

# Standardizing and Consolidating Processes in an SAP Environment

*How Arcelor Mittal's South American Operations Benefit from ECM Delivered through Shared Services*

**OnBase**<sup>®</sup>

*a Hyland Software solution*

# CONTENTS

Introduction	3
User Profile: Arcelor Mittal Brasil, S.A.	4
Enterprise Goals, Challenges and Requirements	5
Enterprise-wide Benefits of ECM at Arcelor Mittal Brasil	6
Application Overviews	
Corporate Engineering	7
Fiscal Integration	8
Invoice Payment and Exception Resolution	8
Tax Verification	9
Human Resources	10
Legal	11
Project Management	12
Conclusion	14

# INTRODUCTION

Arcelor Mittal Brasil, S.A., the Latin American division of Arcelor Mittal, is using enterprise content management (ECM) technology to complement strategic business processes that are not entirely managed by the enterprise resource planning (ERP) system and other core business systems. This strategy is integral to the steel giant's initiative to standardize processes and information sharing across an immense enterprise created from multiple mergers and acquisitions.

This white paper explores how ECM contributes to corporate goals while helping individual business units meet their objectives. Among the highlights of this solution are integration support for Arcelor's SAP solution, used in multiple business areas and support for a shared services model in fiscal operations, human resources and legal applications. OnBase, the ECM solution on which Arcelor Mittal Brasil standardized, is used in a number of areas, and overviews of the major solution areas are provided.

In 2005, the initial solution implemented at Grupo Belgo (now Arcelor Mittal Brasil) was named ECM Solution of the Year by the National Center for the Development of Information Management (CENADEM). Newton Afonso de Lima, CIO of Arcelor Mittal Brasil, was named 2005 Pioneer of the Year for managing the enterprise-wide implementation. Stoque Global Services, Arcelor Mittal Brasil's Authorized OnBase Solution Provider, was recognized as Company of the Year in the Area of Enterprise Content Management.

The purpose of this white paper is to outline the vision and goals of this award-winning implementation. It is also intended to demonstrate how ECM functionality benefits the manufacturing enterprise and contributes to corporate initiatives such as cost reduction, information sharing, accuracy and accountability. While Arcelor Brasil is unique by virtue of its size, the potential problems associated with disconnected processes, silos of data and inconsistent application of policies and procedures are virtually universal.

## USER PROFILE: Arcelor Mittal Brasil, S.A.

Latin America's largest steel manufacturer, Arcelor Mittal Brasil, S.A., is responsible for one-third of the profits of Arcelor Group, which recently merged with Mittal Steel to form Arcelor Mittal. Arcelor Mittal operates 69 plants in 27 countries, manufacturing 100 million tons of steel and collecting \$40 billion in revenue. As the world's largest steel manufacturer, Arcelor Mittal employs 70,000 people in Brasil and 320,000 worldwide.

In 2005, Arcelor Mittal Brasil's revenue exceeded \$5.7 billion, and the company continues to expand operations across Latin America from its Brazilian headquarters. Arcelor Mittal Brasil employs 9,000 IT professionals in South America.

SAP software is Arcelor Mittal's primary line-of-business application across multiple business units, and the steel manufacturer is developing a shared services strategy around its SAP solution to bring consistency and visibility into this complex operation. SAP has recognized Arcelor Mittal Brasil as a Customer Competency Center (CCC) because of its expertise in SAP solution administration. MAS manufacturing software from Sage Software is the other major application with which the ECM solution is integrated.

The company as it currently exists was formed through a complex series of mergers and acquisitions spanning a number of years, a factor that contributes to the need for ECM technology. How this history intensifies the need for ECM technology will be demonstrated throughout this paper. Originally implemented as a departmental solution, OnBase became an enterprise solution at Grupo Belgo, a strategy that expanded when Belgo became part of the Arcelor acquisition.

"We met with key users and determined it would be best for the entire company to standardize on OnBase ECM," recalls Lúcio Gonçalves, functional consultant at Arcelor Mittal Brasil. "There were lots of meetings, and we decided to bet on OnBase." Arcelor Mittal Brasil's OnBase solution utilizes a centralized database and individual servers at each plant and is growing at a rate of about 3.7 GB per month.

