

MK Group

Najveća agrarna kompanija Srbije obrađuje plodnu zemlju Ukrajine

Largest Agribusiness Company in Serbia Cultivates Arable Land of Ukraine

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- EBRD odobrio kredit MK group za izgradnju najvećeg silosa u Ukrajini. – Korišćenje informacionog sistema SAP – snažna podrška menadžmentu. – Kontrola cene proizvodnje preko jedinstvenog modula u svetu ZAGA SAP. – Najveći operater u agraru na prostoru starog kontinenta nastaviće da investira u oranice

- The EBRD has approved to MK Group a loan for the construction of the largest silo in Ukraine. – Use of the SAP information system – Strong support to the management. – Control of production costs through a unique module in the world, ZAGA SAP. – The largest agribusiness operator in Europe will continue investing into arable land

MK Group je lider u vrhunskoj tehnološkoj poljoprivrednoj proizvodnji i agrarnoj industriji u Srbiji i regionu i najveći operater u agraru na prostoru starog kontinenta, a namerava da bude i najveći proizvođač ratarskih kultura u Evropi i lider u menadžmentu u poljoprivredi.

Deo ove poslovne strategije za budućnost predstavlja aktivnost u Ukrajini, gde MK Group zahvaljujući primeni know-how iz Srbije, već dve godine na plodnim ukrajinskim oranicama primenjuje vrhunske agrarne mere i postiže natprosečne prinose.

Kada je MK Goup počela da posluje u Ukrajini i zašto se opredelila za Ukrajinu?

As the leader in high-technology agricultural production and industry in Serbia and the region and the largest agribusiness operator in Europe, MK Group plans to become the largest crop producer in Europe and the leader in agribusiness management.

This business strategy for the future also includes activities in Ukraine, where MK Group, owing to the know-how from Serbia, has for two years already been implementing advanced agribusiness measures and achieved above-average yields at arable land in Ukraine.

When did MK Group start operating in Ukraine and why did it choose that country?

“MK Group, regionalni lider u visoko-tehnološkoj poljoprivrednoj proizvodnji i agrarnoj industriji, aktivna je i u oblasti finansija, poslovanja sa nekretninama, IT uslugama i uslugama transporta. MK Group je nedavno postala holding kompanija, koja upravlja sa 25 preduzeća i nastala iz MK Commerce, kompanije koja je osnovana 1989. godine, koja je danas lider u agrobiznisu u zemlji i među vodećim preduzećima Holdinga. Svoju poslovnu priču MK Group je počela sa pet radnika, a trenutno ima više od 3000 zaposlenih stručnjaka iz različitih oblasti.

MK Group teži daljem razvoju svojih usluga i proizvoda, kroz saradnju i razmenu poslovnih iskustava sa uspešnim u oblasti poljoprivrede, finansija i infrastrukture iz celog sveta. Pravac razvoja MK Group je kontinuirano osvajanje novih tržišta koji pored plodne zemlje nude i dobre uslove za poslovanje.

Holding je organizovan i posluje po standardima Evropske unije, znanja i veštine poslovanja se stalno usavršavaju, a know-how iz Srbije se prenosi na druge zemlje gde Group-a posluje.

“MK Group, the regional leader in high-tech agricultural production and in the agriculture industry, is also active in the sphere of finances, real estate jobs, IT services and transport services. MK Group recently became a holding company, managing 25 companies and Developed from MK Commerce, which was established in 1989 and is today an integral part of the Holding, MK Group is one of the largest and most successful business systems in the country. It launched its business story with five employees, and now employs more than 3,000 experts in various areas.

Development plans of MK Group are focused on new markets with arable land and favourable business conditions, cooperation and exchange of business experience with successful companies in the area of agribusiness, finance and infrastructure all over the world, as well as further development of products and services.

The Holding is organised and operates under the standards of the European Union, business knowledge and skills are constantly improved and know-how from Serbia is transferred to other countries where the Group operates.

