Tonjia Oglesby
Chief People
Officer

Sabrina Donahoo
Senior Director
of People, Pay
and Systems

Jennifer Koenig
Senior Manager of
People Systems
and Compliance

Jade Kelsey
People and
Payroll
Manager

Quick facts

Company: AEG Vision

Headquarters: Dallas, TX

Industry: Retail

Employees: 3,500+

Product: ADP® Next Gen HCM

**Learn more about
AEG Vision at
aegvision.com**

ADP Next Gen HCM Enables Rapid Growth Through Acquisition

AEG Vision (AEG) empowers eye care professionals to deliver world-class patient care and service by leveraging medical best practices, innovation, and collaboration. Hear how AEG partners with ADP Next Gen HCM to rapidly expand its business through acquisition.

The search for a partner to support rapid growth

Tonjia: We acquired over 80 practices last year, and it's in our strategic plan to acquire another 80 to 90 this year. We are always in acquisition mode, and we have a lot of resources dedicated to making sure that this very emotional transaction goes well. Our prior vendor did a good job of the basics but supporting customers was not their priority. The dedication to succeeding together was not there and their cost structure was punitive. For every change or improvement, there was a cost. They also charged us per paycheck and insisted spiffs be run on a separate check run in their model. It became ineffective from a cost perspective, so we started looking for a solution that could scale and grow with us.

We didn't want to just think about how we operate today, but to envision how we want to operate into the future. Moving to a system that was going to force us into adopting that system's processes may or may not have worked for us, so we focused on the fact that we could build those processes together with ADP and make it the future.

Sabrina: In the past two years, we've grown from 800 employees to over 3,400. AEG Vision's payroll is complex. We are constantly bringing new practices under our umbrella and doctor and non-doctor payrolls need to be run separately. We could not trust the data or the reporting with our previous payroll provider. We were not confident in their ability to support tax compliance and our employees did not have a positive user experience. We needed a provider who would give us accurate and realistic responses to our questions while also providing proactive feedback. ADP offered both payroll and system support as well as a client-facing compliance team. Since we were so growing quickly and moving into more states, it just made sense to move forward with ADP.

Partners throughout implementation

Tonjia: We had a fantastic implementation team. We worked with ADP to do a deep dive into everything we do. They were great about really seeking to understand and learn things and were very detail-oriented. It was a partnership; it wasn't on us to sit there and spend time process mapping and then come back and inform the group. It was done with ADP alongside us, and it was always with what we needed in mind versus them telling us, "Well, this is what we have." ADP learned our business enough to be able to help us improve our processes.

Process improvements drive efficiency

Tonjia: There were so many process improvements. Our payroll processing time went from almost a week to two and a half days. Inaccuracy dropped from double digits to less than 1% in errors. That was the biggest impact. Before, we were managing payroll with so many exceptions, and it was all done through an Excel spreadsheet. There was so much manual intervention, and it was not sustainable.

Jade: Now, we're able to process payroll more efficiently because we can make edits two or three weeks before our payroll date. We had a winter storm last year that caused power outages, but because we could make changes in advance of running payroll, we were able to stay on track once the power came back on.

Jennifer: Next Gen HCM is really scalable. We spent a lot of time building our organization's structure in Next Gen so we can easily grow. Where we used to have a lot of manual entry to get new hires into the system, today, it takes me no longer than an hour to set up an acquired group in the system, and that could be anywhere from five to 50 employees. There's an easy bulk import process, and that gets everybody's profile set up and configured. I set up the location and all the relevant details and get registration invites out within the hour. That is a huge time saver. The Next Gen HCM platform also helps us manage the compliance complexities as we move into new jurisdictions across the country.

Trust in the data to drive outcomes

Tonjia: One of my favorite things to brag about is the reporting we can confidently share with our executives. We've gone from absolutely no trust in our data to ADP as our best source. With our previous vendor, there was no confidence in the system or the data from my investors and leaders in finance. Now, everything in the employee lifecycle, from the minute they get hired, is loaded by role into the right system. We have an internal tracking system that lets our practices track sales dollars by employee back to their practice and all that is mapped back to a termination file.

ADP DataCloud provides us with the data to evaluate our acquisitions by year. Now, we can make comparisons on labor costs, tenure, demographics, turnover, etc., and see how different years are performing, view trends and then tie that to business performance to look for areas of opportunity.

