



Service King: Partnering with ADP to create value

Quick facts

-  **Name:** Service King
-  **Industry:** Collision Repair
-  **Employees:** 6,500
-  **Headquarters:** Richardson, Texas
-  **Product:** ADP Vantage HCM®

Learn more about Service King at [serviceking.com](https://www.serviceking.com)



Always Designing
for People™



Service King is a leader in collision repair with 350 locations across 24 states. Industry consolidation and acquisition of stand-alone shops have led to explosive revenue growth from just under \$100 million to about \$1.3 billion in the past seven years. Sean Hurman, chief human resources officer at Service King, discusses how Service King transformed its human capital management (HCM) systems to manage rapid growth, streamline HCM processes and enable quick onboarding of new acquisitions.

Manual processes and disjointed systems drove the need for change

Service King moved to ADP® because of the hyper growth the company was experiencing. There had been no real systems strategy in place and the processes we had been using were antiquated and not in a position to drive and support a business that is well over a billion dollars.

We were using our previous payroll provider not just for payroll, but as the system of record, which is slightly scary. We used spreadsheets for a lot of our compensation and benefits data, and there were a lot of manual processes in place. Our system of record was email, and we used email general boxes to collect information as opposed to proper workflows. That led to concerns around controls. Each department had their own specialized technology platforms that served a unique purpose and there was no integration whatsoever — just a lot of systems that weren't talking to each other.

We knew we had to upgrade this business. The challenge was with this hyper growth, which was also part of our investors' strategy. We asked ourselves, "How do we pull this off when we've got this wheel running down the track so fast?"

Integration was the first step

One of the key things was to gain efficiencies by having the right organizational system in place that could handle the needs of the business with the size that it was. This meant having a single platform where our different functional groups could talk to each other — so, recruiting,



We knew we had to upgrade this business. The challenge was with this hyper growth, which was also part of our investors' strategy. We asked ourselves, "How do we pull this off when we've got this wheel running down the track so fast?"

Sean Hurman
Chief Human Resources Officer



performance management, compensation, the HRIS management component — all of those in one place to allow for the proper workflows and those controls that are necessary.

As with many retailers, when you have a business that is so distributed, it's easy for those controls to get out of place, so making sure that was in check was key. Then, it was to be able to provide continuity across those systems, start to aggregate that data and understand what we could do to use that information going forward.

Continuous improvements drive great efficiency

We continue to make ongoing improvements. For example, when we first implemented ADP, we put in place the biometric scanners that use thumbprints for time clocks. Our corporate team made this decision, and we were all excited about this new technology and putting it in the shops. What we didn't appreciate is that technicians, over time, wear off their fingerprint and it's a pretty dusty environment, so we struggled to make those effective and get them utilized by our technicians.

We've since moved to the mobile app for our teams to be able to time-clock in and out. We've geofenced our stores, so they've got to be onsite to do that. Our technicians and managers love it, and it gives us the compliance that we need. That's been a huge gain and an example of continuing to look at processes to see what we can do to improve.

Creating transferable processes makes for easy onboarding

When you look at this industry, it's very similar to other consolidating industries. We're acquiring mom and pop shops. The largest acquisition we've done since I've been here was 11 shops, so it's really onesie-twowie. Those folks are using antiquated systems and a lot of manual processes. While there is change involved, the beautiful thing is it's just latching on another shop and setting it up in the system, as opposed to training them on our own manual processes. So, it is repeatable, which is fantastic, and it's plug-and-play.

Lesson learned: having the right implementation team is key

It was pretty concerning that the business, coming from \$100 million in size, didn't have the talent and subject matter expertise necessary to drive the changes internally. ADP was partnering and our investors at Blackstone were involved, but that critical component of the business owning the change that was coming, was a major concern.

It's been a continuous process of change, reflection and improving upon what we learn every day. As we've consolidated HCM systems, it's helped us realize ROI — some of it immediately. We've gotten the controls and workflows



We've created efficiencies and functionality within those groups that have contributed to about half-a-million dollars a year in labor and productivity efficiencies.

Sean Huurman
Chief Human Resources Officer

where we needed, and our managers have started to think about these processes and understand what it means to them. In doing so, we've improved upon our internal HR systems and our payroll systems. We've created efficiencies and functionality within those groups that have contributed to about half-a-million dollars a year in labor and productivity efficiencies. Most importantly, and the thing that keeps many of us up at night, I can now point to 100 percent compliance for things like background checks and other controls that simply weren't in place and were a big gap before.

Advice for others considering HCM transformation

As a company, you should reflect upon what you have internally. ADP, as a great partner, only knows so much about your business and your processes, and each is so unique and different. Make sure you have the right resources in place to support the system, early on, to help add value immediately.

Just as important, make sure that you put in place the governance process to allow functional leaders to be able to talk with each other and for decision-making to occur. I look back at what was happening - our recruiting leader was making decisions about moving from our prior system to the recruiting system within ADP; our HR team was making the decisions on HRIS; payroll was making decisions on payroll. There was no communication going back and forth. Our ability to come back, retrench and build it worked, but you can avoid that out of the gate by having a proper governance structure, the right subject matter experts and the ADP implementation team there and ready to support you.

For more information, visit adp.com.



Always Designing
for People™

