OS THE OPERATIONS PILLAR OF SODEXO SPARK

Less time in systems. **More time for people.**



4.7/5 user satisfaction in Brazil

Spark OS brings every tool, task and answer a site team needs into one intelligent experience: MyApps at the front, AI behind it.

See the impact

Meet the platforms →

ACTUAL RESULTS · SEPTEMBER 2026

2,965
sites live across Brazil

73%
of site managers active

5.9×
the FY26 deployment goal

61
features in production

Sodexo Spark

Spark OS is one of three Sodexo Spark pillars, the one built for the people who run our sites.

XP **Spark XP**
Digital experience

IQ **Spark IQ**
Platform and analytics

YOU ARE HERE
OS **Spark OS**
Operations, with AI for Ops

Sodexo Spark OS

COMPLETE SITE · PDF EDITION

Spark OS: less time in systems, more time for people.

Every page of the Spark OS site, section by section. Each PDF page keeps its web layout and size; email addresses stay clickable.

VISION, PLATFORMS, RESULTS, DEPLOYMENT, ROADMAP, TEAM AND CONTACT

Spark OS story

- Cover 1
- The challenge 3
- Our vision 4
- The ecosystem 5
- MyApps and SPARK 6
- SODA and AI4OPS 7
- The results 8
- What users say 9
- Deployment strategy 10
- Roadmap 11
- The team 12
- Latest news and contact 13

THE FRONT DOOR OF SPARK OS

MyApps

- Overview 14
- The product 15
- Adoption 16
- KPIs 17
- Roadmap 18
- Product team 19

GENERATIVE AI ASSISTANT FOR MANAGERS

SPARK

- Overview 20
- The product 21
- Adoption 22
- KPIs 23
- Roadmap 24
- Product team 25

AI COMPANION FOR FRONTLINERS

SODA

- Overview 26
- The product 27
- Adoption 28
- KPIs 29
- Roadmap 30
- Product team 31

THE INTELLIGENCE LAYER

AI4OPS

- Overview 32
- Adoption 33
- KPIs 34
- Roadmap 35
- Product team 36

LATEST STORIES

News

- News 37

WORKSHOP RECAP, OCTOBER 2026

HR Assistant workshop

- Workshop recap 38
- The story 39

THE CHALLENGE

A site manager is a Swiss Army knife.

Food, FM, HR, supply and finance each come with their own system, login and logic. The work gets done, but the tools get in the way.

27% of low-value tasks come from system inefficiency and redundancy

200–300 of Sodexo's ~1,800 applications touch a site manager's day

38,214 HR tickets in four months, mostly payroll, attendance, benefits and vacation



Sources: global site manager survey; Design Office session (Oct 2025); Alicia ticket reports (Jan–Apr 2026).

OUR VISION

MyApps organizes the work. **AI4OPS makes the work intelligent.**

Ask once. Continue anywhere. Act with confidence.

Built with operators

Designed with the people who run our sites, and personalized by role, site and language.

Modular by design

Every system plugs in as a Lego, so regions reuse instead of rebuilding.

Intelligent and trusted

AI that cites its sources, knows its limits and keeps people in control.

THE ECOSYSTEM

Four platforms. One operating system.

Spark OS is the initiative. MyApps is how people experience it. AI4OPS powers the intelligence behind SPARK and SODA.

MyApps

THE FRONT DOOR

One login, every tool, and tasks, KPIs and alerts in a personalized home.

LIVE · 2,965 SITES

Explore MyApps →

SPARK

THE ASSISTANT FOR MANAGERS

Generative AI that answers HR questions first, then all of General Administration.

MVP PLANNED

Explore SPARK →

SODA

THE COMPANION FOR FRONTLINERS

Instant answers from approved SOPs, on any phone, in the moment of work.

IN PILOT TESTING

Explore SODA →

AI4OPS

THE INTELLIGENCE LAYER

One governed AI platform for context, knowledge, agents and guardrails.

IN BUILD

Explore AI4OPS →

How it fits together

One identity and context flows from MyApps into the AI layer, so people never repeat themselves and every capability is built once.

- **MyApps** · one front door on web and mobile
- **SPARK** · for site managers
- **SODA** · for frontliners
- **AI4OPS** · context, knowledge, agents and guardrails
- **Systems of record** · ERP, HRIS, Keystone, Enablon, IoT, Data Hub