# ENTERPRISE GOALS, CHALLENGES AND REQUIREMENTS

Creating consistent procedures across all areas of operation is critical to the management and profitability of Arcelor Mittal Brasil, but each acquisition brought with it existing IT investments, including document management in some cases. These multiple solutions couldn't communicate with each other and provided little visibility for upper management. While the costs and inefficiencies associated with disconnected processes were intensified because of Arcelor Mittal Brasil's size, similar situations are often encountered in organizations where individual departments purchase point solutions without a unified enterprise vision.

Standardizing on SAP solutions across locations, as well as business areas ranging from fiscal management to production to human resources, provides a common basis for tracking and reporting as well as a means to ensure policies are applied consistently. However, ERP does not address all needs experienced in the enterprise.

"Most ERPs automate most basic operational functions," notes Afonso. "However, there are several processes not originating from the ERP, and an organization can profit a lot from automation. OnBase allows us to automate these processes with adequate cost benefit, speed and positive outcome from the standpoint of those operations. There are several core processes [such as legal, project management, etc.] that are not part of the core routines and, therefore, not well structured. OnBase brought support to those processes, including productivity, efficiency and standardization."

*"We have Hyland as our partner, and we believe that together we together can achieve our objectives."*

*Newton Afonso de Lima  
CIO of Arcelor Mittal, S.A.*

Prior to implementing any solution, Arcelor Mittal's corporate policy is to apply a defined methodology to justify the business case for any investment, and Afonso emphasizes that very conservative numbers are used in these calculations. This assessment is required prior to approval and generally the actual ROI exceeds the assessment. In the case of the fiscal integration project to be discussed later in this paper, the anticipated payback period is less than a year.

In evaluating ECM technology, Arcelor Mittal Brasil identified the following high-level needs:

- sharing knowledge
- sharing documents
- version control, including preventing access to documents that haven't been updated
- electronic notes
- process flow, including distribution through e-mail and printing
- integration with SAP solutions
- the ability to search for content in documents
- managing great volumes of paper
- eliminating repetitive documentation
- remote access.

Arcelor Mittal Brasil worked with a consultant that recommended the formation of an ECM team with a designated leader. The team was to include document specialists, ECM technical specialists, developers, IT infrastructure professionals and database administrators, and its function was to define a specific utilization strategy. The consultant also recommended the creation of a digital document center and hardware and software standards to meet the needs of the entire organization.

The decision to adopt OnBase as the enterprise standard was based on a variety of factors, including affordability and scalability. Hyland's willingness to act as a partner in conjunction with Stoque – rather than just a provider – was another important criteria for selecting OnBase.

# Enterprise-wide Benefits of ECM at Arcelor Mittal Brasil

- Standardized document management policies and procedures
- Facilitates information sharing across locations or divisions, increasing efficiency and potentially preventing errors that stall production
- Reduces the risk of lost knowledge that hinders sales, affects production and increases the risk of liability
- Provides technical management for the entire process of creating of new products
- Facilitates the creation of a talents bank for competency management, promoting better management of human resources
- Imposes business rules through automated workflow
- Fast implementation reduces time-to-value
- Supports a cost-effective shared services model for managing fiscal operations and human resources
- Minimizes costs by incorporating existing hardware and software
- Reduces costly production delays

*“IT’s purpose is to support business, it is not the not core business, so it can’t be expensive or complicated to get the desired results.”*

*Lúcio Gonçalves  
Functional Consultant*

# CORPORATE ENGINEERING

The Corporate Engineering Department's needs were the catalyst for implementing an enterprise solution for managing documents and processes at Arcelor Mittal Brasil. As part of the core business of manufacturing, management of corporate engineering documents is critical to maintaining production. However, the facilities were using three separate incompatible systems, which made sharing information difficult. Potentially, this could result in production delays if a search needed to be conducted to locate a file related to repairs or maintenance.

Controlling engineering documents is essential to providing maintenance at the various plants and preventing downtime. There are tens of thousands of these documents related to equipment used in production (e.g., blast furnaces) as well as the buildings themselves. Should something break down, fast access to these documents minimizes the amount of time lost identifying and ordering the correct part. Even scheduled maintenance could take longer than anticipated if it was discovered that the drawing was not the most up to date.

