SER GROUP

RAFFINERIE HEIDE



Harnessing the power of ECM & BPM

- ECM and BPM on one technological platform
- High-performing drawing archive
- Workflow-based invoice auditing with SAP integration
- Project approval workflow with Doxis4 BPM
- Workflow-supported compliance documents for financial partners

BEST PRACTICE Raffinerie Heide GmbH

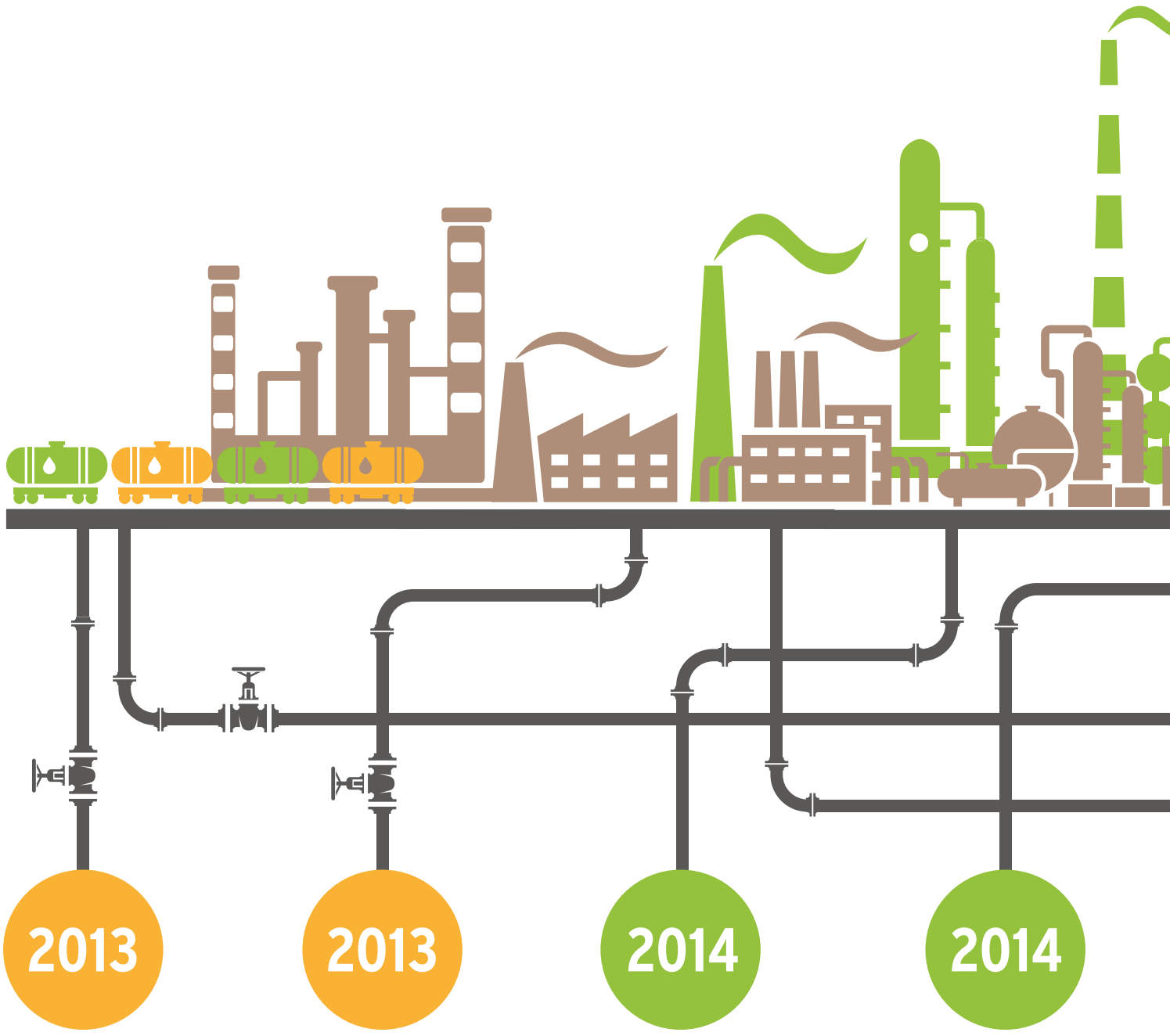
Project facts and figures

TOPIC:	Integrated ECM and BPM with Doxis4
CUSTOMER SINCE:	2013
USERS:	300
SER SOLUTIONS:	Doxis4 ECM platform integrated in SAP with modules for archiving, DMS, eFiles & BPM
INTEGRATION:	SAP via ArchiveLink and RFC, interface to the project budget planning system
DOCUMENT VOLUME:	■ ECM: 100,000 drawings (legacy data migration); ca. 500 eFiles; inbound invoices comprising some 15,000 process instances/year ■ BPM: Transferring approx. 35,000 process instances (project approvals and invoice receipt audits) from the legacy system
HIGHLIGHTS:	Secure management of the project approval process using Doxis4 BPM incl. notification to all project participants by email (Outlook) of new tasks in their workbaskets; proven compliance towards financial partners through workflow-supported reporting



The company

Since 2010, Raffinerie Heide GmbH has been an independent member of the Klesch Group's oil division. After leaving its former parent corporation Shell, Raffinerie Heide GmbH changed from being a pure production location for diesel, heating oil and airplane fuel to being an independently operating company. With some 590 employees, the oil refinery is one of largest employers in the Dithmarschen region of Schleswig-Holstein, Germany. It generated revenue of 2.1 billion euros in the 2017 fiscal year. Raffinerie Heide can process 4.5 million tons of crude oil per year, which is enough to meet the entire oil requirements of all of Schleswig-Holstein. Built in 1940, the refinery produces conventional petroleum products including gasoline, diesel and aviation fuel, in addition to light fuel oil and raw materials for the chemical industry.



2013

Migration of over 100,000 technical drawings from the legacy system to Doxis4 in just 2.5 months

2013

Doxis4 drawing archive used by the Technical Project, Maintenance and Production departments

