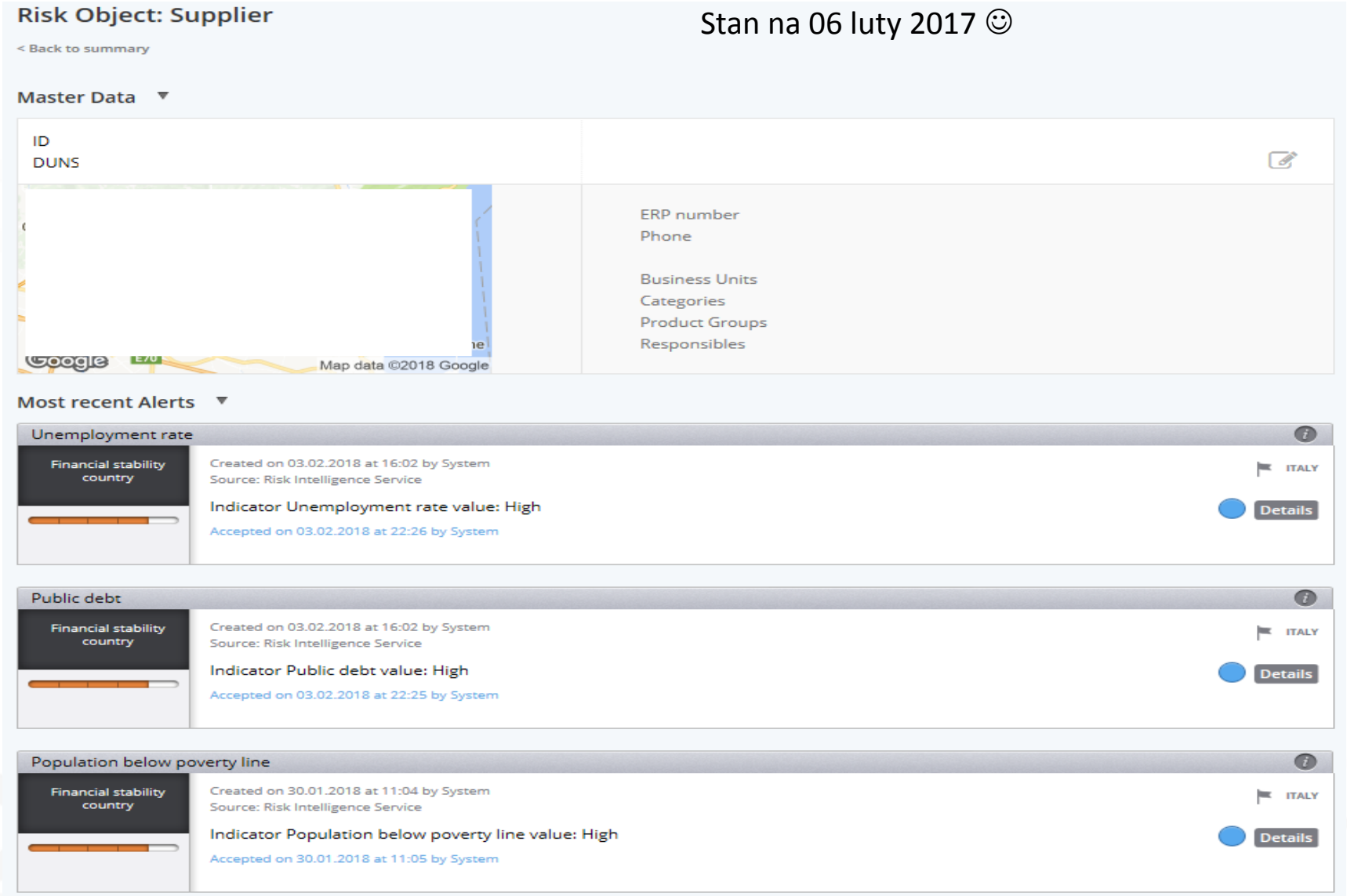
Based on Net Worth		
	Financial Strength of 60 + million	5A
	Financial Strength of 25 - 60 million	4A
	Financial Strength of 12 - 25 million	3A
	Financial Strength of 2.5 - 12 million	2A
	Financial Strength of 1.2 - 2.5 million	1A
	Financial Strength of 600,000 - 1.2 million	A
	Financial Strength of 345,000 - 600,000	B
	Financial Strength of 175,000 - 345,000	C
	Financial Strength of 120,000 - 175,000	D
	Financial Strength of 60,000 - 120,000	E
	Financial Strength of 35,000 - 60,000	F
	Financial Strength of 15,000 - 35,000	G
	Financial Strength of 0 - 15,000	H