"Even when they were working with the same software, different versions had different structures," notes Gonçalves. "Files were maintained at the unit, but they were sometimes difficult to find. There were also issues with having the wrong versions or the security of the documents."

Without a unified system, there were no standard drawing codes between units and no standard drawing attributes. Productivity was also affected by the need to manually control document revisions; process copy requests, drawing modification requests and project requests; and submit drawings for purchasing.

Working in conjunction with the Corporate Engineering Department, Stoque created a customized interface using OnBase application programming interfaces (APIs) for engineering processes. Called GDCE, this interface manages the import and updating of engineering documents and keywords (individually or in batches) to OnBase. It is also reserves engineering document codes and supports multiple checkin/checkout.

A keyword hierarchy is created to support views that mimic filing cabinets and folders. Users are required to create drawing numbers that reflect this structure. As a result, after a user selects a specific plan, s/he is then prompted to select from a list of defined departments and so on through an increasingly granular process.

For example, 100 document codes may need to be reserved for new blast furnace equipment. GDCE allows for the multiple check in of these documents and the assignment of the appropriate keywords. More than 286,000 drawings/documents have already been registered, including a conversion process to have eight different codes comply with the standard code.

The OnBase ECM solution will extend document management functionality to these engineering documents and make them quickly accessible to authorized users. CAD drawings and other engineering files can be imported into the OnBase repository with appropriate keywords, including the standard corporate code used to find a document related to a specific item or site. This code is also used to order parts from suppliers through an integration between OnBase and Superbuy, a portal used for auctions/bids.

Users can locate the appropriate document through standard OnBase search functionality or via virtual filing cabinets and folders arranged according to the keyword hierarchy. Authorized users can add notations, compare layers of a drawing and send them via e-mail in a ZIP file or as TIFF or PDF images.

In order to access these documents, users must have the appropriate security privileges. The OnBase viewer will allow the user to see documents in any format and preserve the parent-child relationships inherent in engineering files, such as those in .dwg (AutoCAD®) format. Version control functionality will allow the "owner" of a document to designate the most current version of a document when several exist, eliminating confusion around documents that are revised. OnBase can also prevent unauthorized or concurrent changes to documents, preserving their integrity. A document history is created automatically to support accountability and provide an audit trail.

Automated workflows generate additional efficiencies, including review and approval processes. For instance, when a plant undergoes an expansion, workflow controls the process for multiple people to collaborate on the drawings required to complete and document the project. Hundreds of documents may need to be created, organized and protected, and automated workflow can ensure that the proper procedures are followed.

Workflow will also be used to manage, control and track drawing requests, ensuring both responsiveness and accountability. The purchase of parts is another area that will benefit from automation as it will be used to ensure that the right parts and equipment are being purchased to avoid delays and cost overruns.

Having the appropriate documents is more than just a cost issue. When a new blast furnace is designed in AutoCAD, for example, the standardized codes ensure that parts are obtained efficiently to preserve productivity; they also ensure that the correct parts are ordered to protect the safety of those working with the molten metal produced in this process.

Arcelor Mittal Brasil plans to further improve the use of equipment and facilitate worker safety by storing manuals in OnBase. As with the drawings, these documents would be protected from unauthorized changes, yet the most updated ones would be readily available.

# FISCAL INTEGRATION

According to Afonso, using ECM to consolidate fiscal operations will be one of the most important applications of the technology. “These processes have been spread across many plants and many places,” he says. “This project will put the operations for more than 15 locations of the Belgo Siderurgic Companies in one place, which will reduce costs in labor and technology, increase efficiency and provide more security.”

The fiscal integration has two primary components: posting payment/resolving exceptions on vendor invoices and managing tax verification. The integration is built on a shared services model, which allows a centralized facility to provide these operational services. This strategy allows organizations to lower the total cost of ownership (TCO) by utilizing a single technical infrastructure for multiple business units. From a management standpoint, it also allows for consistent application of business rules, while still respecting the approval processes and other aspects of individual operations. This initiative spans consistent use of OnBase document types and processes as well as all other enterprise systems, such as using the correct SAP codes.

