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Raylene Dufresne, Director of IT, Miller & Long

## Miller & Long Cuts Time and Paper Out of Processes So Construction Projects Run More Smoothly

When a new generation of leadership took the reins at concrete construction enterprise Miller & Long, the company was ready to update its business processes and technology as well. CEO Brett McMahon realized that to gain greater visibility into business and field operations, the company needed a centralized platform to supersede its paper-based procedures and fragmented software tools. Smartsheet has helped Miller & Long modernize its operations, save staff time, improve oversight of expenses and processes, and improve security and privacy.

### Situation:

Over its 70 years in business, Miller & Long has amassed scores of databases. Employees manually entered data into multiple systems and then compared disparate data sets. Spreadsheet reports circulated with minimal changes, sometimes bearing filenames of employees who had left the company years before.

The company's two most important systems were paper-based. The "daily" was a preprinted, standardized checklist on which the timekeeper at each construction site would note materials received and used, staff hours worked, and other events of the day, and also hand-calculate totals across categories. Deliveries to job sites and warehouses were documented with paper tickets. It could take days for a staff member to receive and input the data from the hand-scrawled and rain-spotted sheets.

It was untenable: "The timekeepers would have to do the math in their heads," Dufresne says. "And of course, if you can't read the writing, what's the point of having it? But literally every job, every day, had to have this piece of paper, and that paper had to be physically delivered to the office."

### Company

Miller & Long

### Industry

Construction

### Company Size

1,400 employees

### Customer Profile

Miller & Long is a full-service turnkey subcontractor that supplies, forms, pours, and finishes all cast-in-place concrete elements necessary for a total structural frame. The company has completed more than \$5 billion in contracts and poured more than 15 million cubic yards of concrete during its 70-year history.

### Website

millerandlong.com

### Business Situation

Miller & Long wanted to gain greater visibility into business and field operations and supersede its paper-based processes and fragmented software tools with a more efficient, centralized platform.

### Solution

Miller & Long uses Smartsheet to modernize its operations, save staff time, improve oversight of expenses & processes, and enhance security & privacy.

### Benefits

- **Accurate mobile data capture** that quickly relays daily information from the job site to the office — without paper
- **Fast and efficient vendor data analysis** by using Data Uploader to cut hours from reconciliation processes
- **Built-in formulas** to replace back-of-the-envelope math with reliable calculations

## Solution:

Dufresne collaborated with a technology task force to digitize the daily. The team analyzed site reporting process and develop a Smartsheet version of the form that lets worksite timekeepers fill in figures for supplies, labor, deliveries, and more. Built-in formulas do the math, eliminating the errors that used to result from back-of-the-envelope calculations at a job site. With just a few clicks, the day's figures are uploaded to the central system directly from a mobile device. The digital daily has been so successful, teams are lobbying to digitize other processes as soon as possible.

## Benefits:

Miller & Long is using automated tools and premium features in Smartsheet to simplify its most challenging tasks and bring transparency to a wide range of business processes.

### Fast, efficient vendor data

**analysis:** RData Uploader has transformed how the company tracks and analyzes employees' business expenditures for highway tolls and mobile phone use. Each of the company's trucks that delivers concrete, plywood, and rebar to construction sites throughout the extended

Washington, D.C. metro area is equipped with a transponder to automatically pay tolls. Matching toll usage to drivers used to take a superintendent days of combing through the transit authority's CSV file.

Data Uploader enables streamlined importing of the data, so the superintendent can see within minutes who's spending the most on tolls and why. Similarly, usage of company-provided cell phones can be quickly analyzed and reconciled with Data Uploader intake of the media carrier's CSV file. Analysts can confirm that individual phones are being billed for the right set of features or follow up with employees who are exceeding usage limits.

### Elimination of hand-filled paper forms and the lag time to receive them:

When Dufresne and her team digitized the daily, it took only a few months for the last paper form to be replaced with the Smartsheet version. Employees were so excited, they began lobbying to convert paper delivery tickets to Smartsheet sooner than Dufresne had planned for.

"After seeing how much time has been taken off their plate, they're pushing for more automation through Smartsheet," Dufresne says. "Accounts Payable has always required the physical delivery

tickets that are given to the timekeepers. But the timekeepers could just take a picture with their cell phones and put it on a row in Smartsheet, and you will have the original sooner than you would have the paper version in hand. So the time it took for all this data to get to our main headquarters — it's all gone. It's phenomenal."

**Secure data management in the cloud:** Dufresne also appreciates that using the cloud-based solution offers her colleagues better security and privacy than the old on-premises file-tree system.

"Some were really hesitant in the beginning to put sensitive data into Smartsheet because it's in the cloud," Dufresne says. "But because it's a multi-tenant database, it's more secure than putting the data on-premises. I'd explain: You have control over your password in Smartsheet; I don't. As an administrator I can't see that data. Whereas if you put that data on my server, I can see it. It's been really cool to see people understand and embrace that."

## About Smartsheet

Smartsheet (NYSE:SMAR) is a leading cloud-based platform for work execution, enabling teams and organizations to plan, capture, manage, automate, and report on work at scale, resulting in more efficient processes and better business outcomes. Today over 95,000 customers, including more than 77,000 domain-based customers and over 70 percent of the companies in the Fortune 500, rely on Smartsheet to implement, manage, and automate processes across a broad array of departments and use cases.

To learn more about Smartsheet, visit [www.smartsheet.com](http://www.smartsheet.com).