D&B visual management proposal

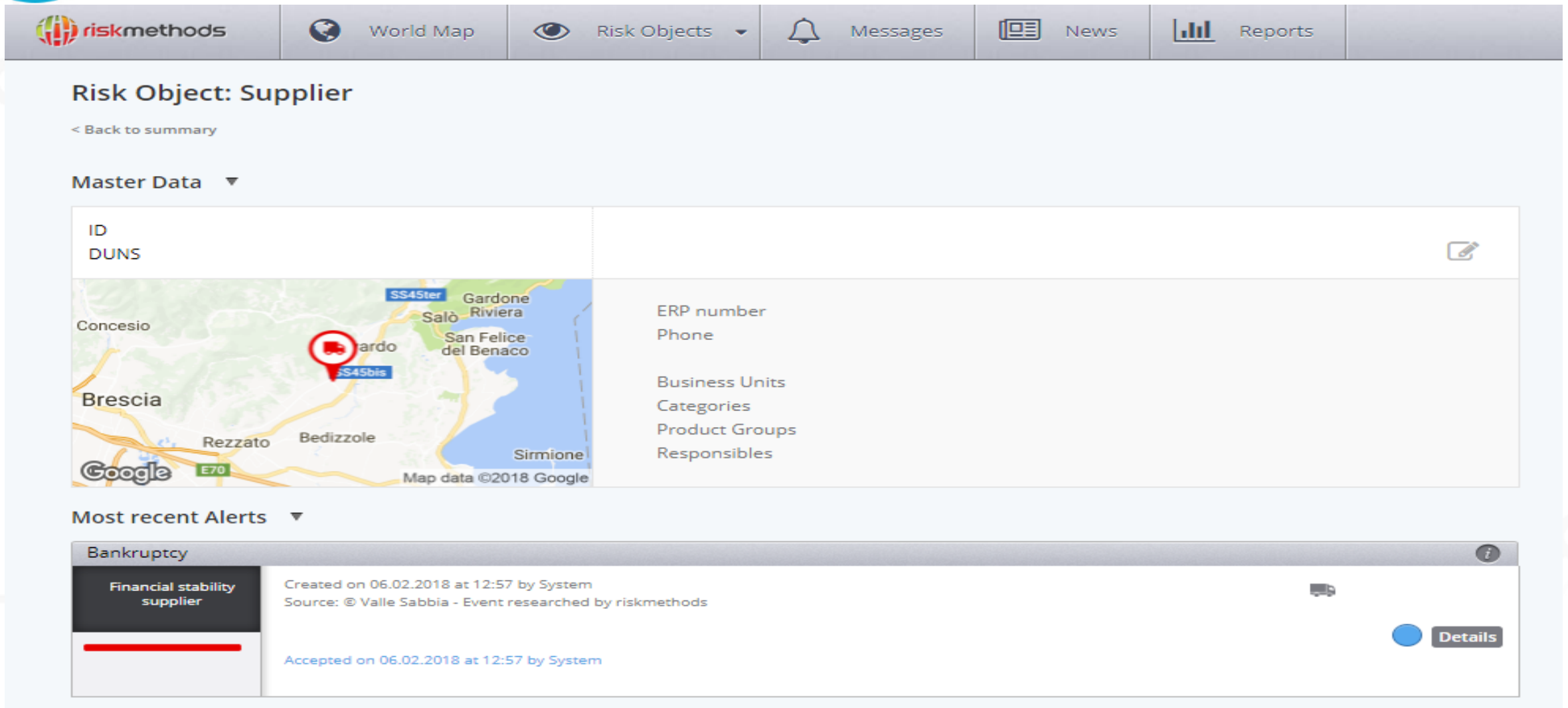
CASE STUDY – DOSTAWCA ODLEWÓW

Stan na 06 luty 2017 ☺

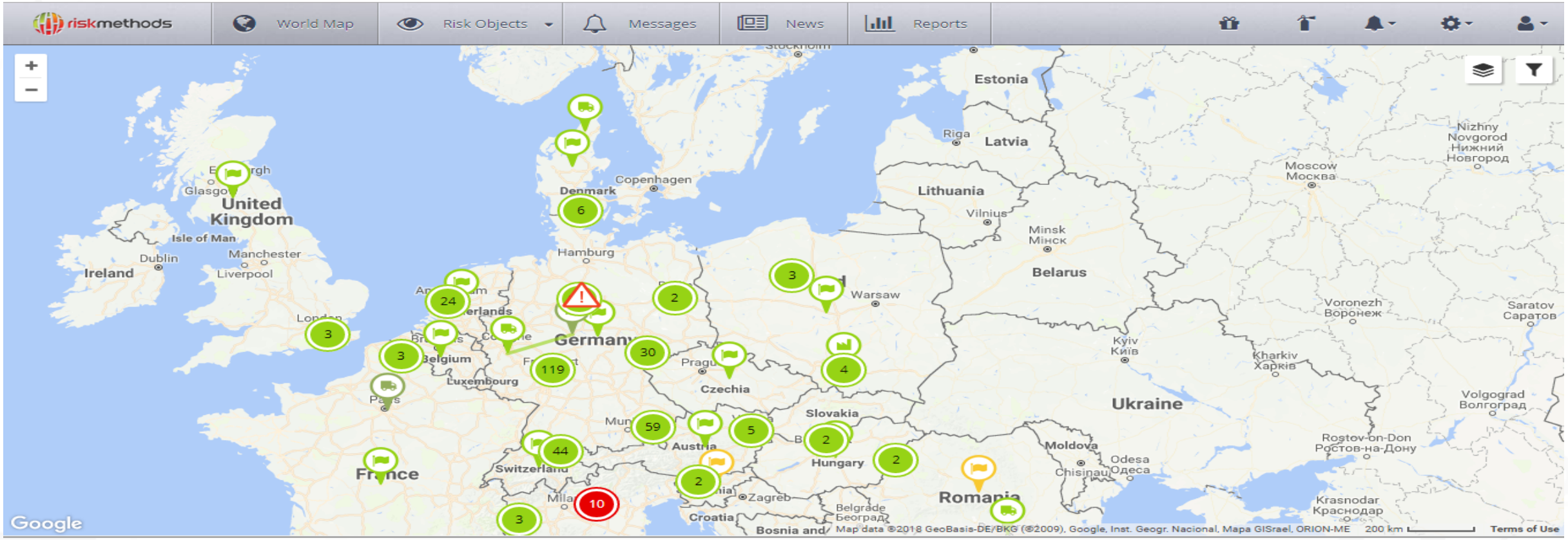


CASE STUDY – DOSTAWCA ODLEWÓW

Stan na 19 luty 2017 ☺



CASE STUDY – DOSTAWCA ODLEWÓW



SPRAWDŹMY TO ☺

Pytania
???

Dziękuję za uwagę