A total of 90 business units (five factories and 85 distribution centers) collect invoices and pay them through the SAP accounting solutions. In addition to timely payment of vendors, these business units must also accurately track sales tax, value-added tax, federal industrial product taxes and income taxes. Contributions for PIS (Programa de Integração Social, which funds unemployment and other services) and COFINS (Contribuição para Financiamento da Seguridade, which funds federal social programs) are also managed at each fiscal location.

The previous decentralized system poses a number of risks for Arcelor Mittal Brasil. Various locations have developed their own methods for performing tasks, which may not adhere to Arcelor Mittal Brasil’s corporate standards. Manual data entry increased labor requirements and posed the risk for inaccuracy, making it difficult for the corporate management to easily view business information. Processing delays could also result in expensive fines resulting from missed payment deadlines to vendors and taxing bodies.

## Invoice Payment and Exception Resolution

The 15 companies participating in the fiscal integration receive about 100,000 invoices per month for raw materials and services, some of which must be reviewed when returns are involved. “There are strict rules regarding the receipt of these documents,” says Miriam Garcia Lara Freitas, functional consultant at Arcelor Mittal Brasil. “We need to store the documents as proof of the transaction, for tax purposes and to refer to other information on the document. The regulations require that we must be able to access them very quickly and easily in addition to preserving the integrity of documents for six years.”

Prior to using OnBase, there was a danger that the invoice would be placed in a desk drawer and forgotten, resulting in penalties for late payment of the taxes and vendor costs. Information on the invoice was manually entered into the SAP solution, increasing the risk of small errors that were often not discovered immediately.

Potentially, delayed payments could also affect production, which requires a solution with high availability. For example, a truck may be at a facility waiting to discharge goods but be unable to do so because the invoice hasn’t been paid.

The fiscal integration project allows invoices to be scanned at each of the 15 locations where they originate. Depending on the state in which the facility is located, the original invoice is either destroyed or filed for long-term storage based on the legal requirements that sometimes require preservation of paper documents at the location where they originated.

To eliminate manual data entry, Arcelor Mittal Brasil is using Ascent Capture® Xtrata Pro from Kofax Image Products, Inc. to classify documents and extract relevant data fields for import into the SAP solution and use as OnBase keywords. Without manual intervention, the keywords link invoices and other documents to SAP solution screens, providing users with instant access without leaving the core application.

“Initially, we have one big workflow that separates into 15 workflows for each company,” says Ms. Freitas. “Within each of these workflows there are different transactions that must go to different contract areas to approve. There are different rules for workflows for service invoices versus material invoices. Everyone in the fiscal, purchasing and tax areas was involved in creating a master process.” The various plants also access management and government reports through OnBase.

OnBase ECM is also integrated with Superbuy in this operation. The data collected is sent to OnBase to create a form for the purchase. Keywords are assigned to the document, making it possible to search for a variety of terms.

### Tax Verification

Like the invoice processing area, the tax verification area, which is responsible for tracking and submitting tax payments, was also plagued by inconsistent processing, manual data entry errors and excessive labor requirements. Long cycle times, failure to follow prescribed policies and errors increased risk of non-compliance resulting in tax liability risk.

To standardize the process across the enterprise, Arcelor Mittal Brasil has centralized the tax verification process and implemented an automated workflow solution to impose the appropriate business rules. As with accounts payable, the data from tax documents is stored in the SAP solution. Electronic data entry and verification have eliminated the need to type or handwrite documents, which were error-prone and took an unacceptable amount of time to create.

In addition to tracking internally generated tax documents, Arcelor Mittal Brasil stores PDF tax bills from the federal government in its ECM system. In the future, Arcelor Mittal Brasil would like to work with the government to facilitate electronic payment and automatically initiate permit processes.

Stoque Global Services designed and implemented the fiscal integration project and operates a central site inside Arcelor Mittal Brasil where 150,000 invoices a month are captured, verified and indexed. Employees access OnBase using the OnBase Web Client, which supports secure access via a standard browser. This eliminated the need to install OnBase on multiple machines, making it easier to implement and administer in a distributed environment.

Managers involved in the fiscal integration project would like to extend this service to additional Arcelor companies. This strategy would reduce costs by limiting the number of fiscal employees at each location and taking advantage of existing technology. It would also help to standardize processes across the enterprise to facilitate corporate governance.

