

CLIENT CASE STUDY



Traylor Bros., Inc. Corporation Heavy Civil Contractor

The Company

Traylor Bros., Inc. is a privately held heavy civil contractor headquartered in Evansville, Indiana. Since the company's inception in 1946, the organization has continuously introduced innovative business processes and technologies that became the underlying drivers of their successful growth.

Today, Traylor Bros is one of our nation's most reputable and leading contractors specializing in the underground, marine and bridge construction industries with multi-divisional operations across the United States. The third-generation family-owned business is a 300 plus million dollar organization ranked 270 on the ENR Top 400, and is led by Tom Traylor and his two sons Mike and Chris Traylor.

To support the multi-divisional and multi-location construction organization with continued expansion plans, Bruce Milligan, IT Manager, had recommended and implemented a fully integrated construction management solution with assured business continuity and real-time information exchange.

The Challenge

As the company entered new markets and experienced an exponential growth in the early 1990s, it was fundamental for the organization to have an integrated solution that would manage all financial transactions with accurate and real-time visibility into the performance and contributions of the individual operations. Management of financial transactions, equipment and human resources had to be rolled up into a single comprehensive reporting structure as well as broken down into individual divisional reporting for the executive management to identify opportunities for operational improvements and growth potentials. Information from segregated solutions to manage all aspects of the business was difficult to handle.

Upon implementing a fully integrated construction management solution from Computer Guidance Corporation in 1999, Traylor Bros was able to tap into comprehensive reports and financial data as well as create an integrated workflow where information was communicated across the appropriate divisions for improved decision-making and business planning.

After several years of use, the earlier version of Computer Guidance Corporation's CMS v.3.4.3 solution became limiting as it was a text-based system, not user friendly to extract and input data. Users had to "tab" through several screens to acquire specific data points.

Challenge

- Difficult to manage business with information from segregated solutions
- CMS v.3.4.3 solution became limiting as it was a text-based system, not user friendly to extract and input data
- Legacy solution did not provide user role customizations, and electronic documents were not incorporated into our daily workflow

Solution

- A single, fully integrated solution from one company
- eCMS v.3.7.0 solution integrates imaging and workflow with financial management activities
- Custom user configurations in eCMS v.3.7.0 provide real-time and accurate information per user type and function as and when it is needed

Results

- Elimination of our manual processes for journal entry and equipment billing tasks
- Reduction in errors as current business processes exclude manual data entry
- Satisfied employees, improved business processes, increased productivity

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The display screens were not configurable per user type and functional area, and electronic documents were not incorporated into the workflow. To create new configurations and adjust system settings, Traylor Bros had to heavily rely on Computer Guidance Corporation support. It was time for Traylor Bros to evaluate Computer Guidance Corporation's latest v.3.7.0 solution that was developed as a browser-based solution and was enhanced with advanced productivity tools for incorporating electronic forms and document imaging into company's daily workflow.

The Journey

Traylor Bros performed an in-depth evaluation of Computer Guidance Corporation's v.3.7.0 solution and accompanying enhanced and newly introduced applications, and the company determined that the migration to eCMS v.3.7.0 was imperative to improve operational efficiency and productivity. The upgrade process from CMS v.3.4.3 to eCMS v.3.7.0 took eight months. "By partnering with Computer Guidance Corporation and building a solid and extremely detailed transition plan to execute on, Traylor Bros upgraded to eCMS v.3.7.0 without any unexpected difficulties or interruptions to our business," said Bruce Milligan, IT Manager of Traylor Bros. "The transition plan that incorporated a comprehensive training program for onsite and remote employees, a step-by-step data conversion procedure, and a customization plan for our menu configurations along with Computer Guidance Corporation's consultative professional services were instrumental to our success."

The Solution

eCMS v.3.7.0 was developed by Computer Guidance Corporation to meet the business process needs of construction companies today and in the future. The solution addresses the fundamental requirement for an integrated approach to construction management where financial transactions are made visible across the organization for timely processing, improved cash flow, and increased communication of project status, associated costs, resource allocation and equipment utilization. Traylor Bros as a heavy civil contractor leverages Account Payable, Accounts Receivable, General Ledger, Equipment Accounting, Human Resources, Payroll, Job Cost and Document Imaging/Electronic Workflow applications of the eCMS v.3.7.0 solution to manage 2,800 pieces of equipment and 800 union and non-union employees as they construct complex bridge, underground, mining and marine work.

