



Growth through global acquisitions

A privately held pulp, paper, packaging products, wood and metals distribution company, Central National Gottesman Inc. (CNG) is a family-owned company founded in 1886. CNG's CFO, Steven Eigen, refers to the company as "the largest privately held company no one's ever heard of and you do business with us every day, even if you don't realize it," because the company is a supplier of products to many everyday businesses.

Steven is responsible for all worldwide finance, including many of the administrative functions. We recently spoke to him about the company's tripling in size during his 16-year tenure and his experience working with ADP.

Tripling in size through acquisition and organic growth

During my 16 years at the company, we've tripled in size, in terms of both sales revenue and people. We've completed about 20 acquisitions over the past 10 years, so the growth is attributed to a combination of organic growth and growth via acquisition.

Even with this level of growth, we've been able to maintain the same number of people in our payroll department as we had years ago. Embracing technology and the improvements that ADP® has made in ADP Workforce Now® has really enabled us to have this growth without adding people or costs.

Easy onboarding and relying on expertise

They always say you never get a second chance at a first impression. And that impression has to be good. Payroll is like the water in the bathroom. You turn on the faucet, it works. No one is going to say thank you, it's just expected. It's the only piece of the company that has to be working right 100 percent of the time. People have to get paid on time, all the time — and accurately.

Steven Eigen
Chief Financial
Officer



Quick facts

-  **Company:** Central National Gottesman Inc. (CNG)
-  **Headquarters:** Purchase, New York
-  **Industry:** Distribution
-  **Employees:** 2,900
-  **Product:** ADP Workforce Now®

Learn more about CNG
at cng-inc.com



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We're able to let ADP know in advance when we're acquiring a particular company. We tell ADP that we're bringing on X number of employees, and ADP is a fabulous partner, not just for payroll processing, but for ADP's connection to all of our outside benefit vendors. Whether it's our third-party health insurance providers or our retirement plan providers, everything is now automated with links, and ADP acts as the central hub.

One of our recent acquisitions was a company that had multiple locations, in multiple states and it was top-secret until the day we announced it. The confidentiality really had to be maintained. The employees at the acquired company were so impressed because we went in on a Monday morning to announce the acquisition. By Monday afternoon, everybody was signed up — not only for payroll — but for their health and retirement benefits because of ADP's electronic tools.

ADP is really the center of our team when it comes to acquisitions. Acquisitions are all about people and ADP is making sure they get paid properly and their benefit choices are processed. The most important thing to us is that our newly acquired employees have a great onboarding experience, so their first experience with ADP is their first experience with our company. Onboarding new employees is critical to how they view us as their new employer and you never get a second chance to do it right. It not only has to be accurate, it has to be fast and it has to be easy. Our experience with ADP is that it hits a homerun on all of those things.

Relying on a breadth of expertise

Any time we go through an acquisition, or through organic growth, or through a geographic expansion, we know that ADP has specialists that will help us through any issues we might encounter. Whether there are specific state rules on how employees need to be paid, or special tax withholding rules, ADP specialists can help.

As an organization, ADP has a lot of breadth. It's a big organization, and although you can't expect your account rep to know everything, you can expect them to know where to go to get an answer. ADP has exceeded our expectations on that front.

Evolving through the years to full automation

Ten years ago when we were doing acquisitions, we'd have to send people to every new location. We'd have to ship boxes with paper files for them to fill out. Then we'd have to get them express shipped back to our payroll department. And we'd bring people in slowly because it took a lot of time and labor to get people loaded into the system. And, inevitably, someone didn't sign their name in the right place or check the right box, and things would just drag on and on.

Today, with ADP, it's seamless. The target company will provide us all the employee census data. We electronically pass the data to ADP, we load it

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in advance into our system, and then we turn it on for day one when the employees start. Now the employees know they're part of the company and they're in our payroll system.

There is absolutely no way we could have grown the way we've grown and done 20 acquisitions without ADP. It just wouldn't have been able to happen, unless I could add a lot more people to staff. But the most important thing is that the new employee experience is just fantastic. That's really what counts — they feel like they're part of us from day one.

Making a decision to stay with ADP through every acquisition

I do think that ADP is the best provider for us, but I have to do the right thing by my business. So I do look at what other providers offer, particularly when we do acquisitions. I get to read the contracts of the acquisition's current provider and hear about the service levels they provide. I get to see the scope of their services. What it does is reconfirm our decision to partner with ADP, and I mean that. ADP is not my vendor; ADP is my partner.

Providing benefits value to employees

ADP's carrier connections feature is key from my point of view in terms of benefits. We have a lot of employees, and payroll, health insurance and retirement benefits are really important, not only to them but to their families. If I had people filling out paper forms and manually sending files to our carriers, errors could happen.

With carrier connections, I know it's going to get done right all the time, particularly in the retirement benefits space with the 401(k). When you withhold money from an employee, you have to give it to the 401(k) company as soon as possible. I don't even have to think about it because I know that there's an automatic connection to the carrier that makes it happen.

Giving employees control with self-service, mobile

Self-service is really key, and we never could have grown the way we have without it. It saves a lot of labor for our HR and payroll groups, and it's more efficient. All of our employees know they work for a great company with a great culture, but when an employee can sit at home with a spouse and say, 'Let's select the benefits together,' we're providing real value to our employees and to their families. Plus it saves a tremendous amount of time.

Life before employee self-service meant open enrollment had to start a month earlier than it does today. It meant that employees were making decisions about which benefits plan to choose before they even knew the amount of their salary increase. Now obviously, we're a paper company, so we love paper. But boxes and boxes of paper enrollment forms don't make sense. Electronic enrollment? Now that makes sense.

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We've also found that by providing self-service, employees are meeting deadlines much faster. Take your typical warehouse person or truck driver, for example, they're busy all day long. They don't have time to fill out a piece of paper. So maybe they bring it home, and maybe they leave it in their bag, and maybe they forget all about it. Having the ability to get on their mobile devices and make those benefit selections, whether it's when they're at home, or they're at work during a break — it just gives power to the employee, where it belongs.

The ADP mobile app is very useful for our employees who don't sit behind a desk — our truck drivers, our warehouse people, or one of our salespeople who is always on the road. They are able to deal with anything related to their pay in the palm of their hand, whereas in the past, they would have picked up the phone, called the payroll department, and wasted time. Now they can check whatever they want, whenever they want, and wherever they want. That's really terrific!

Going beyond the basics

Through its tools, ADP has really enabled us to be nimbler than we ever were before. Whether it's employee self-service, mobile or carrier connections, we're able to really get things moving much more quickly. In addition to that, with ADP Marketplace, we have access to third-party products that work with ADP.

No two companies are exactly the same and ADP Workforce Now is amazing. But every company does things a little differently, and through the ADP Marketplace, every company can find products that work hand-in-hand with their ADP product. We know it's been tested by ADP and we know the connections between the two systems are there and secure. We really get the best of breed in everything we need.

#workingfor

I'm working to provide for my family and for my daughter, so she can have more things than I was able to have as a child. But, at the same time and maybe equally important, I want to feel good every day when I get up. To really enjoy what I'm doing and to come to work and feel like I'm adding value and working with a lot of smart, fun, nice people.

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