

 **EYECARE PARTNERS**

Capturing Clarity: How Coupa and Acquis Consulting Group Helped EyeCare Partners Optimize Procurement Processes at Scale

For EyeCare Partners — the leading business partner of Optometrists and Ophthalmologists — rapidly increasing revenues prompted a need for more efficient spend management solutions capable of optimizing procurement and accounts payable processes at scale to reduce manual entry effort and optimize their spend. Here's how Coupa and Acquis Consulting Group helped EyeCare Partners bring increased clarity to complex P2P operations.

Seeing is Believing

Premier, patient-centered optometry and ophthalmology practices know the value of client-first care that sets them apart from the competition and helps create long-term customer relationships. EyeCare Partners provides the critical business support these practices need to stay focused on what matters: making their patients happy.

With solutions to help manage all aspects of eye-care operations — from revenue cycle to purchasing, marketing, human resources, and IT — EyeCare Partners can help enhance organizational culture, streamline key processes, and help practices bring future growth plans into focus.

The Challenge: Minimizing Manual Effort

As noted by Chris Shaffer, Senior Director of Procurement at EyeCare Partners, vendor management, procurement, and payables were all very manual pre-Coupa. Procurement and payables process took days-to-weeks to complete, resulting in a significant number of transaction escalations from practices with procurement, vendors and chasing down goods & services.

Shaffer puts it simply: "Before we implemented Coupa, we lacked a robust procure-to-pay structure. We had individual practices procuring the same goods and services at individually contracted rates across multiple vendors, 80% of all invoices were coming in paper via postal service and scanned to email, and we had a very small procurement and AP team to handle the purchasing and payment volume."

The result? Disparate pricing programs for vendors and suppliers that saw staff manually conversing and interacting with contacts, in turn reducing the efficacy and cost-effectiveness of procurement processes.



The Solution: Simplified Procurement with Coupa

EyeCare Partners' leadership focused on improving support services to its Optometry and Ophthalmology business partners through process standardization and automation. As noted by Shaffer, "We have been able to bring all of our processes onto one platform; this has enabled us to manage our contracts, establish uniform contract pricing across the business, and better manage our vendor relationships."

With help from management consulting firm Acquis Consulting Group, EyeCare Partners leveraged the Coupa Business Spend Management (BSM) platform to streamline and unify the P2P processes. Shaffer notes that this wasn't always easy — "We had our challenges bringing all of our practices through this change and understanding all the perspectives of our stakeholders and how we wanted to manage this," he says. "But Acquis was supportive through all the challenges in how to meet the needs of the business. They jumped on calls when needed and got the right people engaged to help us make decisions or provide further explanations if needed. And they did a great job of keeping us on our target timeline and on budget."

Thanks to Acquis Consulting Group's assistance and the Coupa BSM solution, EyeCare Partners is tracking towards the goals set out in its Coupa business case. Shaffer says that "the company is now on track to meet two key metrics by the end of our first-year post go-live: Getting 60% of indirect spend on catalog for full automation of payment and 80% of all indirect spend on PO to reduce invoice approval cycle time to roughly 4 days."

The Results: 20/20 Vision

It's one thing to look at metrics from a bird's-eye view, but it's also critical to understand the impact of end-to-end BSM on ground-floor operations. Shaffer highlights the consolidated vendor catalog functionality offered by Coupa, noting that "Coupa is one of the first toolsets/capabilities that a new acquisition receives when joining EyeCare Partners". As one of the first and most visible things new practices experience, they are able to get up-and-running significantly quicker, simplifying processes and immediately recognizing synergies with the broader EyeCare Partners community. With Coupa, EyeCare Partners gained full visibility into the procurement process, which allowed teams to spend less time but gain greater assurance that purchasing policies were in compliance and users were ordering from the right suppliers.

By leveraging the Coupa platform to track and manage spend compliance, the company was not only able to simplify processes and recognize synergies but significantly reduce procurement timelines — what previously took days or weeks can now be accomplished in a matter of hours. In practice, this allowed EyeCare Partners to synthesize scattered processes into a single, streamlined digital system designed to remove manual roadblocks. Now, Coupa is one of the first toolsets new acquisitions use when joining EyeCare Partners, in turn allowing them to get up and running more quickly.

The results speak for themselves: Implementation of Coupa with support from Acquis Consulting Group has saved EyeCare Partners more than \$3.5 million thanks to optimized procurement processes.



What's next? Sustainable Scalability

For EyeCare Partners, Coupa implementation is just the start of their spend management transformation. Shaffer points to Coupa connections with future ERP systems “that will let us utilize tools that an ERP doesn’t offer like sourcing, contracting, spend compliance, and catalog management.” The company plans for the ongoing expansion of its procurement department. The framework provided by Coupa and Acquis Consulting Group makes it possible to drive exponential growth.

Informed by Acquis Consulting Group and powered by Coupa, EyeCare Partners has optimized its processes and set the foundation for sustainable scalability. Shaffer doesn’t mince words: “We have been able to provide better value to our operations teams in the form of cost savings and efficient processes. It has also meant that we are able to build more value within our strategic vendor relationships by becoming more centralized in our formal contractual relationships and pricing models.”

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