"Computer Guidance's solution was selected back in the late 1990s to automate many of our business processes that the current system at that time (CMAS) could not accomplish. As a result we eliminated all of our manual processes for our journal entry and equipment billing tasks," indicated Bruce Milligan.

"Removal of the 'tabbing' system that was utilized in CMS v.3.4.3 to guide us through several unnecessary screens to arrive at the desired data points was not only well-received and quickly adopted by our users, but resulted in significant productivity gains. We cut back on errors as our current business processes exclude manual data entry." Milligan further commented. In addition, Traylor Bros now has the capability to review real-time and accurate information per user type and function as and when it is needed due to the custom user configurations available in eCMS 3.7.0.



Bruce Milligan
IT Manager
Traylor Bros., Inc.

The Implementation

A comprehensive implementation plan was developed to ensure seamless transition from CMS v.3.4.3 to eCMS v.3.7.0. The implementation plan focused on two key areas: a detailed user training program and a plan to support Traylor Bros current and added custom configurations to ensure optimum user functionality and productivity once the cutover occurred.

“When asked, what I recommend to other clients as they transition to v.3.7.0 solution, my answer is simple: plan ahead, plan some more, plan even more. Each organization must establish a detailed plan that entails comprehensive user training, regularly scheduled communication internally and with Computer Guidance professional services team, thorough implementation plan for customizations and user configurations, and frequent testing in a separate environment.”

“We implemented a test environment that we ran parallel to our production environment to ensure that we appropriately configured over 40 custom programs, and continuously revised our training curriculum to follow the new solution configuration.” stated Milligan.

Having multiple locations across the United States with both remote and office employees, Traylor Bros established web-based and on-site training schedules, and worked with Computer Guidance’s professional services team to achieve full knowledge transfer and in-depth training so when the transition took place, users were up and running without any interruption to business. “When asked, what I recommend to other clients as they transition to v.3.7.0 solution, my answer is simple: plan ahead, plan some more, plan even more.” said Bruce Milligan “Each organization must establish a detailed plan that entails comprehensive user training, regularly scheduled communication internally and with Computer Guidance professional services team, thorough implementation plan for customizations and user configurations, and frequent testing in a separate environment.”

The Results

“We are pleased with the implementation of Computer Guidance’s eCMS v.3.7.0. Our users quickly adopted and embraced the browser-based solution and positively commented on the ease of navigation across the screens and convenient view and access to business-critical data that is configured per user type and function.” said Bruce Milligan.

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Traylor Bros recognizes that technology implementations can appear to be a burden on organizations and potentially add risk to any operation, but they highly recommend making the change as with proactive and detailed planning in place, the results are far more rewarding than expected.

“Our employees are more satisfied, our business processes improved, overall productivity increased and having the latest solutions in place provides opportunities for additional automation that is required to stay competitive in today’s business environment.” concluded Bruce Milligan.



Traylor Bros project, 1.1 mile twin bridges on I-10 over Lake Pontchartrain between New Orleans and Slidell

Client Information

Company:	Traylor Bros., Inc.
Industry:	Heavy Civil Contractor
Construction Services:	Heavy civil construction with specialties in underground, bridge, lock and dam, port and wharf, and mining structures
Corporate Headquarters:	Evansville, IN
Territory / Locations:	United States, Offices in Irvine, CA, Lakewood, CO, El Segundo, CA
Client Information:	Founded in 1946 Annual Revenue \$300M+ 800 union and non-union employees 2,800 pieces of equipment Over 130 complex bridge, 100 tunnels and numerous levys, flood walls have been built by Traylor Bros 800 paychecks processed a week
Software Applications:	eCMS, Account Payable, Accounts Receivable, General Ledger, Equipment Accounting, Human Resources, Payroll, Job Cost and Document Imaging/Electronic Workflow, 65 eCMS users
Technology Environment:	IBM System i



ABOUT

Computer Guidance Corporation

Computer Guidance Corporation is the leading developer of financial and project management software solutions for architecture, engineering and construction companies in North America. Computer Guidance has the largest customer representation in the Engineering News Record (ENR) "Top 400 Contractors" and "Top 50 Contractors." Computer Guidance software has been the leading solution among General Contractors with revenue of more than \$250 million and \$100-250 million for the past 12 years, according to the CFMA Information Technology Survey. Since 1981, Computer Guidance has been providing its award-winning construction management software to more than 600 enterprise customers from various commercial construction disciplines. Computer Guidance continues to be ranked "World Class" in customer support excellence by independent IBM surveys over the past 20 years.

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