



A complete HR transformation with the help of ADP®

The Accor group's portfolio of hotels is filled with iconic names that will be instantly recognizable to any traveller: Sofitel, Novotel, Fairmont, and Swissôtel are just some of the brands that belong to the Accor hospitality group, along with the well-loved Ibis brand. The company's roots can be traced back to 1967, where it all began with the first Novotel hotel in France. A second hotel soon followed in Switzerland, marking the beginning of the company's global expansion. Now, Accor is present in over 110 countries with more than 5,000 hotels and boasts a portfolio of over 40 brands.

Fabrice Debilly, Vice President of Talent and Culture Digital Services, says that the company's 260,000 employees are fondly referred to as "Heartists." While Accor's core model focuses on hotels, the company also runs coworking spaces, restaurants, bars and entertainment venues.

For Debilly, ensuring that Accor's Heartists can focus on their careers and continue setting standards in the hospitality industry is at the core of his department's mission. That's why he and his team are embarking on one of Accor's biggest payroll projects yet: a complete global HR transformation with the help of ADP.

Happy employee, happy company

Debilly knows how important it is for a company's productivity to keep employees happy. But hospitality is a famously volatile industry, with an above-average turnover rate of more than 50% per year. This percentage has only gotten worse during the pandemic, making it even more crucial to maintain talent. One of the more effective ways of doing this is to ensure that employees across the board get their pay checks on time and in full.

Fabrice Debilly

Vice President of Talent and Culture Digital Services
at Accor Group

Quick facts

-  **Company:** Accor Group
-  **Headquarters:**
Issy-les-Moulineaux, France
-  **Industry:** Hospitality
-  **Employees:** 260,000
-  **Product:** ADP GlobalView®
and Celergo®

Learn more about Accor Group
[at group.accor.com](https://group.accor.com)



"It's very, very, very important to make a difference from your competitors," Debilly says. "You have to have a very healthy and robust base for your relationship with the employee. And what is the base? This is the wage, this is the pay slip."

Retaining talent on all levels while the hospitality industry struggles to navigate a massive labor shortage is crucial for success. "You need to provide these people with the most flexible and seamless experience," Debilly says. "It's very important to have a very high payroll accuracy to pay people the right amount of money at the right time and to have the full transparency. Otherwise they can just go, and they even won't say goodbye."

Bringing everyone under one global umbrella

Debilly's role at Accor comes with a specific mission, which is nothing less than unifying Accor's payroll across a global system. "I'm in charge of a global HR transformation program implementing a new global HCM solution, SAP SuccessFactors," he says. "The second key pillar is implementing the global parallel solution with ADP GlobalView and Celergo in around 30 countries in total."

Currently, Accor is navigating its payroll with an almost one-to-one ratio of vendors to country, meaning that the HR and payroll department is juggling over 40 different systems. "We only relied at that time on a local payroll system, almost all different from a vendor standpoint," he says. "Sometimes the systems were a little bit old and clunky, sometimes it was highly manual. Most of the time there was no interface of any kind, for instance, with finance systems or with time attendance systems. So it was highly inconsistent."

The project to streamline payroll across the board begins this year with the teams in France, the UK and China. After that, more implementations are planned for 2024, with the project aiming to be finalized by 2025. "What we can do with ADP is really to build a modern, efficient, flexible way to provide HR admin and payroll services to the hotels," Debilly says.

Building a case for going global

However, getting to this point wasn't straightforward. Convincing Accor's management to invest in global payroll required some work on Debilly's part. When he first advocated for a global approach, the answer was less than enthusiastic. "They said, 'No, absolutely not. We don't want to consider that. It's not that it doesn't make sense, but it's too risky. It'll be expensive. We don't know how to make it happen.'"

Debilly's first order of business was clear. "I would say my first mission and probably one of the main achievements so far, has been to convince the organization that since we were considering to really implement a new way to do HR, a new way to deliver services, a new operating model; we had from the very beginning to consider global payroll in a very highly integrated way with the global HCM," he says. "And I've been successful in convincing the leadership, surprisingly enough for my colleagues, that this is what we do."



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Once Debilly proved that he could, with the help of ADP, provide consistent access to payroll data as it was being generated in real time, the benefits of taking a chance on global payroll became clearer and clearer to Accor's leadership. "The main driver globally was to implement this new HR operating model to build a much more consistent and homogenous way to do things," he says. "And when you start to explain how it works, at the end of the day, that's not so difficult. Of course, I'm not saying that it's simple, but it's definitely achievable."

Debilly worked together with ADP to create a business case that would lay out the process of going global.

*"We created a business case to explain to the leadership what we would have at the end of the implementation, what would be the experience from a leadership standpoint, manager standpoint, employee standpoint, and so on. So the pre-sales team at ADP have been instrumental in helping us to build precisely this narrative."
—Fabrice Debilly, Vice President of Talent and Culture Digital Services at Accor Group*

The partnership with ADP will be a crucial factor for the future success of the project, especially given ADP's experience with navigating local rules and regulations while working towards global standardization processes. "I would say that the implementation of global payroll is by definition an international project. It means that you have a global timeframe, you have a global methodology and everything," Debilly says. "But at the end of the day, each project is different. You do that in Vietnam, in UK, in Australia and so on. And each experience will be different depending on the ADP partner locally."



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