meta4

Case Study:
Europcar

PeopleNet Solution

Company: Europcar
Number of employees: 1300
Sector: Car rent
Web: www.europcar.es

Mariano Ballesteros Gonzalo.

Currently, Europcar is the European leader in car rentals and one of the leading car hire companies worldwide. Founded in Paris in 1949, the company offers its services (to companies and privately) throughout Europe, Africa, the Middle East, Latin America and the Asian- Pacific region with a fleet of more than 215,000 vehicles in over 3,000 outlets across 160 different countries.

In an increasingly complex world, Europcar is set to offer personalized mobility solutions that really meet individual needs and wishes.

SCENARIO

Europcar, after the merger last year with the Betacar and Ultramar companies, now has around 1,300 people in Spain including the Balearic and Canary Islands.

"In the last few years, the company has rapidly expanded," as pointed out by the HR and Legal Director at Europcar, "And somehow one of the most important factors in this growth as been the workforce. The people have played a key role in a services-oriented company like ours."

Europcar has to rise to two challenges as far as the workforce is concerned. The first one is workforce rotation; as part of the business focuses on the tourist sector, the number of employees grows through April through to October to meet the market demands. The second one is geographical diversity; throughout Spain there are 250 customer services centres. This is crucial and makes it difficult to put into place some labour policies. For instance, internal communications is rather cumbersome in these circumstances.

EARLY STEPS WITH META4

The arrival of Mariano Ballesteros Gonzalo at Europcar, after he had a "previous experience with another company which had been one of the pioneers installing Meta4," marked the beginning of a relationship with Met4. In Europcar "we began in 1991 with a product that became what is now known as PeopleNet."

In this context, they were also one of the pioneering companies. As Mariano recalled, "some of the development that was deployed, was in fact driven by us... In some cases, we also served s a pilot model to

"All companies are making plans and racking our brains on how to be attractive companies. Not so much in terms of the product (which has always been), but rather as attractive companies for people. So that people want to work for them. So people with more talent want to work in the organizations."

On talent itself, Mariano is "game for having the best talent. That is to say, from talent, discussions and motivation, very good results are to be had. If there is one person with talent and the rest are mediocre, the outcome will produce results, but these will have a very limited scope."

see how the product worked. They knew how to show us what a good product they had. And then, from our end, we met them halfway and there was a very good symbiosis when working together."

FROM EMIND TO PEOPLENET

"Previously the classical personnel management style," Mariano continued, "was based principally on payroll. What counted was the organization, the taxes, the payroll. Logically, over time, the human resources part began to take on more importance together with competencies, recruitment and development."

"Personnel management and development used to take on a secondary role, but now this is a bigger player. Right now, I believe both are at the same level. Quite obviously in either area, the employees demand a lot. To do a bad payroll is something serious, but so is not being able to attract talent, nor have development plans, nor do performance assessments. From the point of view of professional development this is very serious."

THE KEY: TALENT OR ATTRACTIVE COMPANIES?

Just as we believe at Meta4, Mariano upholds that "talent is the key."

But Mariano claims that the key to success in not only in the efforts to attract the best talent. The key for success is in becoming an attractive company from the point of view of future employees, as well as current ones.

"Within the organizations we must be capable of holding this talent and not giving it up. Having the best talent possible on board, because that makes a company grow, that is what makes an organization get ahead and progress. In this great war for talent in search of the best people, what we need is for our companies to be attractive. It's about attractive policies, and attractive people who apply them. There is a maxim I think is true, because I've seen it time and time again that people do not leave companies. They leave their bosses. At the end of the day, a person has a face and way of being that is deep-seated."

"If you are an interesting company, attractive then logic dictates that the people out there want to be in and those who are in want to stay. You'd want to do everything possible to improve within the organization. The focus is that I am very comfortable here, because they give me opportunities for development, I can develop my professional career, I can work well, I can grow within the organization. The keys are always the same ones. The inside story is not just to have an attractive company but also be an attractive company. What kind of equality and life-work balance policies, etc., you have are very important for the people who are comfortable within the organization."

TALENT = CUSTOM TRAINING + MOTIVATION

We must have opportunities for attracting talent, for bringing in good people, and for that we should place

all our efforts to effectively ensure that the best talent is within the organization. For Mariano, "there are different programmes, and that's very important. The programmes in that sense must be the least generalist as possible. Increasingly we will be able to spot each person's need of every single individual, and all the programmes we set into motion will develop those weak points in an individual to better them. The coffee break is over for them all. We all have our weak and strong point. We need to try to enhance our strengths, but more importantly our weaknesses, allowing each one of us to have his own programme to help him overcome these where he can. For this it is important that managers create sufficient motivation to encourage people to get involved in their own development. In a nutshell, it's not good enough to create a programme, if we are not sufficiently motivated to do it."

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INDENTIFYING TALENT: INFORMATION

Information is a key for successful companies, but it is also one for identifying talent. Its vital because, just as Mariano pointed out, "talent is something intangible and for us to understand it and work with it, we need to convert it into something tangible. What do we consider talent? How do we measure it? Does this measurement mean we can find out where each of organizations collaborators is? Armed with this information, based on the parameters we set up, we can adjust our talent level and we can dedicate the time and information needed for the next steps. However, thanks to the tools offered by Meta4, we can discover talent, and based on this, then implement the

projects and actions we need. "

THE EMPLOYEE PORTAL

How do the Europcar employees view the employee portal? Mariano commented, "They are very happy with it. First of all, for the HR employees this was undoubtedly a step forward, because this automates a series of processes that previous were little more than manuals. This systematized many things....For the other employees, this hugely facilitated things. Little by little we are extending it and this testifies to the positive acceptance."

EUROPCAR–META4 PARTNERSHIP

"We can say that this is like a blood brother partnership, our ties go back many years and we know each other well and trust one another. Right from the onset, in terms of our work, we mutually grasp our needs, we have mutually understood the things we wanted."

But at the same time, as Mariano pointed out, it is a highly demanding relationship. "This positive partnership of many years doesn't mean that we aren't going to expect the most from Meta4 all the time. We will continue to ask for the highest efforts and the best service. If this doesn't happen some time, something I hope won't occur, if we see the service does not measure up, we may or may not decide to work with others instead. Always with the best though. We do not work with Meta4, just out of habit, but because Meta4 has always been among the best for us."

"And there has been a level of communication that has allowed us to work together. If this continues like this in the future, fantastic. I'm convinced that it will be so, but we must always ask for the very best because the market and our clients require it."