



## Successful partnership between Banijay and Deloitte unlocks the true potential of Workday

“Starting from the point of payroll, we avoided a top-down approach and focused on the benefits and added value that Workday can provide to our independent businesses in different countries.”

Jean-Michel Haker, Global Head of Compensation & Benefits/HRIS and Head of HR HQ Amsterdam, Banijay

Banijay’s continued growth and success is rooted firmly in the principles of independence, entrepreneurship, agility, a collaborative spirit, and commercial acumen, as well as the freedom to create original, compelling content and IP locally that travels globally. Turnover is now more than €3.3bn. and the business represents some of the biggest global brands in the market including *Survivor*, *Big Brother*, *Peaky Blinders*, *Ripley*, *MasterChef*, *Mr. Bean*, *The Summit*, *Deal or No Deal*, and *Upside Down*.

An active acquisition program has reflected Banijay’s dynamic approach to the fast-moving world of TV production, streamer services, and entertainment. The independence and creative freedom of each production company is fiercely protected and stimulated; however, there is still a clear need to fulfill the requirements expected of a quoted company. Balancing such demands has proved quite challenging, with acquired businesses having different HR processes and support systems at varying levels of maturity.

### Banijay

Banijay is the world’s largest international television content producer and distributor. With over 130 production companies across 23 territories, Banijay also has a multigenre catalog of original premium programming and a growing live entertainment business.

After a detailed assessment of different enterprise management and HR support systems, Banijay decided to bring HR data together in one place with Workday. Although some of the production companies already had experience with the system, it was clear that outcomes in many cases were falling short of expectations. Significantly, Banijay decided to work in partnership with the HR Transformation Practice at Deloitte, which has more than a decade of experience working with Workday. This partnership led to the successful adoption of Workday across the business, with both local and central levels realizing the system's full benefits and versatility.

“I appreciate the stable environment and the all-in-one platform that Workday provides. It's not just about simplicity, but also about the ability to customize and add modules that are relevant to our local teams.”

Jean-Michel Haker,  
Global Head of Compensation & Benefits/HRIS and Head of HR HQ  
Amsterdam, Banijay

#### **Satisfying both local and central operations**

Banijay has completed many significant and exciting acquisitions over the past few years. However, the use of Workday among both existing and newly acquired independent production companies was neither consistent nor universal. Even where it was established and in daily use, the team at Deloitte could see there was further scope to leverage the full capabilities of the system within the wider company. In many areas, there were also opportunities to deliver added value at the local level.



“It really was a case of simplification and optimization,” says Raimond Rovers, Partner HR Transformation at Deloitte. “To achieve that, we needed to see how the different companies were using Workday and where things could be simplified. We wanted each operating company to have a say in what it needed from the system and to tell us what is important to its own business. Such an inclusive and ‘bottom-up’ approach directly reflects the culture of Banijay and enabled us to achieve widespread user engagement and acceptance. It also helped us to simplify internal processes and eliminate avoidable bureaucracy.”

Today, Workday is not just delivering a consistent and single source of core data to support Banijay's central functions, but is also providing deep insights, advanced analytics, and prompt reporting. Moreover, each individual company has the scope to introduce additional modules in support of its own business needs without adversely impacting anyone else. “That really represents the best of both worlds,” adds Rovers. “On the one hand, there is now consistency and greater operational efficiency. On the other hand, Workday is helping to support independence and specific business priorities at a local level.”

“User engagement was key. There was no forcing of hands. With mature Workday users within Banijay's U.S. and UK operations acting as ambassadors, we have responded to the needs of each business and achieved a great deal in a short time frame.”

Raimond Rovers,  
Partner HR Transformation—EMEA Workday  
Lead, Deloitte

#### **Understanding what “easy” means to different teams**

Having easy access to reliable information on all personnel is a challenge for any global business. For a large and federated business such as Banijay, the challenge is that much greater at the local, regional, and central levels.

The company knew that all HR data really needed to be in one place to not only improve and simplify working practices, but also to help the business maintain compliance and meet its obligations for accurate and timely reporting while minimizing bureaucracy.

“Establishing a direct link between Workday and payroll had to be the starting point for us,” says Jean-Michel Haker, global head of Compensation & Benefits/HRIS and Head of HR HQ Amsterdam, Banijay. “That was the best way to ensure that data is as clean and up-to-date as possible. It also enables initial users of the system to have their say on the local functionality of the tool and for local management to see the advantages of greater reporting capabilities.

“We were keen to keep everything as simple, logical, and straightforward as possible for users and made every effort to avoid any cumbersome bureaucratic layers and approval processes,” Haker continues. “We asked local teams ‘what does easy mean for you.’ We knew this would be a key factor for securing buy-in, and we wanted people to feel entirely comfortable with the tool and the integration through payroll.

“We are delighted with the progress over the past year. Indeed, having seen the true benefits, countries are now lining up to get full access to Workday. This is extremely positive and helps everyone to move forward with a great deal of confidence.”

Jean-Michel Haker,  
Global Head of Compensation & Benefits/HRIS  
and Head of HR HQ Amsterdam, Banijay

“Every business has its own unique characteristics and priorities, and nothing ever stands still. That’s why it’s always important to stay engaged with users and to keep abreast of the latest innovations Workday has to offer.”

Raimond Rovers,  
Partner HR Transformation—EMEA Workday  
Lead, Deloitte

“The next step is to get local employees and management more involved with Workday in other areas such as expenses, absence, and time tracking,” Haker says. “And, although it represents quite a challenge, we are already making some good progress in adding our complex and flexible world of format productions onto Workday. It is a progressive process, but such a move really will take our service transformation to another level again.”

#### **A responsive and progressive partnership unlocks the full potential of Workday**

A close and supportive partnership with Deloitte has underpinned Banijay’s successful Workday deployment.

“It continues to be a very positive and enlightening relationship,” says Haker. “Raimond and team have truly tuned in to our culture and unusual business structure and have been very open with us from day one. They have shown they are not afraid to ‘think outside of the box’ to help accommodate our specific requirements.”

“I have no doubt that such a hands-on and responsive approach has helped us to keep our eye on the needs of individual users, and has ensured we don’t impose, over-complicate, or over-engineer the deployment of such a powerful tool” Haker explains. “Achieving such positive results and widespread user acceptance within such a unique and complex business and in such a short space of time is quite remarkable and a credit to Deloitte. Kudos!”

## Contact us:

**Raimond Rovers**

Email: [rrovers@deloitte.nl](mailto:rrovers@deloitte.nl)

**Vincent Okkensen**

Email: [viokkensen@deloitte.nl](mailto:viokkensen@deloitte.nl)

**Pieter-Bas van der Linden**

Email: [pietvanderlinden@deloitte.nl](mailto:pietvanderlinden@deloitte.nl)

**Manuela Bofilatos**

Email: [mbofilatos@deloitte.nl](mailto:mbofilatos@deloitte.nl)

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) to learn more.

In The Netherlands the services are provided by independent subsidiaries or affiliates of Deloitte Holding B.V., an entity which is registered with the trade register in The Netherlands under number 40346342.

© 2024. For information, contact Deloitte Global.