



Gallatin Steel Company

Manufacturer Refines Inefficient Processes Enterprise-wide

“We had an enterprise vision from the beginning,” says Tamera Vaughan, Process Manager, Information Systems at Gallatin Steel Company (Ghent, KY). “We knew we wanted to roll the solution out to every department, and the IS Department serves the whole company. We needed to have the same method of retrieval for everyone so that we could train everyone once and only have to support one system.” Thus began Gallatin’s extensive search for an application that could eliminate paper, manage reports, support e-forms, allow full-text indexing and accommodate extensive keywords. Retention, records management and version control were also critical components.

Gallatin Steel Company, which melts, refines, casts and rolls steel scrap metal from many sources, including countless old cars, produces 1.5 million tons of steel coils a year. The coils are later used to make tire rims, gas cylinders and other metal products. In a facility dominated by electric arc furnaces and quality control labs, Gallatin Steel was running out of room to store documents critical to maintaining operations— shipping documents, human resources forms, compliance documentation, customer correspondence, as well as reports, e-mails and faxes.

The business processes surrounding steel manufacturing also required a vast amount of paper. While looking for a document management solution, officials at Gallatin Steel learned how an enterprise content management (ECM) solution could reduce the paper processing to increase operational efficiency, customer service and corporate accountability.

“We don’t have a lot of office space, and our CFO’s initial concern was paper storage as we added more and more file cabinets,” says Arlyn Richards, Manager of Information Systems at Gallatin. “In performing our due diligence, we learned there was a lot more that could be done than just getting rid of the paper. It soon became clear that technology like workflow was going to be really important, too.”

“The solution had to match our existing infrastructure, which includes an Oracle database and Windows™ server,” comments Ms. Vaughan. “We also had [Microsoft] Outlook® and [Captaris, Inc.] RightFax and wanted to continue to use those.” Appropriately enough, it was at a RightFax seminar in Cincinnati that a contingent from Gallatin Steel would learn about OnBase. Developed by Hyland Software Inc., OnBase is an integrated suite of ECM software solutions, including core capabilities in document imaging, electronic document management, workflow, COLD/ERM and records management.

OnBase was selected after an extensive RFI and RFP process that included a 470-item questionnaire, followed by presentations to IS and business users and detailed site visits. “Most companies did pretty well on the document management piece,” reports Kirk Works, Process Manager, Information Systems at Gallatin. “The big difference is the Workflow module in OnBase. It’s easy to use and configure. Because it’s graphically configurable, we didn’t have to learn a new programming language, and it offered good APIs [application programming interface] and Application Enabler to integrate with other systems.

“The variety of OnBase modules gave us room for growth to meet our future needs, and we were impressed that they were all Hyland products. Some solutions are a conglomeration of third-party applications a vendor has put all together. We wanted something that was fully developed and integrated to work as a single solution.”

Fulfill and Audit Customer Orders Faster

Prior to using OnBase, customer documents that had been faxed to Gallatin were printed, placed in folders and circulated around the plant. With OnBase, faxed POs (purchase orders), PO revisions, contract amendments, customer referrals and other documents are now captured through RightFax, which delivers them to Outlook inboxes. Through the Outlook integration, users can drag and drop documents directly into an OnBase folder in the Outlook interface. From there, the document becomes part of an automated OnBase Workflow that replicates the formerly manual processes and imposes the appropriate business rules while providing an audit trail and history of actions taken.

Gallatin has implemented three OnBase Workflow processes around customer documents. Through a Web Client API integration, these documents have also been integrated with Gallatin's custom-developed order-to-cash system that manages order entry and scheduling enterprise-wide. When a PO is received, for instance, it is sent to a waiting queue until the terms and conditions document is received by mail and scanned. OnBase matches the two to make sure a mailed copy of the PO is received and maintained.

Using dual screens on each workstation, employees can pull up the image of the PO on one screen and enter data in the order-to-cash system on the other screen. Through a Visual Basic® (VB) script, the keyword values are automatically assigned to the PO to keep data entry to a minimum. Once entered, the PO is visible to any employee who has access to certain order-to-cash system applications, such as metallurgy review. In the past, a metallurgist would have to go to another building to collect the customer's PO during a metallurgy review. Now s/he immediately has access to a new PO or PO revision and can immediately begin reviewing the quality requirements. All employees that provide service to that customer benefit from having easy access to all documents relative to the order.

For example, a quality representative is responsible for randomly auditing orders as part of the quality review process. Instead of printing them, the representative can simply add an electronic note on the PO document in OnBase. Initial estimates are that Gallatin will save 32 hours a month with the customer document process improvements, which includes the metallurgic review and auditing of about 7,595 POs annually. The resulting productivity increases will improve customer service and help Gallatin fulfill orders quicker, while decreasing audit costs.

