



NEWS RELEASE

Najah Breaks Down the Art of Optimization

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As Visteon celebrates its 25th anniversary, we spotlight the people who've expertly turned challenges into opportunities. Among these innovators stands Najah Saidani, whose three-decade journey has upgraded our logistics operations in Tunisia and proven that geographical challenges are no match for determination and strategic thinking.

Challenge Accepted

When Najah joined as Material Flow Customs and Freight Manager in October 1992, Tunisia's location across the Mediterranean Sea posed significant logistics challenges. But where others saw obstacles, he saw opportunity. His goal was to make the Tunisian plant competitive despite its geographical location. The result? An astounding 70% reduction in customs, freight, and duty costs.

The Art of the Possible

"I remember the first time when our Senior VP of Operations, Supply Chain and Procurement, João Paulo Ribeiro, set the target for total freight and duty at 1.5% instead of 2.63%," Najah recalls. What seemed like an impossible challenge became a catalyst for innovation. With encouragement and confidence from leadership, he not only met the target but exceeded it!

Revolution in Motion

Najah's approach to logistics transformation was comprehensive and creative. He pioneered the implementation of WEBTRAK for premium freight management, optimized packaging density for maximum truck loads, and



successfully negotiated transport tariffs. His strategic shift to multimodal transport and prioritization of economic shipping modes revolutionized Visteon's logistics operations in the region.

Breaking Bureaucratic Barriers

One of Najah's most significant achievements was securing both Authorized Economic Operator (AEO) and Authorized Exporter (AE) certifications. These became keys to unlocking faster customs clearance times and reduced costs. His ability to build fruitful relationships with customs and authorities proved invaluable in navigating complex regulatory landscapes.

The Leadership Evolution

A pivotal moment in Najah's career came during a high-stakes project with tight deadlines. When challenges arose, he discovered that true leadership meant more than solving problems alone. "I shifted my strategy: I began delegating tasks more effectively, trusting my team's expertise, and highlighting open communication at any turn," he explains. And this not only improved team morale but also led to improved technical solutions.

Embracing Change

When Visteon acquired JCI in 2014, Najah demonstrated his adaptability once again. He immersed himself in understanding Visteon's strategy and priorities, turning industry changes into opportunities for growth. His approach to continuous improvement has become a model for adapting to industry evolution while maintaining operational excellence.

The Formula for Success

For Najah, success comes from a combination of technical expertise and strategic thinking. He advocates for mastering scientific methodologies like Six Sigma, Lean manufacturing, and OPEX, while emphasizing the importance of building strong relationships and embracing Visteon's culture.

Wisdom for the Future

To those beginning their Visteon journey, Najah offers practical advice: "Take advantage of the dynamic environment and training offered by the company. Stay curious and don't hesitate to ask questions." He emphasizes the importance of building strong team relationships while mastering technical tools – a combination that has proven successful throughout his career.

Ready to turn challenges into opportunities for growth? Visit [visteon.com/careers](https://www.visteon.com/careers) to explore open roles across the

world and become part of our next chapter of operational excellence.