

## Polish glass manufacturer goes from strength to strength with IFS Applications™

**Glass has been produced at Sandomierz, Poland, since 1962. In 1993, Pilkington International Holdings purchased the majority of shares in the existing company and Pilkington Sandoglass Sp z o.o. was formed. With 500 employees, Pilkington Sandoglass supplies a significant part of the Polish market, earning more than US\$ 57 million in 1999. Restructuring aimed at enhancing production technology started in 1993. In mid-1995, the first float technology production line in Poland was opened, producing top-quality glass. The implementation of IFS Applications ensures that Pilkington Sandoglass has an integrated, scalable business solution that supports and enhances its modern production facilities.**

### **The problem**

The production and distribution of glass generate the usual problems associated with all manufacturing. On the one hand, production is continuous, and unplanned disruptions should be as few as possible; on the other hand, the final products must be distributed. Moreover, somewhere in between, finished products have to be stored. The IT solutions the previous owners had invested in were rather small scale and did not cover the entire company. The financial department and accounts had a multi-user application that formed a separate, closed system. Production calculations, processing, and salaries were also done with the help of discrete software packages. But the software was not integrated, and there was no computer network in the company. On top of all this, the change in production technology required a change of IT system.



### **The solution**

IFS Applications™ had already been successfully implemented in a Pilkington subsidiary in Sweden, so the choice of solution was not a problem. “We were in a very advantageous position,” recalls Kazimierz Lesniak, IT Director, Pilkington Sandoglass, “We learnt to what extent the system met management requirements and got information directly from the users on the best way of using it. We also learnt what had to be adapted to Polish conditions, and how best to do it.”

### **Implementation**

Modules for accounts and finance as well as for managing the finished products inventory were implemented first. Initially, the company spent more time than originally planned on the implementation process, but the experience nevertheless was very instructive. Kazimierz Lesniak explains: “In the beginning, we made too many changes to the system, adjusting it precisely to the demands of direct users. This approach consumed more time and resources than we wanted, so together with IFS we decided to have a second look at the requirements. It soon

became apparent that the majority of the changes had, in fact, a very short life. Since then, we have introduced strict measures—changes to the system must be well justified based on external conditions or internal needs and their implementation must be for good reasons, reflected in the company's economic results or forced by changes in the environment.”

The implementation process also had to take into account the existing modules that were not Y2K compliant. Finally, it was decided to leave the production and warehouse modules as character-based versions, making sure that they were Y2K compliant. Other modules were installed in the newest graphic version. At this point, the company also implemented purchasing modules, materials inventory and spare parts modules. Moreover, the maintenance module was changed in order to make it compatible with the rest of the software.

### **Benefits**

“Since we implemented the system and have become experienced and skilled in its use, we have recommended that other subsidiaries use the same system. Pilkington Automotive and IGP are using IFS Applications, and their systems are installed on our computer. Based on Polpak-T, we have created a telecommunication network to work on-line, and now Pilkington IGP branches throughout the country are working on our server. As our ambitions grow, so does the number of our users, and most probably we will soon need to increase the capacity of our computer center,” says Kazimierz Lesniak.

At present there are 80 simultaneous users and

over 200 accounts registered. In total there are about 300 simultaneous users.

Pilkington Sandoglass also has begun to reap the benefits of an integrated system. The production line control system is synchronized with the IFS software. Pilkington and IFS collaborated to develop and install a computer network that supports information exchange between the production line and the warehouse for finished products. The supporting network is responsible for printing labels for the product. Information on finished glass packages generated in the supporting network is entered into the IFS system. Based on this information, the system accepts the product into the warehouse. If the information cannot be transferred, it remains in the supporting network until the system is able to receive it. Should the support network fail, the system allows labels to be printed manually.

Kazimierz Lesniak: “Having installed the system and invested in modern equipment we are in a comfortable position, with everything we need to fulfill our plans in the coming year. We need only to change what is required by our environment and business.”

### **Software**

IFS Financials™, IFS Maintenance™,  
IFS Manufacturing™, IFS Distribution™

### **Hardware**

IBM Servers/AIX operating system  
Oracle database system  
Workstations – Pentium III,  
Windows NT computers