2014

Workflow-managed invoice auditing and SAP integration with ArchiveLink

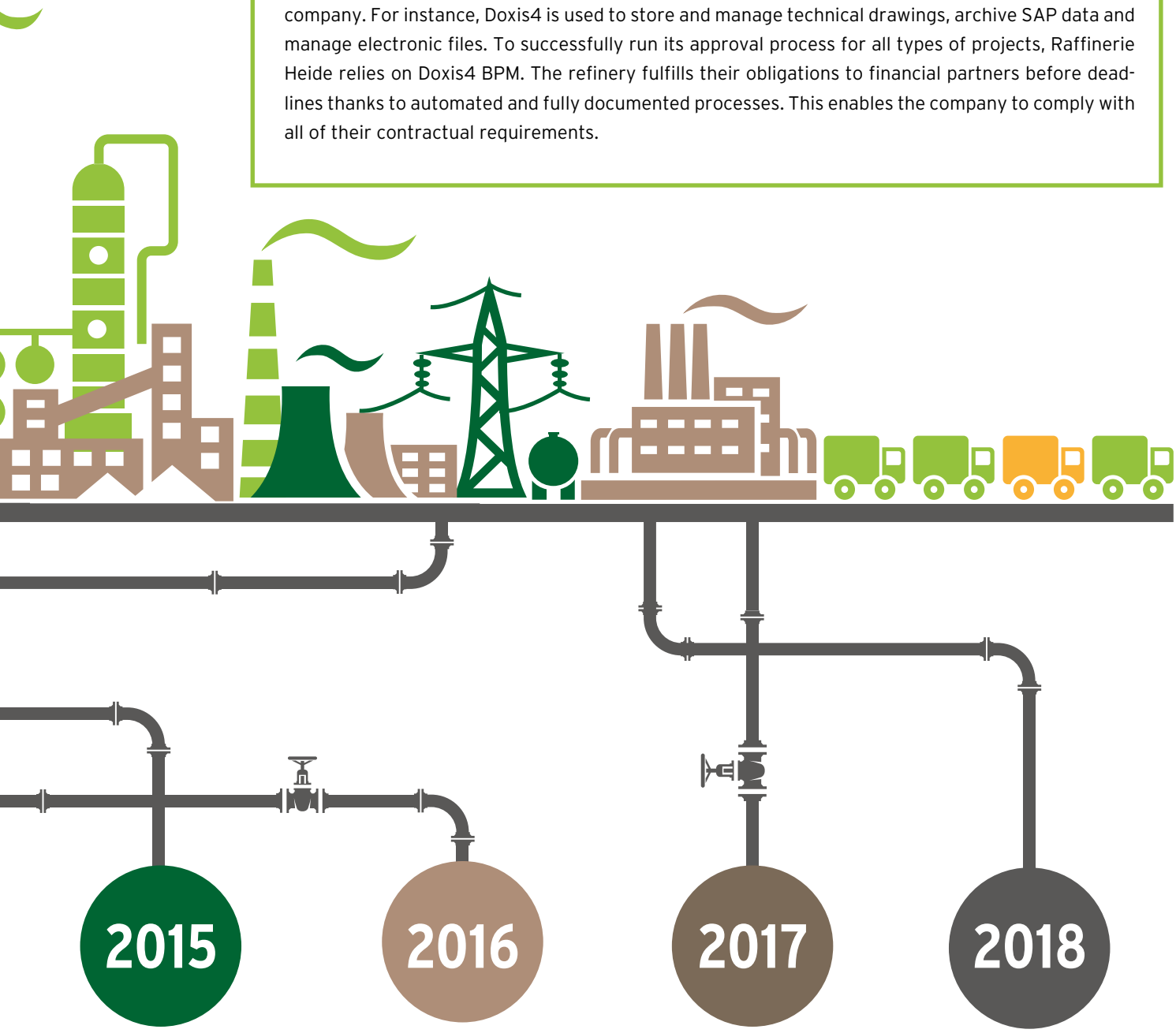
2014

eFiles for contract management

Three further eFile solutions, e.g. for shipping and financial documents

Management summary

With its slogan "Full of energy for the north," Raffinerie Heide GmbH is the northernmost crude oil refinery in Germany. Over the past 150 years, the oil refinery – based out of Hemmingstedt, Germany – has become a highly professional crude oil processor since it first discovered tar sands in 1856. Since 2013, SER's enterprise content management solutions have been supporting many areas of the company. For instance, Doxis4 is used to store and manage technical drawings, archive SAP data and manage electronic files. To successfully run its approval process for all types of projects, Raffinerie Heide relies on Doxis4 BPM. The refinery fulfills their obligations to financial partners before deadlines thanks to automated and fully documented processes. This enables the company to comply with all of their contractual requirements.



2015

Doxis4 as a document repository for SAP with automatic follow-up indexing

Project approval workflow

2016

Switched the project approval workflow to the next product generation, Doxis4 BPM. Additional processes modeled over the course of the year

2017

Doxis4 BPM for change management processes

2018

Workflow-supported compliance documentation according to contractual requirements

Efficient information management thanks to ECM

Re-starting Raffinerie Heide as an independent member of the Klesch Group in 2010 involved a great deal of reorganization and restructuring, in addition to creating the company's own IT system landscape with an SAP system and ECM solution. The company wanted to meet three goals: to make its new ECM solution more versatile and user-friendly than the old system, to enable easy access to the existing CAD drawings and their versions, and to integrate the ECM solution fully into SAP.

The requirements were clear: standardized, secure document management and archiving, and the creation of a platform for document-based business processes and electronic files. Raffinerie Heide decided in favor of SER's Doxis4 enterprise content management platform, and for good reason: it always provides the necessary information throughout all processes.

The hybrid Doxis4 BPM solution gives Raffinerie Heide the flexibility to determine the precise level of standardization in its business processes. It also ensures a seamless transition between ad hoc tasks and processes. The user-friendliness of Doxis4 and the possibility to quickly implement applications were further reasons why the German refinery chose the ECM system.

