



# Delivering meaningful experiences starts with meaningful relationships

## Quick facts



**Name:** Invited



**Headquarters:** Dallas, TX



**Industry:** Sports & Leisure



**ADP® Product:** ADP  
Comprehensive Outsourcing Services

Learn more at [invitedclubs.com](http://invitedclubs.com)



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### Stephanie Hogan

VP of Treasury Operations



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*Invited (formerly ClubCorp) is a dynamic lifestyle company that brings people together through extraordinary experiences, impeccable service and opportunities to build meaningful relationships. As the largest operator of private clubs, Invited creates vibrant communities where everyone is welcome and every day is a celebration at more than 200 golf and country clubs, city clubs and stadium clubs.*

*Learn how Invited partners with ADP to deliver on their commitment of providing extraordinary experiences, starting with their employees.*

## Why we moved to a managed service solution

We used to run all our payroll in-house. We had a very short payroll cycle with over 50 percent of club employees receiving paper checks that had to be printed remotely. We were also on another provider's legacy system that was no longer being supported and it was really hard to find developers who could work on whatever version we were on. It also was difficult finding payroll folks who understood how to operate the legacy system. In addition to those challenges, we were very concerned with disaster recovery, security and being able to provide our employees with some type of portal to be able to electronically see their pay stub. We couldn't offer that in our current environment.

## The importance of disaster recovery

ADP was the standout when we went looking for the right solution because they offered all the things we were looking for, especially the disaster recovery. We've experienced ice storms in Dallas where we had to put our payroll team at the hotel across the street so that we wouldn't miss a payroll. All those headaches went away when we went with ADP. ADP offered a backup to the backup to the backup. For example, there was Hurricane Harvey. The ADP team just goes into the trenches with you to help you figure it out, and to solve the problems. In one instance, ADP was able to produce the paychecks, but UPS couldn't deliver them, so ADP helped us with a solution to reprint those paychecks, and someone picked them up and drove them to Houston. They are a great partner to work with and helped us transition into a whole new world that really modernized our payroll system.



Working with ADP to get this accomplished has been a huge relief. Our core business isn't payroll. Our core business is hospitality – golf, tennis, dining and events, so it's nice to be able to rely on the experts who have such vast knowledge.

**Stephanie Hogan**  
VP of Treasury Operations

### **Outsourcing helps manage the complexities of the business, including acquisitions**

We've had many acquisitions and experienced a lot of growth. We support over 200 properties across the United States. That's 200 payroll groups we process every week. We would never have been able to process all 200 in our system as it existed before ADP, and when we went with ADP, we were able to do it in one night. ADP helps us meet our payroll needs and challenges, and do it very successfully.

We go through peaks and valleys of acquisitions. Our ADP project manager feels like an extension of our Invited family, and she developed a standard action plan so that every time we add a new property to our network, we go through a checklist of the various needs that we have for this particular property. Sometimes we'll get a property in a state that we already operate in, and that's pretty plug and play when we're having to develop a new pay group. But oftentimes, we have these very unique situations that, depending on the deal, cause us to change how we process all of our other payrolls. We have a lot of confidence in our team at ADP that develops, tests and puts in place the changes that we need in order to keep adding properties to our portfolio.

### **Now offering early access to earned wages**

We recently ventured into a different line of business with golf entertainment in a company called BigShots Golf. At BigShots Golf, most of the employees are food and beverage employees, and they get tipped, so we've been working with ADP and Wisely® to begin paying them daily as they earn their tips. Our current environment is generally not a tipped environment, so ADP has been partnering with us to help us figure out the best way to use the Wisely to provide daily pay for these employees, too. We're very excited about it because folks want to be able to access their wages earlier. Working with ADP to get this accomplished has been a huge relief. Our core business isn't payroll. Our core business is hospitality – golf, tennis, dining and events, so it's nice to be able to rely on the experts who have such vast knowledge.

### **Having a managed payroll service team allows us to focus on what matters**

Working with our managed payroll service team has been a great experience. The people that we work with are so knowledgeable and experienced. I hardly ever talk to them because we never have any issues. This has allowed those folks that are still on our payroll team to work with our properties to make sure that they don't have any issues with getting their time in. If they have people out, we can assist them in making sure that we get payroll in on time, and that it's accurate. Prior to partnering with ADP, our whole goal was just to get payroll done, and get that file to the bank. Now our goal is to make sure that our payroll is accurate and check for issues like termed employees being paid that have not been termed yet.



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ADP removed all the heavy lifting, allowing us to focus on what truly matters and to think more strategically about how we want to pay employees, provide the tools that they need to be successful and happy, and trust in the system that's paying them.

**Stephanie Hogan**  
VP of Treasury Operations

If we have a special bonus run, or if we have a stock payout, we let ADP know the date that we think it's going to be and the window that we can process it in between our weekly payrolls. We produce those files. We get our journal entry files. Everything posts and posts accurately.

Then there's all the legislative and compliance changes. We used to have to manually input all minimum wage changes every year by pay group or by state, but now, ADP does that for us. ADP removed all the heavy lifting, allowing us to focus on what truly matters and to think more strategically about how we want to pay employees, provide the tools that they need to be successful and happy, and trust in the system that's paying them.

#### **Teamwork makes the dream work**

We love working with our ADP Client Success Executive. We can call her and ask her any question, and she typically knows the answer off the top of her head — and that can be anything from, "I don't understand what this credit on my invoice is," to "we just implemented this new sick time policy and I'm not sure if we need to do it in the same jurisdiction or not?" We've had a lot of wonderful people work on our account and we do think of them as part of our current team, our work family, so to speak.

COVID was a stressful time for all of us and being able to rely on ADP's expertise when the new legislation was passed was very, very vital to our organization. We had to furlough close to 10,000 employees and like everybody else, had to quickly pivot. And then the government came out with the ability to defer employer social security taxes. I knew it was going to mean \$500,000 in savings a week as soon as that deferral happened. From the time the legislation was passed to the time it was implemented must have been within ten to fourteen days at most. We saw the immediate effects of that program that April and that employer deferral equated to \$17 million that year. When we went to pay it back based on the government schedule, it was completely accurate to the penny. The reliability of those numbers — that's the value of the partnership.



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