

# Document Imaging and Workflow Applications Case Study

## SKANSKA

*“In addition to increasing the volume of Accounts Payable invoices processed per week, eCMS Document Imaging and Workflow applications helped Skanska USA Civil make it possible to establish standardized business processes and shared resources across the organization, resulting in tremendous flexibility, scalability as well as cost-savings.”*

— David Spaker, Vice President of IT, Skanska USA

**Company:** Skanska USA Civil

**Industry:** Heavy Highway Contractor

**Construction Services:** General contractor working primarily in heavy civil engineering projects such as water and wastewater treatment plants, water and sewer lines, force mains, pumping stations, bridges, piling, shoring, gas lines and telecommunications.

**Corporate Headquarters:** New York, NY

**Territory / Locations:** 6 Skanska USA Civil regions

**Client Information:** Skanska USA Civil is a leading contractor in the US market for civil engineering construction and infrastructure projects. The business unit provides public and private clients construction services in the civil, mechanical, industrial, marine, foundation and environmental sectors. Skanska USA Civil is based in New York.

- Incorporated in 1971 (Skanska USA)
- 3rd largest heavy contractor (Skanska USA)
- Annual Revenue \$4.8 billion (Skanska USA)
- 7,000 employees (Skanska USA)
- 2,949 accounts payable checks processed per week (Skanska USA Civil)
- 3,446 invoices processed per week (Skanska USA Civil)

**Software Applications:** eCMS, Accounts Payable, Accounts Receivable, General Ledger, Purchasing, Order Processing, Time & Material, Equipment Accounting, Equipment Maintenance, Job Cost, Human Resources, Payroll, Bill of Materials, Material Requisition, eForms, Document Imaging, Workflow and Business Intelligence

**Technology Environment:** IBM System i 525

**Challenge:** Skanska USA Civil is a heavy highway contractor with six company divisions spread across the United States. As the company grew, the decentralized processing of accounts payable invoices became a challenge due to the varying methods and processes from one location to another. Also an issue was the lack of capability to share processed information across divisions and with corporate management. These problems were compounded by the time consuming and labor-intensive processes for entering invoices into their enterprise resource planning solution. Manual data entry and other inefficiencies resulted in extended pay cycles for subcontractors, often delaying project completion and negatively impacting the bottom line.

Based on these circumstances, Skanska USA Civil established two primary goals: improve the turnaround time for the processing of invoices and standardization of Account Payable processes across the organization.

**Solution:** To meet these goals, Skanska USA Civil decided to implement Computer Guidance’s Document Imaging and Workflow applications, part of Computer Guidance’s eCMS enterprise resource planning solution, for all divisions, leveraging the integrated technologies at each of their locations and connecting them to the corporate management structure.

The business objective for these implementations was to reduce the time from receipt of an invoice to posting in the eCMS Accounts Payable application while making the information available for all business units and corporate management.

### Results:

- Increased the number of invoices processed per week per division and overall across the company (i.e. Southeast division processed an average of 350 invoices a week; with the eCMS Document Imaging and Workflow solutions, this number grew to an average of 490 invoices a week without adding administrative overhead)
- Reduced the time from receipt of an invoice to posting in the eCMS Accounts Payable application (i.e. prior to implementing eCMS Document Imaging and Workflow applications, the Southeast division averaged 25 days to accomplish this task; currently the division averages 16 days)
- Reduced the manual processes associated with the input of AP invoices into the eCMS system
- Achieved near to a 100% paperless AP invoice process at all divisions
- Established inter-company systems integration where one division is able to process AP invoices for another, resulting in the initiation of shared services



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