Administration building of Raffinerie Heide



High-performance drawing archive

In 2013, Raffinerie Heide took its first steps into enterprise content management with Doxis4, starting with the creation of a high-performing, user-friendly electronic archive for technical drawings. Klaus Behrens, Head of IT at Raffinerie Heide GmbH, explains why usability was such an important factor of the decision: "To make things easier for our colleagues, the aim was to make the new ECM solution user-friendlier and to enable easy access to the available CAD drawings and their versions. Doxis4 meets every single one of our criteria." The project revolved around the migration and dissolution of the legacy archive, which contained over 100,000 technical drawings. The whole process took just 2.5 months. All technical drawings from the legacy archive were successfully migrated to the Doxis4 drawing archive. Approximately 180 users in the Technical Project, Maintenance and Production departments now use the drawing archive.

SAP archive, electronic files and invoice verification workflow

Next on the wish list were eFile solutions. They help users across the company and its departments to take advantage of information in processes. They also create greater document transparency and streamline daily work considerably. The first step was to introduce Doxis4 contract management. This allows Raffinerie Heide to manage its contracts and all related data and documents using digital files. A deadline management tool ensures that no notice periods are missed and that there





"It was important for us to be able to depict well structured and ad hoc processes with only one technology. Doxis4 BPM gives us precisely these hybrid solutions."

Ralf Everding,
Application Specialist, IT,
Raffinerie Heide

is enough time left before contract extension deadlines to renegotiate terms, for instance. Further eFile solutions came next, e.g. for shipping and financial documents.

In accounting, the aim was to optimize processes. Doxis4 is used for invoice processing there. Inbound invoices are verified and released much more efficiently and reliably due to the fact that they are now managed by workflows. All employees involved in the review and release process are stored in the predefined process. The result: Invoices are processed on a same-day basis and cash discount periods and payment terms are always met.

As an SAP data archive, Doxis4 improves the performance of existing SAP systems. Now, data from the FI and CO modules in SAP are transferred via ArchiveLink and the Doxis4 SmartBridge for SAP to Doxis4 where they are archived in an audit-proof way. This substantially reduces the load on the SAP databases. Last but not least, data is indexed based on text recognition.

Some 300 employees working out of various departments at Raffinerie Heide now use Doxis4. They quickly realized that the archived documents are always available in their daily work – even for multiple users simultaneously – and that the electronic files give a better overview. Employees are so impressed that they have stopped using personal archives and now rely fully on Doxis4. They are able to find documents faster and more securely, even directly out of emails or other applications.