#### Fiscal Integration Benefits

- Lower TCO by maximizing use of single technology solution
- Consistently imposes business rules to standardize processes across the enterprise
- Speeds cycle time to reduce risk of tax liability and vendor penalties
- Eliminates errors associated with manual processes
- Web access makes it easy to implement and administer
- Improves access for auditors
- Reduced paper storage in some states
- Integrates with SAP solutions

# HUMAN RESOURCES

Arcelor Mittal Brasil's use of ECM in human resources (HR) mirrors that of the fiscal integration. To increase consistency and transparency across the rapidly growing family of companies, Arcelor Mittal Brasil is using SAP's human resources solution as a standard application. It is being deployed as a shared service across four divisions, and OnBase ECM will complement this project with access to documents originating outside of the SAP solution from within the SAP interface and additional workflows.

"We didn't originally have these ambitions, but after Mittal purchased Arcelor Brasil, it became something we had to do to serve the smaller companies," says Gonçalves. The strategy will maintain minimal staff at field locations to address day-to-day issues while centralizing a wide range of functions in Belo Horizonte. This will help to address critical requirements faced by all Brazilian companies (such as the need to maintain HR documents for 30 years after separation) as well as those specific to the industry (such as documenting environmental risks and measures).

OnBase will be used to store all employees' legal employment records and comply with the 30-year retention period. Payroll records will be imported through COLD/ERM, making them easily searchable and available directly from the employee's virtual HR file.

Automated workflow will be used to improve efficiency and reduce labor associated with processing employee-related activities such as hiring, termination, raises and promotions. It will also be used to provide better access to information and improve processes associated with planning, costing, compensation management, benefits and vacation requests.

## Health, Environment and Safety

Because of their job functions, many Arcelor Mittal Brasil employees have extensive health and medical records that will be stored in OnBase. These files include an array of health tests, which are often used to determine an employee's capability to work. Obviously these records need to be kept secure and private as they are critical to substantiate early retirement claims for employees who work with dangerous substances.

Related to these health records is the environmental documentation. Arcelor Mittal Brasil must be vigilant about testing all areas for dust or dangerous substances. The results of these tests are reported to the federal government to validate retirement claims. "The SAP solution only has data about the final measures," Gonçalves points out. "All of the methodology required to find those numbers is not in the SAP solution. OnBase will be used to preserve the original information about environmental risks and measures, and OnBase Application Enabler™ will be used to connect them to the SAP solution."

The complex verification and approval associated with negotiating and finalizing labor contracts and other labor relations documents will be managed using OnBase. Union agreements, which are published annually, will also be maintained securely within the OnBase repository, making them readily available for research, but preventing unauthorized access or modifications.

## Benefits for Human Resources

- Facilitates use of a shared services model that reduces cost-per-transaction and TCO for the technology
- Ensures document security, retention and standardization of processes related to employee records, labor relations and Health, Environment and Safety
- Complements SAP solution functionality with document management, COLD/ERM and workflow

# LEGAL

The shared services model facilitated by ECM is also beneficial in Arcelor Mittal Brasil's legal operations. At one time, every plant that was part of the group had its own legal department. When the initiative to reengineer various processes in order to reduce costs and improve the services to all of the companies that belong to the group began, the decision was made to create the centralized Arcelor Mittal Brasil Legal Department in Belo Horizonte to serve all the plants in Brazil.

To make this service available to thousands of employees, Arcelor Mittal Brasil began a legal inquiries project that relies on electronic forms and automated workflow. Using this system, any employee at any plant can submit an inquiry regarding a legal question to their manager. Their manager approves the requisition and forwards it to the Arcelor Mittal's Legal Department.

When it reaches the central Legal Department, the inquiry is distributed to a lawyer who becomes responsible for solving that issue. The answer is sent back to the manager to communicate it to the employee.

Consolidating the Legal Department has reduced costs and standardized processes and answers regarding legal questions for the entire group. By the end of 2007, it is anticipated that 12,000 workers will have access to this legal inquiry system.

