

# IFS streamlines operations for Porta KMI Poland



Porta KMI Poland is a leading manufacturer of door leafs and door frames in Poland. In its six factories, including one abroad, in Romania, over 1 million units are made annually in very short customized series.

The specific feature of Porta's plants is mass customization, i.e. delivery of a high number of production orders for very short series of products with varied configuration. Moreover, Porta has several manufacturing plants in various locations, with different configuration methods. As a result, a very high number of transactions are related to order delivery.

In 2007, the company decided to replace its management support system with modern ERP software. One of its major goals was to streamline the operations of its Romanian subsidiary, which could not use the system as the general ledger owing to local legislation. The management of Porta expected the new system to enhance information flow and allow faster managerial decision-making.

Eight ERP solution providers responded to Porta's request for proposals. After negotiations and reference visits, IFS was deemed to have presented the best offering. IFS was selected in December 2007. "The IFS consultants made the best and most competent impression. We were also convinced by their experience in the Romanian and CIS markets," explains Ryszard Schwartz, IT Systems Development Director.

## Implementation

Go-live was initially planned for January 1, 2009. However, more time was needed to optimally develop and accurately test the system. Another eight months of 2009 were spent at Porta refining details of the solution and testing it on large amounts of data. Moreover, IFS conducted a series of activities to optimize the way the system operated with real data.

"For us, it was by no means a waste of time. Each test indicated what remained to be done, what we had overlooked, and helped us to improve the solution. Owing to this, the final go-live, on 1 September 2009 was smooth and rapid," Schwartz emphasizes. "We had no problems with the distribution/ manufacturing area. Everything worked according to expectations. The parts related to order processing, order activation, order confirmation, creation of manufacturing orders, movement of products from manufacturing to finished product warehouse and sales—all of these worked instantly on a very high level."

## About Porta KMI Poland SP. Z O.O.

Porta KMI Poland Sp. z o.o. has been operating on the woodwork market since 1992, specializing in manufacturing doors and door frames. Currently, the company is an industry leader among domestic manufacturers. Together with development companies Invest Komfort and SGI Baltis, Porta KMI Poland constitutes Baltis Investment SA capital group. Porta KMI Poland is currently composed of five plants located in: Bolszewo, Ełk (two production facilities), and Suwałki (two facilities). The company also has a subsidiary in Arad, Romania. Average monthly production is approximately 55,000 door leafs and 42,000 door frames. High product quality is a result of modern and automated production technology. The headcount in all five facilities reaches almost 1,900 employees. Since 2009, company management has been supported by IFS.

[www.porta.com.pl](http://www.porta.com.pl)



Certain difficulties arose initially in the procurement area when creating purchase orders. “The major problem in our plants was the fact that the procurement cycle is usually longer than the manufacturing cycle. We must purchase materials for production even when we do not know when the products will be ordered. This is why purchasing planning processes are of extreme importance. At the system implementation stage, it was necessary to make additional joint arrangements, owing to which we managed to refine the solution in such a way that the system—in line with our expectations—began to generate material purchasing proposals correctly,” says Schwartz. “The process of acceptance and settlement of purchasing invoices was also streamlined—currently all orders for elements and materials are handled directly by the departments making the purchase.

## Large scale of implementation

The scope of implementation and the range of functionality implemented was huge. The system has 600 users and simultaneously went live in all five Porta locations in Poland and in the manufacturing facility in Romania. Schwartz pointed out that implementation in the Romanian plant was conducted by the Porta team independently, nearly without support from IFS consultants. IFS was implemented in all key areas of company operations. The system supports management of finances, distribution, manufacturing, engineering, maintenance, human resources and payroll administration.

## Major benefits

Managing logistics in Porta manufacturing facilities is not simple. The company has several locations, but the client’s order is always directed to the same place –headquarters in Bolszewo.

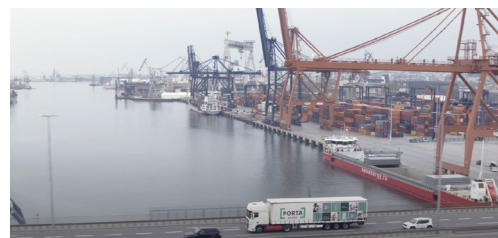
“The whole process of order delivery—from sending the customer’s order to production, to creating a production order at the plant—is carried out automatically. Order activation in Bolszewo triggers automatic creation of purchase orders, messages are sent to suppliers of particular lines, and in manufacturing plants sales orders and production orders are created. The entire process chain is done automatically. This is the most important added value for us,” says Schwartz.

One of the challenges to be faced in manufacturing products with such a diverse configuration is adequate palletization of products, which groups the products and intermediate products with similar manufacturing technology. Prior to implementing IFS, palletization of products in Porta plants was not supported by an integrated system.

“Thanks to IFS, we managed to do the seemingly impossible—develop palletization processes. In our company the major element of production planning, aside from the development of production orders in the system, is the physical “routing” of the product through all the manufacturing stages. This guarantees that the employees hand over the materials and intermediate products correctly and in the right sequence. Based on our common concept, IFS software developers developed a process of product palletization during production. This helped us enhance logistics and reduce costs,” Schwartz concludes.

## Benefits achieved with IFS

- Automation of planning and production preparation processes
- Enhancement of configurable production
- Enhancement of logistics
- Harmonization of the manufacturing system in all facilities, both in Poland and Romania



“The entire process of order delivery from routing of the customer order to production to creation of the production order in the manufacturing facility is being handled automatically.”

Ryszard Schwartz, IT Systems Development Director, Porta KMI Poland Sp. z o.o

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Further information contact your local IFS office or visit our web site, [ifs.com](http://ifs.com)