Secure process management thanks to BPM

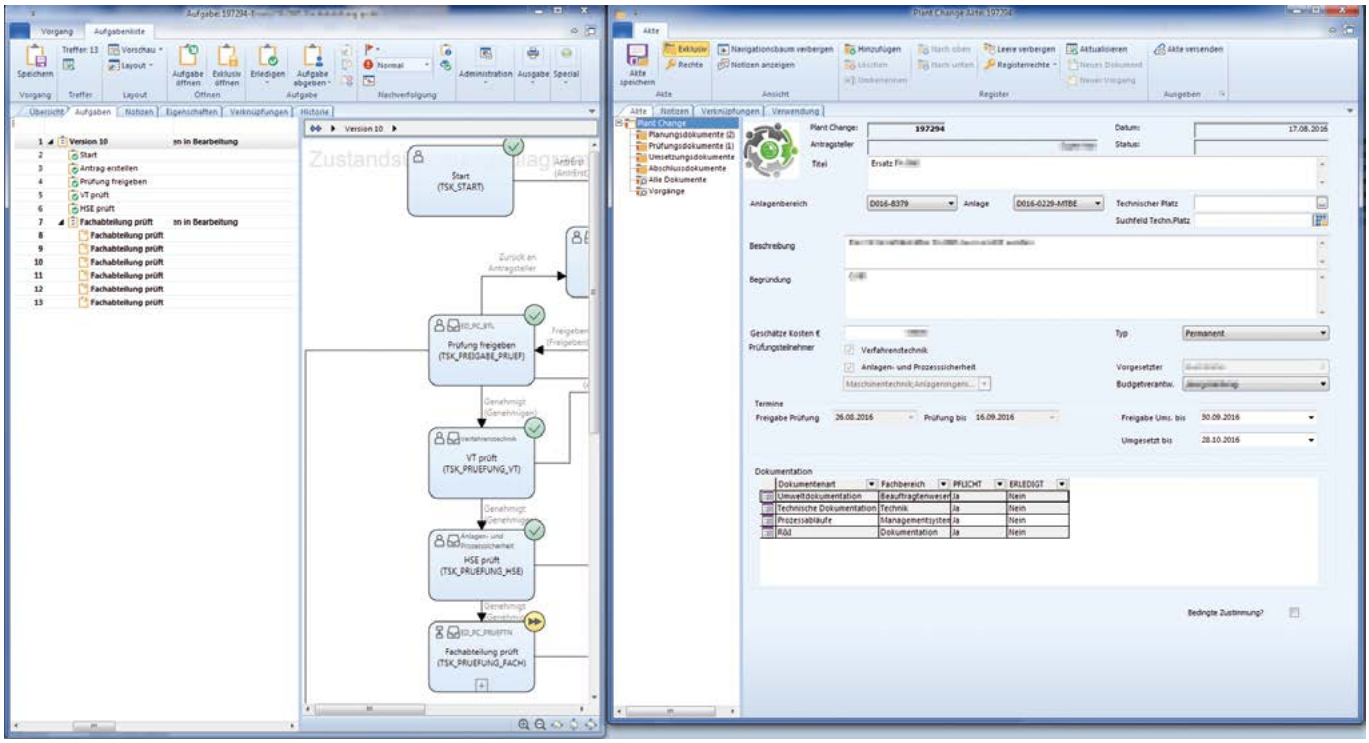
After the success of the first ECM solutions, Raffinerie Heide focused on optimizing its processes. Thanks to the low-code approach of the ECM platform, the IT and other departments can individually design new ECM applications – without complex programming. This is a clear competitive advantage when it comes to quickly meeting business requirements. With Doxis4 BPM, Raffinerie Heide is able to digitize even the most diverse processes. It can be used to model heavily structured processes with precisely fixed steps, yet it is equally suited to handle spontaneous workflows (i.e. ad hoc tasks) or a combination of the two.

Project approval processes with Doxis4 BPM

Raffinerie Heide conducts a diverse range of projects; for example, rebuilding production facilities, construction projects, and software projects in the IT department. All proposal procedures for these projects follow specific paths and defined decision levels. Depending on the order amount, there are various decision-making levels at Raffinerie Heide. Sometimes several departments are involved in projects. Without a workflow support system, project managers used to have to rely on a paper-based circulation procedure. The lead times and the associated waiting times could also be quite long – especially if follow-up work was necessary in the process.

Since 2015, the project approval process has become more secure and effective. The goal was to create, process and release all kinds of project proposals. The result: an integrated solution comprised of Doxis4, SAP and a budget planning tool, which was developed externally. With the Doxis4 project approval workflow, the entire project approval process now takes place electronically and securely throughout all instances, fully automatically. "Defining the paths and decision-making steps in the company's approval process used to take a huge amount of effort, as they were different for each type of project. Today, it's all determined in our approval workflow," explains Ralf Everding, Application Specialist, IT, Raffinerie Heide.

Since introducing the project approval workflow, proposals are created, handled and released electronically. A project approval process thus consists not only of review and approval elements for the individual participants, but also contains all documents required for completion. The supporting documents are attached to the proposal, e.g. cost estimates, offers, etc. That way, all information that is relevant to the decision is available electronically and can be viewed by every project participant. The decisive reasons why the approval process became so much smoother? The proposals are in higher quality now – thanks to the standardization and definition of required information and the adherence to the proper sequence of tasks.