Like other retailers, we keep a close eye on individual practice numbers. Every day, we're tracking daily sales versus last year, how we're doing versus budget, staff hours and paid hours versus revenue. Are practices scheduling too much overtime? Do they need to add another doctor? That data helps us establish best practices among our practices, and coach a practice manager or a district manager on opportunities for areas where they could improve. For example, we discovered that a group of practices were running over expected costs by about $2M. We then looked at the data by practice. We discovered the issues were caused by 13 practices and were able to develop a unique plan for each of those 13 practices.

Finally, the compliance support we need

Sabrina: The implications of the tax errors that were made by our previous provider were devastating, especially to our employees when they attempted to file income taxes. We had to submit multiple W-2Cs and it became overwhelming for everyone. In addition, we were being charged to fix these errors, even when they were the result of system failures. We were charged close to $50,000 a quarter in penalties, interest and "project fees" for payroll tax corrections alone. Overall, we paid close to half a million dollars in additional fees in one year.

It's really important for an organization that's growing as rapidly as we are to have a payroll provider that we can trust because we need that transparency with not only our leaders but with our employees. They need to be able to trust that their payroll and taxes are correct. They need to know that when they file at the end of the year, they won't get hit with penalties or have a huge tax bill. ADP helped to ensure that we were tax compliant and that our employees had a positive user experience.

Tonjia: ADP Next Gen HCM also helps us as we begin to acquire practices in new states and face unique compliance requirements. For example, some states require a weekly versus a biweekly payroll. The ability to quickly adapt and have our client success team help us set up all these new codes gives us a lot of peace of mind.

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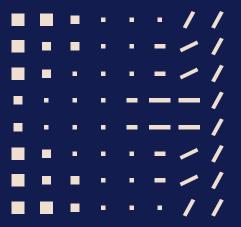
Tonjia Oglesby
Chief People Officer

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> Our partnership with ADP is built on a solid foundation of trust, transparency and respect. We've become true partners. ADP not only offers support, feedback and real information that we can rely on, but they also help us anticipate what may come next.

Sabrina Donahoo
Senior Director of People, Pay and Systems

Positive user experiences drive employee engagement

Jade: ADP has made our lives easier. The system is very user-friendly, and the client support team is amazing, which is something we didn't have before. Processing payroll is already stressful, and we'd have all this email back-and-forth with our previous vendor. Now, anytime we have an issue or an urgent matter, ADP is willing to jump on a call to resolve it quickly.

Jennifer: I think the highlight of working with ADP is the support that we get from our client team. We run really lean in our business operations team, so having that partnership and support is something we rely on. What we did yesterday might not be what we do tomorrow, and the product needs to change with us. The ADP Next Gen we use today is not the same as it was three years ago when we transitioned to ADP. It has accommodated our growth model and grown with us.

 Sabrina: Our partnership with ADP is built on a solid foundation of trust, transparency and respect. We've become true partners. ADP not only offers support, feedback and real information that we can rely on, but they also help us anticipate what may come next. It's the difference between being proactive and reactive. If it's really important, I know I can make a call and have someone here if needed. They're tracking the progress on projects, checking in with us weekly and working with us on our plans for future growth. They bring opportunities to the table for new modules, information on how we can improve existing modules, training feedback and compliance support when the laws change. We have a lot more confidence in our payroll process and in the data that we're building. All of these things allow us to do what we do best and give us the opportunity to continue to grow and move forward. We also trust that if there is a mistake, they will make it right and not charge us to fix it. We've been able to grow very quickly due to the resources and support we've received from ADP Next Gen HCM.

Advice to others considering ADP Next Gen HCM

Tonjia: ADP Next Gen HCM is great for growing businesses consolidating systems, looking to be flexible, or trying to make big improvements to their HR systems. People assume if they undertake a change like this that the cost can outweigh the benefit, but that's not the case. Cost matters, but it's also about payroll accuracy and processing time. We estimate that our improved accuracy will save us over $2M in a three-year period. That said, having a dedicated person working alongside the ADP client success team every day is critical to maintain the data integrity. I don't know what I would ever do without ADP's client success model. Having that dedicated client success team makes all the difference in the world.

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