



Success Story
Service Industry



How Elior Put in Place the Human Capital Infrastructure for Development, Innovation, and Acceleration

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How Elior Put in Place the Human Capital Infrastructure for Development, Innovation, and Acceleration



Elior Group, one of the world's leading operators in contract catering, concession catering, and support services, has become a benchmark player in the business and industry, education, healthcare, and travel markets.

Operating in 15 countries with annual revenues of more than €6.6 billion, the Group's 132,000 employees serve six million customers every day in more than 25,000 restaurants and points of sale.



Preparing HR for Global Expansion and Acceleration



Since its establishment in 1991, Elior Group had been growing steadily. However, in 2015 the team envisioned a new future for 2020, with the motto: “Develop, Innovate, Accelerate.” Elior leaders knew that implementing this strategy would involve implementing a new organizational structure and strengthening their teams. The HR team knew it was critical for employees to understand and embrace the company's vision and to see the link between their individual goals and the overall company strategy, including how they are recognized and rewarded for achieving these goals, and to know that the rewards are fair and competitive.

Not only would strategy be changing, but Elior would be expanding in existing and new markets, potentially adding thousands of new employees. The Group was not well equipped for such an expansion at the time. HR faced technology and process challenges in how they performed bonus and salary reviews. Leveraging Excel and emails, the whole process was manual, difficult to manage, and time consuming.

“We are moving more and more towards a digital transformation of HR, in particular in Compensation and Benefits,” said Leila Saidji, Compensation, Benefits and HR





Performance Director at Elior Group. “We knew that to manage all of our processes in a single tool would allow us to save time and add reliability, especially in view of the complexity of our compensation.”

Elior Group needed a single, integrated compensation solution to process bonus and salary review, while also addressing the company’s goals of alignment, transparency, and traceability. HR leadership wanted to share more information and to involve the management team in the rewards processes. Elior had a talent management software suite, but its compensation module was not adequate for these needs.

Replacing Manual Processes with HR Digital Transformation

beqom’s Total Compensation Platform was selected as a simple, user-friendly solution for the Compensation & Benefits business users. The solution was a good fit for their requirements and beqom as a company brought deep expertise in compensation management and a track record of delivering successful projects. beqom streamlined

the bonus and salary review processes with a system that HR can maintain on its own, without depending on the IT department.

“We started with salary review, and today we manage all compensation processes and objectives in beqom,” according to Ms. Saidji. “Operationally, we waste less time on processes for merit increase or variable comp.”

beqom’s user-friendly interface makes it easy for managers to engage in the compensation and performance processes. HR and management now have all compensation information in one place and can have a clear view of each employee: their goals, total rewards, and salary review history. They also have access to market data to inform their decisions. This makes it easier for managers to have more meaningful interactions with their teams.

“With beqom we have the means to ensure that compensation is closer to the market so that our employees are satisfied with their compensation in an increasingly competitive sector,” said Ms. Saidji.

“Thanks to beqom we are able to respond quickly to the unique needs of each of our businesses, and each has its own complexity.”

— Leila Saidji, Compensation, Benefits and HR Performance Director



Showing the Value that HR Business Partners Can Deliver to the Organization

The digital transformation engineered by the HR team, using beqom, made core HR processes more efficient, taking sales effectiveness, human resources and operational excellence to new levels and helping Elior Group to realize its vision for 2020.

By leveraging beqom, Elior Group:

- Saved significant time for their HR business partners and managers in managing the salary review and bonus processes.
- Ensured that compensation was competitive and fair, and that employees understood how and why they were being rewarded.
- Increased interactions between managers and their teams by providing an easy-to-use platform, improving employee engagement and team effectiveness.
- Empowered the HR compensation and benefits team to maintain the system and rules on their own.

Corporate Snapshot

Sector: Services

Headquarters: Paris, France

Total employees: 132,000

Annual revenue: €6.694 Billion*

Geography: 15 countries

* FY 2017-2018





Happiness is the best driver for success

Our mission is to make the workforce of our customers happy. beqom drives happiness by allowing business managers to lead, align, and motivate employees and partners. The beqom Total Compensation solution is used globally across all industry sectors by more than 100 large companies such as PepsiCo and Deutsche Post DHL. It addresses all performance and compensation aspects such as salary review, bonus, long-term incentives, commissions, benefits, non-cash rewards, and all key drivers towards employee performance and sales performance.

HR, sales, and finance departments leverage our platform to drive performance, retention, cost optimization and... happiness among their people.



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