Standardized Processes for Barge, Rail and Truck Shipping

"Shipping probably had the most critical problem day-to-day because the process is so time intensive," comments Vaughan. "Once a month, they would have to box up all of their documents and take them to another storage location because they would run out of room." Each year, Gallatin's shipping department deals with an average of 30,000 bills of lading; 6,300 work orders; 9,000 metallurgical test reports and more than 35,000 invoices that are part of the packets sent with each shipment.

Rolled coils of steel from Gallatin may be shipped either by barge, rail or truck. Gallatin has designed a process to manage core shipping documents that are standard across all methods. Designed to facilitate staged rollouts, OnBase was initially deployed for barge shipping documents, which average about 28 loads a month. For the barge rollout, core shipping documents generated from the order-to-cash system are converted to TIFF images using TIFF-XChange, a software development kit (SDK) from Tracker Software Products. The forms are uploaded to OnBase through the API and the keywords automatically populated using OnBase API calls.

Phase one of the wireless and paperless initiative, which began in 2005 with an electronic clipboard, did not ease the process as much as Gallatin had expected. However, an upgrade during phase two to the Topaz LinkGem electronic wireless signature pad reduced time and increased efficiency of the shipping dispatchers and other staff involved in the process. The Topaz LinkGem captures, encrypts and ensures the electronic signatures are authentic before they are uploaded into OnBase. Despite breaking two units within a short period of time, Ms. Vaughan said, "The process stands the test of time." Information is sent

to the correct workflow queue to back up information collected from the tablet. Because of the continued successes of Gallatin and OnBase, 2,280 truckloads of product are easily shipped, tracked and managed per month which equals approximately 75 shipments per day.

Additionally, a shipping document workflow process was designed to handle all the shipping documents that are not generated from the order-to-cash system and are non-standard across all modes of transportation. The dispatcher only needs to enter the load number and the additional keyword values are automatically assigned to the documents through a VB script, keeping data entry to a minimum.

A solution to manage shipping documents for rail services is also in place. In addition to the documents collected for other shipping methods, these loads must have a rail EDI bill, which is retrieved from the CSX or Norfolk Southern Web site. In the past, these documents were printed. Using Image Driver, a TIFF printer driver from Informatik Inc., the Rail EDI Bills are now "printed" using an application Gallatin wrote to enter the load number and then import the documents into an OnBase workflow so the additional keyword values can be assigned.

ECM Expansion in Claims, Quality Library and AR Lockbox Enhances Investment

After the initial successes in customer documents and shipping, Gallatin then integrated Claims Processing and the Quality System (QS) Library as well as adding AR Lockbox and Investigative Sample Analysis solutions. In Claims Processing alone, Gallatin added another seven workflows to further automate the company's enterprise vision. Using APIs, Gallatin integrated OnBase with a homegrown claims processing application and customer information application as well as Gallatin's sell-from-inventory application.

Before OnBase, Gallatin employees had to use physical folders and paper to process claims. "The documents were passed from person to person, and the file could get stuck on someone's desk. Someone would go to look for it, and it wouldn't be where it should have been," says Vaughan. "We implemented in claims processing so employees could be efficient instead of spending too much time tracking down files that were sitting on someone's desk."

Set off by an event in the claims processing or the sell-from-inventory applications, documents and keywords are automatically stored into OnBase from the applications. When a claim is entered, OnBase then kicks off a "Claim E-mail Notification" workflow to inform the correct users to review a claim. Multiple users can review the documents concurrently from any location, eliminating the delays previously associated with searching/waiting for documents.

Three new buttons were also added to the claims processing program. An "ECM" button allows users to view a list of electronic documents attached to a claim, such as POs, bills of lading, test reports invoices and check remittances. The "Notes" button enables users to view, edit and create an electronic note on a claim, while the third new button, "Status Audit," lets users view all changes to the claim status, commercial accept field and technical accept field, which are updated every two hours.

Claims that need special attention, such as those that are greater than \$15,000, a customer dispute or commercial review, are sent through special workflows to route them through the correct approvals. For example, commercial reviews are sent to the Commercial Sales group manager while those over \$30,000 require Commercial Manager and CFO approval. These workflows first send an e-mail to the appropriate approvers alerting them of the exception, then record any changes and, finally, update the claim status.

OnBase is also integrated with Gallatin's homegrown customer information application, which maintains all data concerning a customer. This integration added a new "E-mail" tab so those within the application could see Accounts Receivable (AR) Report e-mails and Technical Report e-mails without leaving the

application. An "E-mail Info" button was also added to store all other e-mail addresses for claims-related e-mails that are sent to users during claim processing.