#### Benefits for Legal

- Reduces labor requirements
- Ensures policies and procedures are applied consistently
- Provides greater management transparency
- Lowers TCO for technology investment

# PROJECT MANAGEMENT

An important component of Arcelor Mittal Brasil's operation is corporate engineering for specialized civil construction projects from pre-sales analysis through production. When a salesperson recognizes an opportunity to offer a service, s/he sends the proposed project back to the main office for review by engineers who analyze and coordinate material requirements, pricing and other elements of the customer proposal.

Prior to implementing an OnBase solution, management of these high-value projects, which often encompass multiple solutions, was very disjointed because of the number of people who need to participate in the process and the multitude of documents in disconnected systems. A master Microsoft Excel® file was used to track projects by number, and this spreadsheet was associated with client folders stored on the file server. When a document was revised, the revision would be manually moved to another folder. In addition, there was a significant amount of e-mail and engineering documents that had to be managed and associated with the appropriate file. Customer service and reporting was often delayed while the three-person Project Department looked for documents and made calls to verify information.

Poor access to information affected other processes as well as project management. For instance, incomplete files sent to production could slow completion of the order, negatively affecting customer service. Because of a rigorous approval process, Arcelor Mittal Brasil did not experience errors, but the need to collect or clarify information could cause expensive delays. "These are such large projects that any errors would have been catastrophic," comments Ana Paula Campos, Brazilian sales manager at Arcelor Mittal Brasil.

As part of a larger corporate effort to standardize practices and improve communication across its many divisions, Arcelor Mittal Brasil implemented an OnBase as a system for control of these technical projects. Far more than a document management solution, OnBase is the core application the Project Department uses to manage corporate engineering documents in a centralized repository from the project inception, customer requirements gathering, project definition and all change request tracking until the final approval and production. Pricing, materials, quotes and all other information about a project are consolidated in this project management solution that they call SISCOP (Sistema de Controle de Projetos). Used by the entire sales force, engineers and the Project Department, SISCOP manages an average of 15 active projects at any given time, totaling between 50 and 60 a month.

Designed and implemented by Stoque Global Services, the solution has allowed Arcelor Mittal Brasil to increase the number of sales, manage more of these specialized solutions without increasing staff, better track statistical information about sales and propagate best practices. Afonso points out that the solution met Arcelor Mittal's stringent analysis to conservatively demonstrate the business case for any investment prior to purchase.

## Centralized Repository, Workflow Promote Collaboration and Productivity

When a salesperson has an opportunity that requires an engineering analysis and recommendation, s/he enters information about the potential client, including the information about the project, criteria for the final product, SAP solution account number, tax identification number and the primary customer contact into SISCOP. One of the seven applications engineers who work with the sales team reviews the information and determines whether it is a good opportunity, whether more information is needed and if it is similar to past projects.

If the opportunity is appropriate for Arcelor Mittal Brasil and sizable, the engineer approves it and sends it on to the Project Department as well as a development queue assigned to a specific engineer. When there are multiple options for meeting a customer need, SISCOP allows engineers to analyze which one is most common and most successful, resulting in a recommendation that combines the highest rate of success with lowest cost. Throughout the analysis, users with appropriate rights can add information, either by completing fields and tasks in the application interface or by linking documents of any sort to the record. Participants can only add information or upload documents to those areas for which they are authorized.

Technical information, the scope of work, designs, pricing information, material lists and everything related to a project is included in the system and linked by project number, replacing the silos of information and eliminating numerous phone calls. The pricing tab even includes the ability to enter the quantity and type of material and generate the actual quote from an Excel template that includes appropriate branding.

"At each phase, someone different has to provide information," Ms. Campos points out. Deployed via Citrix®, the OnBase solution allows workers at various locations to efficiently complete the projects and provide a comprehensive proposal for the potential client.

SISCOP is the core system from which the Project Department works to obtain information, analyze activity and complete tasks. The system can be queried to quickly locate a specific project based on a number of criteria. As a result, if a prospective customer calls to request information, the Project Department can find it quickly, even if the project identification number is unknown. “The ability to open related documents is great,” says Ms. Campos, referring to OnBase’s cross-referencing capability, which allows users to move from one document to another with a mouse-click.