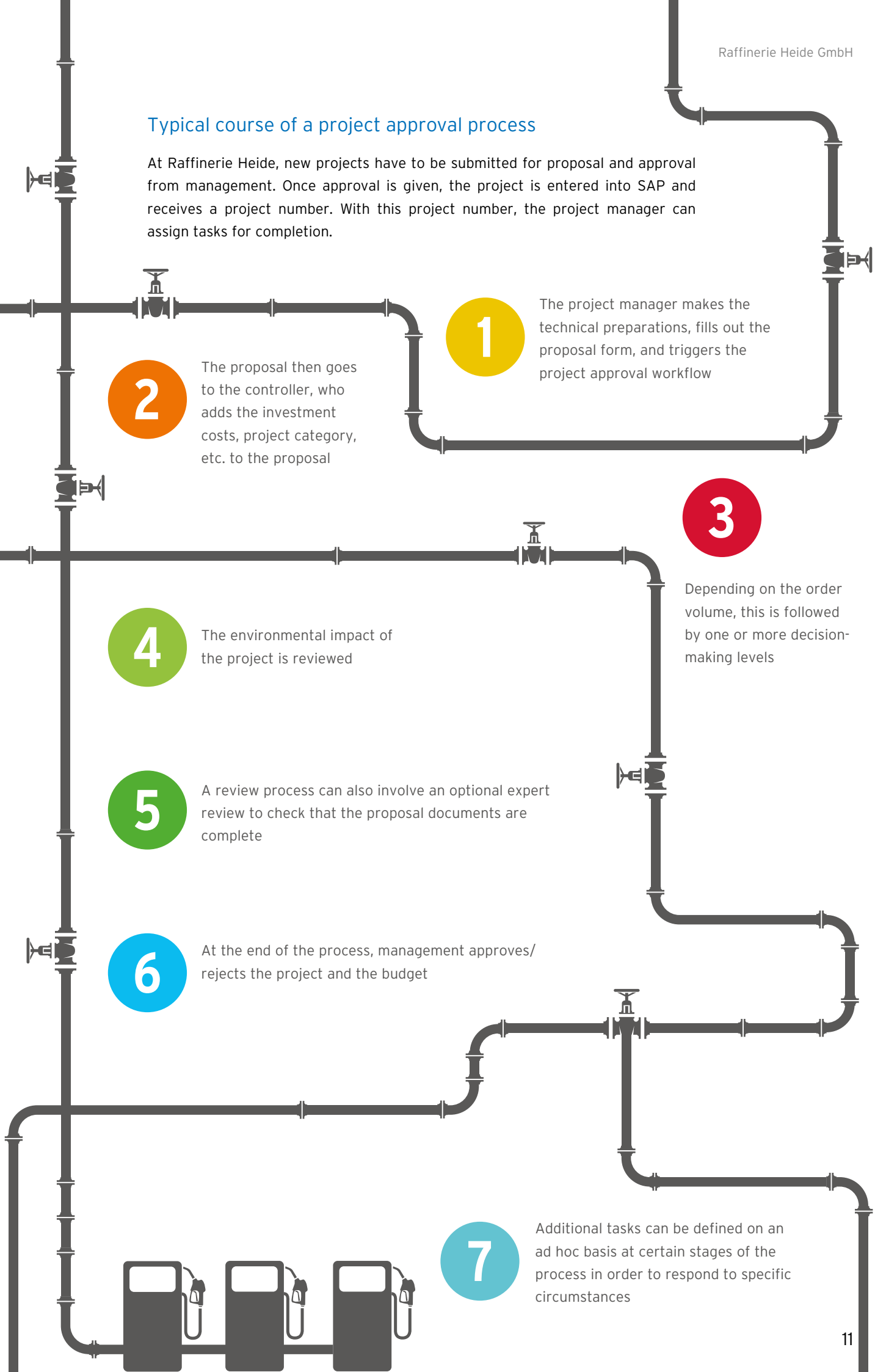


In the project approval workflow, task lists and process models are predefined for the verification and approval process. The project file contains the related documents.

Typical course of a project approval process

At Raffinerie Heide, new projects have to be submitted for proposal and approval from management. Once approval is given, the project is entered into SAP and receives a project number. With this project number, the project manager can assign tasks for completion.