- MK Group je na ukrajinskom tržištu prisutna od 2006. godine. Za Ukrajinu smo se opredelili prevashodno zbog odličnih prirodnih resursa kojima ova zemlja raspolaže i povoljne ekonomske i političke klime za strane investitore. Konkretno, što se prirodnih resursa tiče značajan podatak je da u odnosu na Srbiju, koja ima oko 3,5 miliona hektara, Ukrajina, najveća žitnica Evrope, raspolaže sa čak 40 miliona hektara obradive zemlje. U Ukrajini je kvalitet zemlje najbolji na svetu, jer sadrži optimalan nivo humusa. Čak je infrastruktura, u osnovnim elementima, planski urađena. Parcele su ograđene šumom koja je tu rasla već nekoliko decenija, sprečeni su udari vetra, blizu je vodenih površina, putevi su pravilno određeni. Dodatno i ne manje važno je da smo zemlju zakupili na rok od 15 godina, pod ekonomski povoljnim uslovima i sa mogućnošću preče kupovine.

Na koji način i kada je osnovana Agro Invest Ukrajina i kakavi su početni rezultati poslovanja?

- Kada smo u Srbiji dostigli određeni nivo poslovne zrelosti, znanja i tehnološke i kadrovske opremljenosti, odlučili smo se na strategiju razvoja poslovanja koja podrazumeva širenje na strana tržišta. Bukvalno smo izvezli svoj know-how iz Srbije i naše stručnjake iz poljoprivrede u Ukrajinu. Tako na primer, u Ukrajini je prosečni prinos pšenice bio uglavnom jedna tona po hektaru, a primena naših mera tamo dala je pet tona pšenice po hektaru, i to u ovo vreme najgorih suša. Za kukuruz je slična situacija, u Ukrajini je prosek bio 2 do 3 tone po hektaru, a mi tamo imamo 7 do 8 tona po hektaru, a na nekim parcelama i do 11 tona po hektaru.

Da li je Agro Invest Ukrajina implementirana u informacioni sistem SAP, jedan od najboljih i najskupljih informacionih sistema na svetu koje ima holding MK Group?

- MK Group has been present at the Ukrainian market since 2006, and we chose it primarily because of its vast natural resources and a favourable economic and political climate for foreign investors. Regarding natural resources, it is important to note that compared to Serbia which has around 3.5 million hectares, Ukraine as the largest wheat producer in Europe has as many as 40 million hectares of arable land at its disposal. Soil quality in Ukraine is the best in the world because it contains an optimal rate of humus. Even the basic infrastructure is well planned: land parcels are surrounded by forests that grew there for decades and prevent wind blows, water is close, roads suitable. Furthermore, we rented the land for 15 years under economically favourable conditions and with an option of preferential purchase.

How and when was Agro Invest Ukraine established and what are initial business results?

- When we reached a certain level of business maturity, know-how and technological and personnel capacities in Serbia, we adopted a strategy of developing business operations focused on expanding to foreign markets. We literally exported our know-how and agribusiness experts from Serbia to Ukraine. For instance, an average wheat yield in Ukraine was one ton per hectare, while the implementation of our measures has resulted in five tons per hectare, even at the time of most severe drought. The situation with maize is similar – the average yield in Ukraine was 2 to 3 tons per hectare, while we have 7 to 8 tons per hectare, and even up to 11 tons at some parcels, there.

Is Agro Invest Ukraine implemented into the SAP information system, one of the best and most expensive information systems in the world that MK Group has?

- SAP je jedan od najboljih svetskih informacionih sistema koji omogućava inteligentno i integralno upravljanje svim poslovnim procesima i informacijama kompanije. U Srbiji smo bili prva privatna kompanija koja je 2004. godine implementirala SAP. Uz pomoć SAP-a brže integrišemo nove firme u naš poslovni sistem i imamo tačan i transparentan uvid u poslovanje svake članice. MK Group može da se pohvali da raspolaže sa jedinstvenim modulom na svetu koji služi praćenju poljoprivredne proizvodnje, koji nosi radni naziv ZAGA, koji je nastao kao rezultat našeg znanja u oblasti poljoprivrede. Držimo se vrlo jednostavnog pravila: dobro razumeti biznis, znači razumeti svoju cenu koštanja. Upravo zahvaljujući ZAGA SAP modulu precizno znamo svaku stavku u ceni koštanja svakog pojedinačnog proizvoda sa naših oranica. Dakle, od proizvodnog procesa do prodaje, moramo da kontroliramo sve što se dešava. Kada imamo tako postavljen proceduralno-informaciono-organizacioni sistem, onda ne treba brinuti za uspeh na tržištu. Inače, ZAGA modul je jedinstven u svetu, i u postupku je zaštitena kao „SAP best practice“. Već ima zainteresovanih kompanija koje žele da ga kupe. Projekat implementacije SAP u naša ukrajinska preduzeća je počeo i u septembru očekujemo produkciju.

