

IFS realizes seamless intercompany processes for Dolezych, driving digitalization and organizational transformation company-wide



Following a successful go-live in July 2022, manufacturer Dolezych has implemented the first phase of a new IFS ERP solution. 250 users at its Dortmund headquarters in Germany and a manufacturing operation in Katowice, Poland, now have access to fully integrated IFS functionality, with a contract in place to roll out across six further countries.

Serving the lifting and load securing industries, Dolezych manufactures a wide range of fabricated products including wire rope assemblies, web and chain slings, lifting points, shackles and lifting appliances.

With seven subsidiary companies around the world, and manufacturing operations in both Germany and Poland, establishing seamless intercompany processes is critical for success. Sven Wasik, Chief Digital Officer (CDO) and project owner, explains. “Historically, our Polish manufacturing facility ran its own materials planning, warehousing, HR and finance solutions. Our Dortmund headquarters also operated a local ERP, HR and finance solution. Similarly, point solutions are currently in place across our other subsidiaries globally.”

“With some legacy systems migrated from DOS to Windows, we had simply outgrown our current IT capabilities. Growth of the business demands we can accurately monitor KPIs and execute international production planning, sales planning and supply chain management. It was clear we needed to standardize our systems enterprise-wide, so in 2018 we hired a consultant to review and shortlist suitable ERP vendors.”

A strategic decision

Following presales workshops with four final candidates, and scrutiny by Dolezych employees themselves, IFS was selected based on the IFS team fit and the suitability of several preset system configurations. The initial contract, signed in 2018, was to roll out and start using IFS in Germany and Poland, with further sites to be added in due course.

About Dolezych

Founded in 1935, today Dolezych is one of Europe’s largest suppliers of cables, lifting, slinging and load-securing equipment, with a portfolio of more than 20,000 products.

Headquartered in Dortmund, Germany, and selling globally, the company employs 650 employees and operates seven subsidiary companies in Poland, the USA, Chile, China, Turkey, Russia and Ukraine.

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Three years later and post-pandemic, the IFS solution now forms a key part of the group's strategic plan to digitalize the company, including the ability to create interfaces and APIs to new systems such as a product information management solution. "We are planning to relaunch our web shop and our website with connections to IFS," observes Wasik.

Ensuring data integrity

One of the challenges Dolezych needed to overcome before implementation was improving the quality and consistency of data across the disparate legacy systems. "It was apparent we could not migrate old data directly from system to system without first undergoing an extensive cleansing process," says Wasik. "We want to be a better supplier for our customers, which means ensuring they can enjoy the best possible purchasing experience."

From stabilization to optimization

With some 650 employees, the current client-server on-premise IFS installations already provide around 250 users access to powerful visibility and functionality across sales, supply chain, payroll, HR, production and project operations.

A five-month stabilization phase since go-live has allowed users to become familiar with the IFS system, and to fine-tune throughput for product configuration and input. The next phase through 2023/4 is focused on optimizing the system. For example, the company has already successfully introduced a Warehouse Data Collection Mobile Client (WADACO) system with barcode scanners, increasing inventory efficiency in the German and Polish operations. Wasik has also been able to establish and analyze new KPIs, for example customer value analysis in terms of costs and contribution margins, whilst also improving visibility for current shop orders and inventory.

Real-time correlation

The correlation between finance and supply chain data is also improved. "Before, we had one finance system providing profit and loss statements and balances, and another reporting planning production and inventory - with regular inconsistencies between the two. Now, with a single integrated system, our finance reporting matches production numbers in real-time," says Wasik. An interface is also in place between IFS and the Dormakaba system to log production and office staff movements. In addition, employees have access to IFS HR functions to book leave.

The optimization phase will also see the creation of further role-based dashboards (IFS Lobbies) by an IFS Partner. One of the biggest goals was to remain as close as possible to a standard IFS solution. "We have been able to achieve this with only one major customization. By embracing IFS capabilities we have transformed our data, our organization and our processes to ensure we can maximize value for customers," says Wasik.

Benefits seen using IFS

- Multi-site, multi-country information held in a single system
- Full transparency across production and inventory
- Robust, accurate real-time data – a single version of the truth
- Innovation support to improve the customer experience
- Visibility and analysis of advanced KPIs
- Digital transformation and technologies built-in
- Ability to connect to third-party solutions



Improving Customer Experience (CX)

IFS provides the foundation to pursue the company's digitalization strategy. Goals include linking IFS to the web shop, and delivering interfaces to a product information management system, a media asset management system and new Configure to Order (CTO) tools. Pilots are already running to connect customers to an Electronic Data Interchange (EDI) system.

"Historically each location was operating individually, almost in a silo. With IFS we unite everything transparently: common customers, common articles, common working practices and planning. Now we can see our global business needs and so improve our purchasing and scheduling across the group", observes Jürgen Hoffmann, Director of International Affairs and Solution Manager. CEO Tim Dolezych is convinced that IFS will further improve the overall service quality for Dolezych customers: "Our digital transformation process clearly follows our corporate vision: we make the world safer and easier. Our customers in Germany, Europe and around the world will benefit from the fact that we will be able to support them even faster, more efficiently, and more reliably in their daily work with our quality products and services in the future."

Implementing IFS

What advice would Wasik offer to those considering implementing IFS? "Smooth data migration is one of the most important aspects of introducing any new system. My strong recommendation is to do some pre project work to check legacy data quality. Being able to migrate quality data at the start makes it much easier for key users to get used to the system when working with familiar products and scenarios."

"Any ERP implementation project, with any vendor, also places an immense burden on employees. Agile project management can deliver several quick returns which ensure employees remain motivated and engaged. If key users are to train others on the system, make sure that your organization provides them with whatever support they need," he adds.

Moment Of Service™

Wasik is confident customers will rapidly benefit from IFS and the company's digital transformation journey. "Our customers expect to be able to connect through EDI. New secure portals will provide a better purchasing experience, 24/7/365, detailing stock levels in our warehouses and serving personalized account-based pricing, all managed by IFS. Our ability to build CTO configurators in IFS means customers will be able to configure orders themselves in our web shop. An IFS API to the FORMAT shipping service even gives customers real-time track and trace information on orders. Our company's vision is to make the world safer and easier. IFS will let us remove complexity from the purchase process."

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Sven Wasik, CDO and Project Owner



Find out more

Further information, e-mail info@ifs.com, contact your local IFS office or visit our web site, ifs.com