### Avoiding Production Delays and Errors

“When an opportunity becomes a sale, the project goes to the Production Department, which also uses OnBase,” says Ms. Campos. “There is so much reliable information in the system that they know exactly what to produce. Getting all of this information to Production may be one of the greatest benefits of OnBase because it saves lots of e-mails and phone calls we used to get because there was missing or unclear documentation.”

Ms. Campos points out that Arcelor Mittal Brasil has a very extensive approval processes that prevented errors from occurring because of missing information. Because of the size of these projects, a mistake would have been extraordinarily expensive. However, not having the complete specifications could also result in delays that cost valuable production time and ultimately affect customer satisfaction.

### Analyzing Sales Data to Improve Processes, Increase Revenue

“When the customer makes the decision whether or not to buy the proposed product, the decision is noted in OnBase,” Ms. Campos reports. “If a salesperson doesn’t get business, s/he has to fill out a form and explain why. In the past, we couldn’t easily determine what business was won. Now we can track projects in OnBase and create reports. It’s especially important to identify which ones we didn’t win so that we can improve.”

And Arcelor Mittal Brasil has improved. In the past, about 15% to 20% of these lucrative civil projects were won. Now the rate of success has doubled to 30% to 40%, and the overall number of projects has increased because it is so much easier to manage them. From within OnBase, business managers can dynamically analyze not only the reasons why deals were not won, but also sort them according to criteria such as salesperson or region. In the past, the Project Department team had to collate information from the various spreadsheets and call salespeople to verify which specific deals had closed in order to create a report for management.

In recognition for their efforts, salespeople are given incentive awards based on criteria that are fair and proportionate. In the past, the Project Department would have to go through the same painstaking report creation and apply the point system that assures everyone is fairly evaluated. Now, OnBase attributes the appropriate points and criteria and identifies the salespeople who will be recognized.

Ms. Campos says SISCOP is a “spectacular advantage” because in addition to improving the access to and organization of information, it provides insight into business processes and prevents costly errors or delays. Because the OnBase system maintains an audit trail of the entire process, customer inquiries can be answered right away, and employees at various sites can find what they need without calling the Projects Department and waiting for an answer. Time spent searching through spreadsheets and file servers and calling around for information has been eliminated, and faster response times result in a higher level of customer confidence.

“This is the first phase for OnBase in Project Management,” Ms. Campos notes. “Sales and Production use an SAP solution as their enterprise system. The current OnBase system may be modified so information can be entered directly from OnBase without having to re-enter it. After having used it and experienced its value, we couldn’t operate without OnBase.”

### Benefits for Project Management

- Doubled the success rate of sales proposals involving pre-sales engineering consultation and increased overall volume
- Reduces the potential for delays and errors in production
- Increases customer satisfaction through timely service
- Drastically reduces time spent searching for and verifying information
- Promotes collaboration across multiple departments and locations
- Improves ability to track and report on information, including sales activities

# CONCLUSION

Arcelor Mittal Brasil has an enterprise vision for implementing ECM to enable strategic transactional processes. OnBase is a cost-effective solution that can be implemented rapidly, increasing time-to-value. It complements existing IT investments, further reducing TCO, and minimizes the change management and training challenges that prevent many organizations from adopting ECM.

Even though the deployment is not prolonged, the relationship between Arcelor Mittal Brasil, Hyland Software and Stoque is. As the steel manufacturer continues to make processes leaner and eliminate unnecessary delays and expenses, OnBase provides the functionality to evolve and scale to incorporate additional processes and business units. At the same time, Arcelor Mittal's corporate management will have greater control and visibility of processes by automating business rules and retention policies while creating audit trails and real-time views into business activities.

# ABOUT HYLAND SOFTWARE

As a customer-driven organization committed to providing world-class service and support, Hyland is dedicated to developing enterprise content management (ECM) solutions that are deployable at both the departmental and enterprise levels. Headquartered in Cleveland, Ohio, Hyland markets OnBase throughout North America, South America, Europe and Asia. Visit [www.onbase.com](http://www.onbase.com) for more information.

Hyland Software, Inc.  
28500 Clemens Road  
Westlake, Ohio 4415  
p: 440.788.5000  
f: 440.788.5100  
[www.onbase.com](http://www.onbase.com)

**HYLAND**<sup>®</sup>  
***SOFTWARE***