Kakvi su dugoročni planovi MK Group vezani za Ukrajinu?

- MK Group je jedna od retkih srpskih kompanija koja investira u inostranstvo. Naš cilj je da posle Srbije, budemo najveći proizvođač ratarskih kultura u Evropi, kao i lider u menadžmentu u poljoprivredi, jer smo već najveći operater u agraru na prostoru starog kontinenta. U svakom

slučaju, nastavice da investiramo i u već postojeću zemlju i preduzeća, ali u nove hektare obradivih površina, ne samo u Ukrajini već i drugim zemljama koje mogu da nam ponude potrebne resurse. Mi na poljoprivredu gledamo kao na „udžbenički primer“ gde pravilno poslovanje, dobra kontrola troškova, upravljanje cenom proizvoda i savremena agrotehnika donosi dobar prihod.

Koliko godina unazad MK Group posluje sa svetom i kakva su iskustva i rezultati?

- MK Group od samog svog početka poslovanja, a mislim pre svega na MK Commerce, matično i prvo preduzeće iz koga se i razvoj poslovni sistem, aktivno saraduje i posluje sa inostranstvom u svim oblastima koje su relevantne za naš biznis. Mi imamo dobre poslovne relacije sa svim vodećim svetskim bankama i finansijskim institucijama. U Ukrajini nam je EBRD odobrio kredit za izgradnju najvećeg silosa koji će imati 113.000 tona skladišnog kapaciteta. Naše iskustvo u saradnji sa svetskim kompanijama je bogato, a navešću Vam samo nekoliko primera. U Srbiji samo strateški partneri sa jednim od najvećih evropskih proizvođača šećera Nord Zuckerom

- SAP is one of the best global information systems for intelligent and integral management of all business processes and information of a company. We were the first private company in Serbia which implemented SAP, in 2004. Owing to SAP, we integrate new companies into our business system faster and have a precise and transparent insight into operations of each member. MK Group boasts with a unique module in the world which monitors agricultural production. Its working name is ZAGA and it is a result of our know-how in the area of agriculture. We follow a very simple rule: to understand business well means to understand what your costs are. Thanks to the ZAGA SAP module, we precisely know each item in total costs of every individual product from our land. In other words, from a production process to sales, we have to control everything. With such a procedural, information and organisational system, there is no need to worry about market success. The ZAGA module, which is currently undergoing a protection procedure as the „SAP best practice“, is unique in the world, and some companies are already interested in it. The project of implementing SAP in our Ukrainian companies has started and we expect production in September.

-What are MK Group's long-term plans for Ukraine?

- MK Group is one of few Serbian companies which invest abroad. Our objective is to, after Serbia, be the largest crop producer in Europe, as well as a leader in agribusiness management, since we are already the largest agricultural operator in Europe. We will definitely continue investing into the existing arable land and compa-

nies, as well as into new hectares of arable land, both in Ukraine and other countries which can offer required resources. We perceive agriculture as a „textbook example“ where proper business operations, cost control, product price management and modern agribusiness technology result in revenues.

When did MK Group start operating with the world and what is its experience and relations in that regard?

- From the very beginning, MK Group, particularly MK Commerce, the company that our business system evolved from, has actively cooperated at the international level in all relevant business areas. We have good business relations with all leading global banks and financial institutions. In Ukraine, the EBRD has approved us a loan for the construction of the largest silo with the capacity of 113,000 tons. Our experience in cooperation with global companies is vast and let me give you several examples. In Serbia, we are a strategic partner of one of the largest sugar producers in Europe, Nord Zucker, and our joint venture Sunoko is the leading sugar producer and exporter in the country.



Miodrag Kostić sa menadžmentom na oranicama blizu Jagotina u Ukrajini
Miodrag Kostić with the management on fields near Jagotina, in Ukraine

Ekološki standardi

MK Group-a aktivno štiti potrošače i kupce svojih proizvodnjom i prometom zdravstveno bezbedne hrane. Politika zaštite životne sredine usredsređena je na minimiziranje štetnih efekata na okolinu, kao i optimalno korišćenje prirodnih resursa. MK Group je posvećena uvođenju međunarodnog standarda za ekološki menadžment Sistema menadžmenta zaštite životne sredine 14001 : 2004.

