Executing Offset in India: Recent Rafael’s Experience

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Since 2013

Previously:
• 5 years Director: Purchasing & Logistics
• 10 years Director: Missile Production Plant GM
ISRAEL celebrate: 70!!!

https://www.youtube.com/watch?v=HIQedN2QCZk&sns=em

Actually: India also!! Congratulations!!!
Rafael Offset Experience Worldwide

Rafael gained **vast experience** in performing offset in about **20 countries** and value of **2 B$** in **20 years**.
Rafael’s Offset in India

No. of Contracts: 8 - until 2024  
Total Obligation: 300M$  
Reported Performance: 80M$  
Total Purchases: 270M$  
Credit Approved: 0

Purchase in India involved with:
- all Defense Technologies  
- about 60 Qualified Suppliers.
Rafael’s Approach

First: Support the Make in India
Best: Performance, Quality, Cost Effective, Ready to transfer technology.

✓ The BUY era
✓ Qualify basic production companies
✓ Establish JV’s and Cooperation agreements
✓ Create Centers of Excellence
✓ Be ready for the MAKE era
What Happened?

Rafael **struggled** with four challenges:
✓ Technology
✓ Quality
✓ Operations

And made it successfully!!
Changes in Guidelines

In recent years DOMW allowed some relief in guidelines:

- Change IOP
- Multipliers for DRDO & MSME
- Threshold: 300M$
- Recognize equipment invested
- Recognize value of knowledge
- Allow plan one year before report
- Allow change in offset plan

- Important factor: good interaction with DOMW!!
What Next?

✓ Recent changes are good
✓ We expect: credit approval soon
✓ More flexibility – better performance.

The offset as an ENABLER!

✓ Leverage the Offset: allow Civil Contents such as: Water, Agriculture, Energy Etc.

WIN WIN WIN WIN WIN WIN WIN WIN WIN WIN WIN WIN
THANKS

धन्यवाद