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AN INTERVIEW WITH : **LOU FIORI** • Vice President of HR Information Systems & Services • **Sodexo**

ADP: Can you provide some background about Sodexo?

LOU: We have about 125,000 employees in the US. We’re in food and facilities management, and we do quality of life services throughout the US and around the world.

ADP: In the past, what were challenges that you had to overcome to accomplish your HR vision?

LOU: One of the challenges in trying to achieve the goal of putting the tools in the hands of the employees and the operators is just the sheer infrastructure of that. What’s the connectivity? How do you get in touch with your frontline population? How can we come up with a process that works well for everybody across the enterprise?

ADP: Do you consider ADP to be a strategic partner to Sodexo? If so, why do you consider that?

LOU: Sodexo considers ADP to be a strategic partner to us for many reasons. One is their willingness to always be at the table with us. We meet yearly and have a strategic session between both Sodexo and ADP so that they have insight into what our strategic direction is, and the expertise we would like for ADP to bring to the table.

ADP: What is the value of the relationship manager to the overall partnership?

LOU: One key reason the relationship manager role is important is the continuity of information. They were there through the implementation with us, and they’re there in the ongoing evolution of not only the day-to-day support model, but also as we grow the partnership and invest in the different tools that ADP brings to the table.

ADP: How has ADP specifically helped Sodexo achieve its strategic HR goals and overcome the challenges to improve your overall business processes?

LOU: By bringing the expertise and services to the table, when we have that dialogue about our strategy, what we’re trying to optimize, and what services are we trying to provide to our clients, and to our employees, managers, and operators. It’s not just a matter of delivering the services and then crossing it off the list; ADP brought these tools to us, now how can we monitor and optimize them and get the most effective use out of them?

ADP: What is the value proposition of software and service?

LOU: When a vendor brings both software and the service to the table like ADP, it’s important that the two go hand-in-hand. Too often, you’re with a partner through implementation, and it’s handed off to a support mechanism that doesn’t allow you to become familiar with the toolsets or optimize their performance. So it’s really key that the service model in place has a smooth transition between the implementation team and the ongoing support team. ADP’s really good about having the ability to adjust the support model to our evolving business needs, so that we have the support infrastructure that we need.

ADP: How does the talent management suite deliver for Sodexo?

LOU: The talent management process for Sodexo is key to our employees, and to our operators and managers as well.

Specifically utilizing the learning and performance systems so that we can grow the talent within Sodexo and keep an eye on where talent is, where is it moving to, and what training opportunities are out there, and making sure that we’re taking care of the entire employee life cycle with Sodexo, because we want that to be a career choice for them.

**SODEXO
FOUNDED: 1966**

**WHO WE ARE:
One of the largest food services and facilities management companies in the world**

**NO. OF EMPLOYEES:
380,000**

**HEADQUARTERS:
Issy-les-Moulineaux, France**

ADP: Can you talk about the overall solution we’re providing as not just the suite of services, but also these other connectivity points to feed data?

LOU: One of the key factors for Sodexo when we chose our vendor was to not only integrate within this offering of services that they bring to the table themselves, but also with some of the other vendors that we interact with. So making sure that ADP is our source system of record, but having the ability to populate to other third-party systems seamlessly and making sure that data is flowing back and forth between those two systems with automation and with little or no effort is really key to making sure that the total solution is working effectively across the organization.