Environmental Standards

MK Group actively protects clients through the production and distribution of health-safe food. The environmental policy is focused on minimising damaging effects as well as optimal use of natural resources. MK Group is committed to the introduction of the ISO 14001 : 2004 Environmental Standard.

i naša zajednička kompanija Sunoko je najveći proizvođač i izvoznik šećera u zemlji. Takođe je naše preduzeće MK IT Business Solutions jedini silver partner SAP West Balkans. Dakle, bez saradnje sa svetom, preuzimanja best-practice-a, praćenja savremenih trendova u poslovanju, inovacija i novih tehnoloških rešenja, nema brzog napretka i razvoja.

Kakvi su dalji pravci realizacije evropskog koncepta poslovanja holdinga?

- MK Group je nedavno u formalno-pravnom smislu postala holding kompanija, koja upravlja vlasničkim udelom u preko 25 preduzeća i zapošljava preko 3000 radnika. Trenutno smo jedan od najvećih i najuspešnijih poslovnih sistema u Srbiji, koji se svojom veličinom, snagom i konceptom poslovanja izborio i za svoju, rekao bih, značajnu poziciju i na inostranom tržištu. Koncept holdinga jeste da bude „kapa“ i da kanališe i kontroliše korporativne vrednosti svih članica. S druge strane, preduzeća pojedinačno imaju obavezu da planiraju, razvijaju se i samostalno posluju, a sve u skladu sa normativima Srbije i standardima Evropske unije. Mi svoje poslovanje razvijamo u sektoru agrara, menadžemnta u agraru, finansija, poslovanja sa nekretninama, IT-u i drugim oblastima. Dakle, stalno se širimo, pratimo dešavanja na tržištu, brzo reagujemo na povoljne poslovne šanse i uporno pratimo našu viziju da budemo najbolji u onome što radimo.

Međunarodna aktivnost MK Group

Veličinu, snagu i evropski koncept poslovanja MK Group najbolje ilustruju dugogodišnja poslovna saradja sa partnerima iz Nemačke, Sjedinjenih Američkih Država, Austrije, Francuske, Velike Britanije, Italije, Švajcarske, Grčke i Ukrajine.

Strateško partnerstvo sa svetskim liderima u oblasti agrara, kao što su američki Monsanto i nemački Nord Zucker, ilustruje snagu i rešenost MK Group-e da postane pravi regionalni lider u oblasti agrara.

Tome u prilog govori i činjenica da MK Group ima podršku mnogih značajnih međunarodnih finansijskih institucija poput Evropske banke za obnovu i razvoj, Raiffeisen Banke, Hypo Alpe Adria Banke i drugih sa kojima ima razvijenu uspešnu dugogodišnju saradnju

Furthermore, our company MK IT Business Solutions is the only silver partner of SAP West Balkans. To conclude, without cooperation with the world, transfer of best-practice, following modern global business trends, innovation and new technological solutions, there is no fast growth and development.

What are further directions of the holding's implementation of the European business concept?

- MK Group has recently become a holding company, which has a majority ownership stake in more than 25 companies and employs more than 3,000 people. We are one of the largest and most successful business systems in Serbia which, owing to its size, strength and concept of doing business, has won a significant position at the international market as well. The concept of a holding is to be an „umbrella“ and direct and control corporate values of all members. On the other hand, each company is obliged to plan, develop and operate individually, in accordance with the Serbian legislation and the EU standards. We develop our business operations in the area of agribusiness, agribusiness management, finance, real estate, IT, etc. We constantly expand, monitor market developments, react promptly to favourable business opportunities and follow our vision of being the best in what we do.

International activities of MK Group

MK Group's size, strength and European business concept are best illustrated by long-standing business cooperation with partners from Germany, the United States of America, Austria, France, Great Britain, Italy, Switzerland, Greece and Ukraine.

Strategic partnership with global agribusiness leaders, such as USA's Monsanto and Germany's Nord Zucker, illustrates the strength and determination of MK Group in its efforts to become a true regional leader in agribusiness.

This is also confirmed by the fact that MK Group is supported by numerous international financial institutions, such as the European Bank for Reconstruction and Development, Raiffeisen Bank, Hypo Alpe Adria Bank and others it has long-standing successful cooperation with.

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