For the QS Library, Gallatin worked with Results Engineering, an OnBase Authorized Solutions Provider, to complete the conversion of the library from the previous file structure to OnBase. QS monitors quality standards that must be accurately and thoroughly recorded to meet ISO/TS16949 specifications. Using a custom-built HTML page, QS employees search on Gallatin's intranet to retrieve documents as OnBase runs behind the scenes without users even being aware of it. The wildcard search feature allows employees to use asterisks to indicate that other letters or words may come before or after the entry, making it easier to find documents.

During investigative sample analysis, a quality group monitors and tests steel lab samples for quality assurance. Samples are tested both internally and externally, yet users can find all related documents within the OnBase central repository.

In AR, OnBase is particularly helpful in Gallatin's lockbox solution. When Gallatin receives files from the bank, they are processed into OnBase using the Document Import Processor (DIP), which kicks off another workflow. OnBase then reads data sent from the bank to populate keyword fields and uses Gallatin's Oracle JD Edwards application to fill the customer ID and name fields. AR users view AR check remittance documents in a designated workflow queue to apply the cash into the JD Edwards application. To confirm names and promote easy access of information, a customer alias matching application creates a cross-referencing link between the remitter name sent from the bank and the name in JD Edwards.

Immediate Efficiency Gains Preview Ongoing Process Improvements

In keeping with its initial enterprise vision, Gallatin currently has numerous initiatives underway to expand the use of OnBase that will include all of its 425 employees. OnBase's modular design makes it possible to deploy tactical point solutions that deliver quick benefits and support enterprise initiatives.

The next phase of Gallatin's OnBase implementation in Quality Administration involves the use of the OnBase Document Knowledge Transfer (DKT) module to facilitate procedure sign-offs. Currently, the Human Resources Department sends any procedural change (such as a safety notice) to the appropriate shift manager(s) in writing. The shift manager is responsible for getting employees to read the document and sign a confirmation that it was read and understood.

DKT will make it easier to track and audit compliance with required reading by electronically pushing mandatory documents directly to the employee and asking him or her to verify that they were read. Administrators can instantly validate compliance by document or by employee and determine if action needs to be taken. That information can be electronically available to auditors who can identify the date and time at which the document was marked as read.

Document Imaging, DKT and other OnBase tools will be instrumental in helping Gallatin maintain its many quality certifications (such as ISO 9000, QS 9000 and ISO/TS 16949) and support governance, risk and compliance (GRC) initiatives. "We're setting up our system to support Sarbanes-Oxley," notes Richards. "Even things as simple as being able to drag e-mails into OnBase and assign keywords will make it easier for auditors to see the documents they need."

OnBase will also address corporate accountability through projects such as contract management. By maintaining a searchable repository of contracts, Gallatin's CFO has better visibility into how many contracts there are and what the associated obligations and liabilities are. This will be beneficial in ensuring compliance with the contracts and determining more accurate financial projections. As for long-term plans, Gallatin is going to look to move the

Human Resources (HR) to a JD Edwards application, which will, in turn, be integrated with OnBase.

OnBase provides obvious benefits in paper and storage costs. The Shipping Department alone had been generating 42 boxes of paper files annually with a retention period of three years. With OnBase, these and other corporate documents are available to any authorized user, regardless of location, through the OnBase interface or the order-to-cash system without requiring the printing and storage of reams of paper.

“Now the information we need to do our jobs is online and available to whomever needs it,” says Ms. Vaughan. “There’s no longer the risk that the file you need is on someone’s desk under a pile of papers. It’s also given us the opportunity to re-engineer our business process to provide consistency and standardization, making us more efficient. Before everyone was doing their own thing, which affected overall productivity. ” OnBase has empowered Gallatin to refine disjointed manual processes and inefficient paper-based operations and recast them as consistent, streamlined corporate procedures and knowledge.

Benefits

- Projected to save 32 hours a month in customer document process improvements, which includes the metallurgic review and auditing of about 7,595 POs annually
- Supports compliance initiatives for ISO and other quality standards as well as Sarbanes-Oxley
- Provides a fully integrated platform to create an enterprise solution incrementally
- Improves ability to perform financial projections and audits
- Multiple workflows automate processes and eliminate dependence on paper routing

Complementary Product Integrations

- Captaris, Inc. RightFax®
- Tracker Software Products TIFF-XChange software development kit
- Informatik, Inc. Image Driver TIFF printer driver
- Pholix Software PhotoPhilia™ image handling software
- Topaz Systems, Inc. LinkGem electronic wireless signature pad
- Oracle JD Edwards EnterpriseOne®