## La Dirección Estratégica de la Empresa. Teoría y Aplicaciones L.A. Guerras & J.E. Navas Thomson-Civitas, 2007, 4th edition www.guerrasynavas.com

## EDENRED, A TOOL FOR SUPPORTING CORPORATE SOCIAL RESPONSIBILITY OF ITS CUSTOMERS

Diana Benito Osorio Universidad Rey Juan Carlos

Edenred<sup>i</sup> is the Spanish leader of the prepaid service vouchers sector. The company started dealing quite successfully in this country more than 35 years ago. Edenred counts with a broad range of products and services, oriented to improve their clients' enterprise activity, by improving the well-being of its customers' employees. Among Edenred services stand out the following ones: the Ticket Restaurant®, the Childcare Voucher®, Ticket Alimentation®, Ticket CESU®, Ticket Car®, Ticket Clean Way®, Ticket Compliments®, Kadeos®, etc. At present the company counts with a total of 92 employees concentrated mainly in its Madrid and Barcelona offices.

Their services allow their clients to conciliate the demands of the professional and personal life of their employees in a balanced way, which represents a powerful motivational tool and loyalty booster that in turn increase the productivity of the company. This fact has originated that in year 2008, Edenred has been chosen Best Workplace and Responsible Family Company<sup>ii</sup>.

As it is observed in Figure 1, in the network generated by Edenred's service come into play Edenred customer companies, their employees (beneficiary) and the affiliated businesses. The main mission of Edenred is the production of the supports (i.e. tickets, cards), the selection and the affiliation of the suppliers (i.e. businesses, restaurants, transport companies...), tracking and application of the social and tax legislations of each country. In conclusion, Edenred sells its products to companies, public organisms and organizations that redistribute them to their employees. These organizations, by means of these particular services, try to motivate and cultivate the loyalty of their employees, which will be translated in productivity improvement of their personnel.

The beneficiaries of this service, the employees of Edenred's customers, will enjoy the social benefits and the advantages that these tools represent to their life style (i.e. tax advantages of the use of Ticket Restaurant® and Chilcare Voucher® or flexibility and the ease of use). So that, those are the beneficiaries that use the Edenred's product delivered by the affiliated businesses (i.e. commerce, restaurants, supermarkets, transport companies). These affiliated companies, as well, will see their sales increased with these new clients, the beneficiaries of the service. The beneficiaries will become more loyal to the affiliated business due to their frequent use. Finally, loyalty to Edenred will be cultivated again by reimbursing to the affiliated business the tickets monetary quantity amount. We define this Edenred's network in Figure 1:

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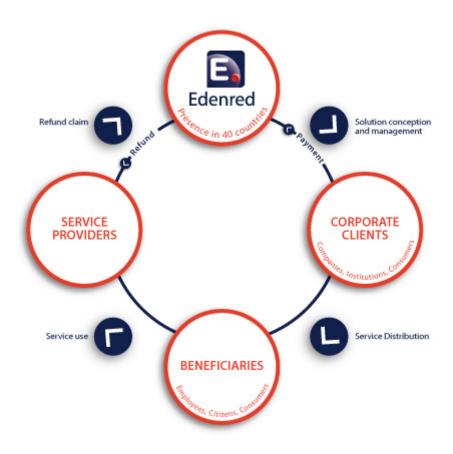


Figure 1. Edenred's network

Source: <a href="http://www.edenred.hu/\_site/images/rolunk/chart3\_en.jpg">http://www.edenred.hu/\_site/images/rolunk/chart3\_en.jpg</a>

<sup>&</sup>lt;sup>i</sup> Edenred was previously well-known as Accor Services.

ii Responsible Family Company, is an international movement that comprising of the Corporate Social Responsibility, tries to advance and to give to answers in the matter of responsibility and respect to the conciliation of the familiar and labor life, to the support in the equality of opportunities and to the inclusion of most underprivileged.