1. The project manager makes the technical preparations, fills out the proposal form, and triggers the project approval workflow
2. The proposal then goes to the controller, who adds the investment costs, project category, etc. to the proposal
3. Depending on the order volume, this is followed by one or more decision-making levels
4. The environmental impact of the project is reviewed
5. A review process can also involve an optional expert review to check that the proposal documents are complete
6. At the end of the process, management approves/ rejects the project and the budget
7. Additional tasks can be defined on an ad hoc basis at certain stages of the process in order to respond to specific circumstances



"The workflow is even so smart that it recognizes if there is an amendment or new proposal, if the project is still within the budget and the available financing should be requested, or if the budget is being exceeded and additional financing is needed. If this is the case, the workflow initiates the next decision-making level," comments Everding. The parameters for project processing are set with specific maximum amounts in the workflow. This allows the project manager to request the available budget and start with the completion. It also means that the management of Raffinerie Heide no longer has to look at each case, which in turn streamlines and speeds up the processes. "That's what makes electronic work so effective: The workflow system now handles the entire process. No steps are skipped and everyone involved is informed via email in Outlook if a new task is waiting for them in their workbaskets," says Everding, describing the advantages of the current approach in Doxis4.

In the past, employees involved in the process could not work on proposals simultaneously. Thanks to BPM, processing times have now been cut drastically, from the proposal submission to the final decision. Delays and follow-up work now only occur in exceptional cases. Everyone is happy with the new system. Approximately 500 projects have already been processed in the approval workflow.



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Ralf Everding, Raffinerie Heide

Change management with adaptive BPM

In addition to the project approval process – which is heavily structured – other processes at Raffinerie Heide call for a greater degree of flexibility. With the hybrid Doxis4 BPM, it is possible to add ad hoc tasks to predefined and highly structured processes. This solution delivers extremely flexible applications that can be used to map diverse processes – from the straightforward to the highly complex. This is key for Raffinerie Heide's change management approach. For important projects,



change management demands a versatile approach comprised of mandatory steps and flexible elements. Such projects include the restructuring of existing facilities, for example. If pipelines need to be laid from A to B, this can have an impact on plant safety. In this standardized process framework made up of review, implementation, documentation steps, etc., employees decide whether an additional step should be added and, say, if further experts should be called in. Meanwhile, Doxis4 always documents each and every decision.

A win-win situation with Doxis4: A reliable reporting system for financial partners

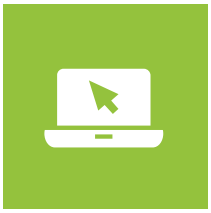
With annual investments in the double-digit million range and business operations that require a high amount of materials and substances that are traded on the stock market, Raffinerie Heide must have excellent financial capacities. Thanks to its financial partners, the company is able to ensure this – particularly in the areas of financing working capital, factoring and loans. In this context, Raffinerie Heide's Finance department sets an excellent example of how to handle the topic of compliance. After all, every financing contract comes with a long list of contractual requirements: Raffinerie Heide currently has to meet 265 conditions. This includes quarterly reports about financing and the documentation of compliance with contract conditions. It's a lot of effort to maintain documentation without deadline management and automated processes. For this reason, Raffinerie Heide utilizes Doxis4 BPM since early 2018 to handle this complex and time-sensitive process.



Once a new financing contract is filed in a finance eFile, the obligation workflow is automatically triggered. The workflow sends a reminder to the responsible employees that a report must be issued, thus fulfilling the related compliance requirements. The employees then confirm that they received the reminder and understood the requirements that they have to fulfill. The ECM system logs this and informs other employees of possible remaining steps. This ensures that all documentation is submitted on time. To create a report, the employees of Raffinerie Heide simply access the connected Doxis4 solutions: in contract management and in the obligation eFiles, they can find all information needed for the report. The confirmation step is next; here, they verify that all conditions are fulfilled that pertain to their area.

Right now, 60 employees from Finance, Production and Technical Projects are involved in this process. The automated notification system and the quick availability of necessary information makes it much easier to fulfill compliance requirements, as Rainer Hass, Team Lead of Accounting, explains: "Now that employees from outside of the Finance department can view contracts and their obligations, there is a lot more understanding regarding our fulfillment of conditions. They identify with the situation and are much more motivated to comply."

The obligation workflow is extremely important to Raffinerie Heide. "We now have a fully operable and secure daily reporting system that traceably archives every step," says Hass. This establishes security and creates a win-win situation for everyone involved: Raffinerie Heide ensures its information validity, and its financial partners can rely on the company to uphold its end of the contractual requirements.







Doxis4 BPM ensures:

- Everyone adheres to decision-making regulations at all times
- Detailed project proposals
- Drastically reduced lead times for project approval proposals
- Real-time overview: The project manager always knows who is currently handling which part of the process step
- All project documents can be simultaneously viewed and accessed by every participant at any time
- Secure process management: No step is left out; every participant is notified per email (Outlook) when a task is waiting for them in the workbasket
- More flexibility in process modeling: With Doxis4 BPM, predefined processes can be supplemented with ad hoc tasks
- Security in financing: Traceable and on-time reporting to fulfill financing contracts

Discover SER!

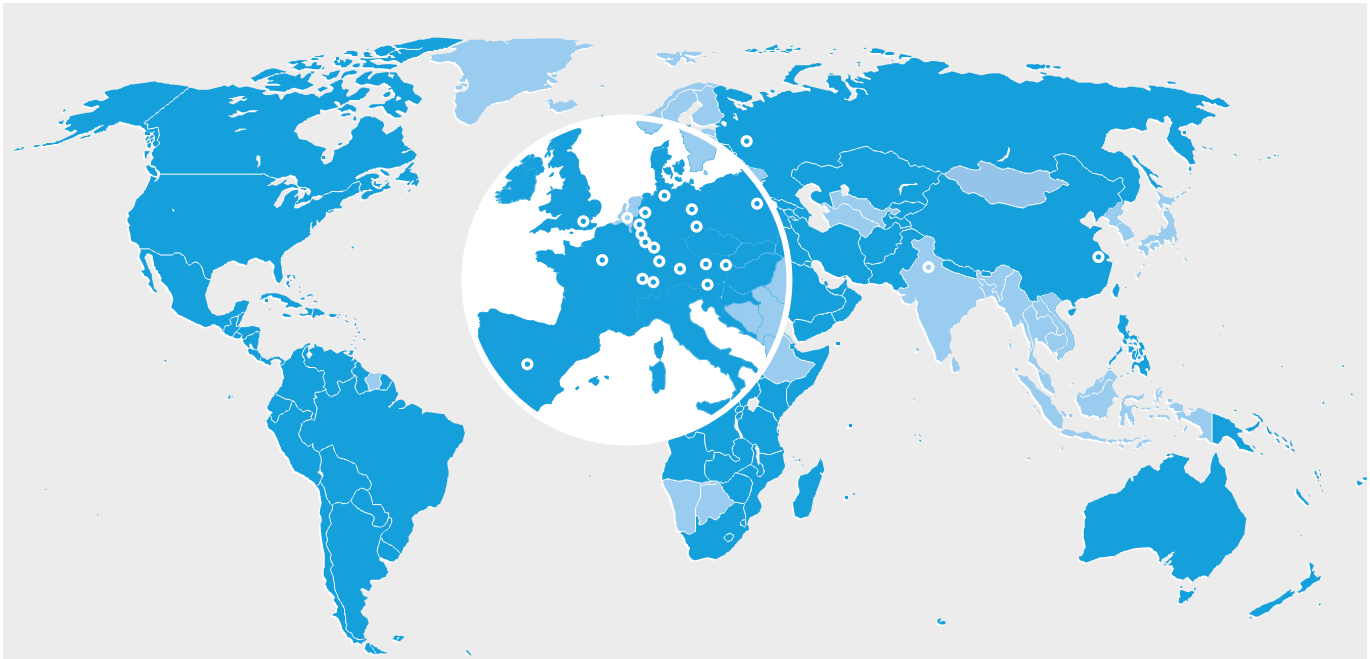
- SER is one of the top five software-only ECM vendors worldwide*
- A "Challenger" in Gartner's Magic Quadrant for Content Services Platforms 2018
- A "Strong Performer" in Forrester's ECM Waves
- Europe's largest independent ECM software vendor**

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Find out more about our SER Group offices at www.ser-solutions.com/locations

The countries marked in dark blue have 1 of the 12 languages supported by Doxis4 as their official language.

*Measured by revenue according to the Market Share Analysis: Enterprise Content Management, worldwide, 2014 (Gartner)

**SER is the number one vendor of ECM software in terms of turnover, gross profit, operating profit and number of employees (according to recently published figures).

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