myapps

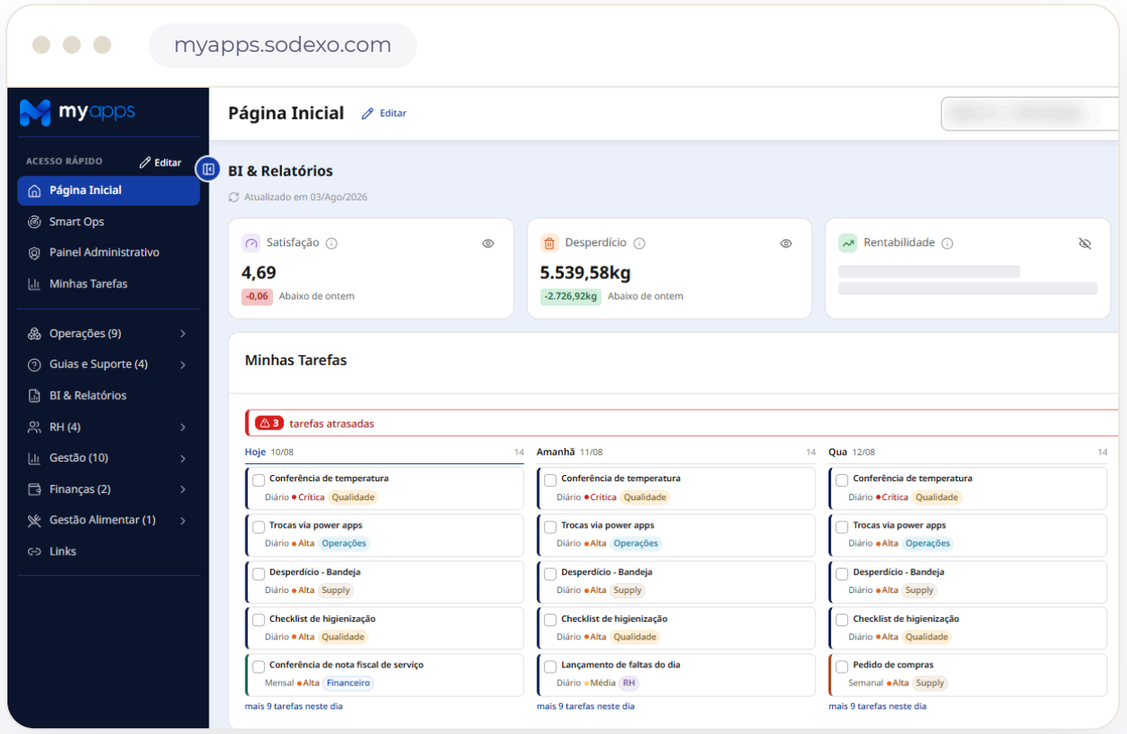
One login. Every tool. Your day, organized.

MyApps is the experience layer of Spark OS, mandated by the Tech Board as the single entry point for every site manager and operator.

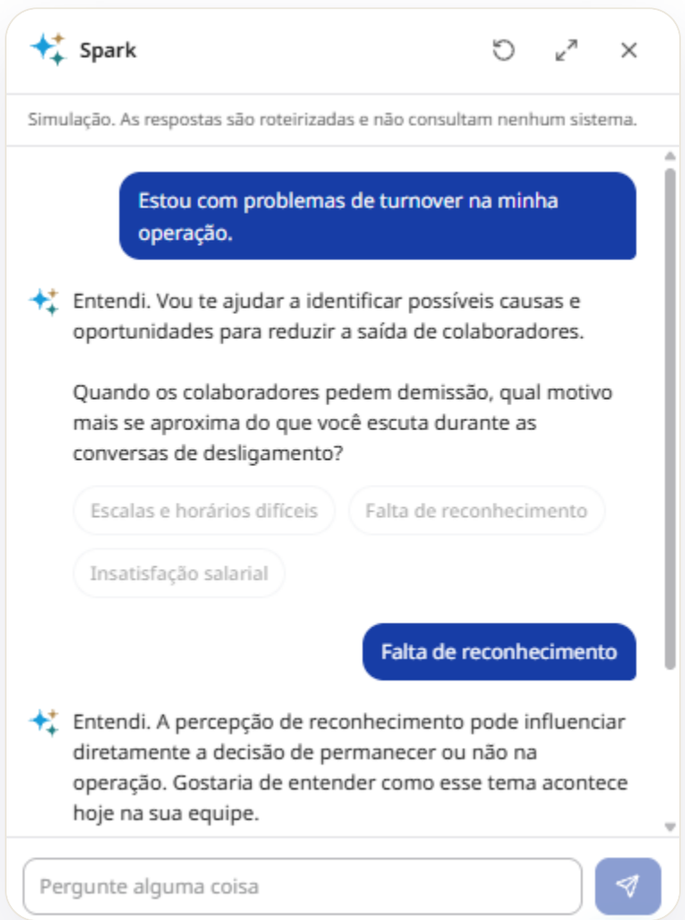
- Silent sign-on to connected systems
- A home built around your role: KPIs, tasks, alerts
- Action plans with PDCA tracking built in
- Web and native mobile, in four languages

70% of users name centralization as the top benefit

Adoption, KPIs and roadmap for MyApps →



MyApps home page in Brazil, in Portuguese. The site name is hidden.



SPARK prototype, in Portuguese. A simulation: answers are scripted and don't query any system.

SPARK · GENERATIVE AI ASSISTANT

Answers in seconds. Sources you can trust.

Built first for the questions behind 38,214 HR tickets in four months: payroll, attendance, benefits and vacation.

- Cites the approved policy and its effective date
- Hands off to HR, with full context, when it should
- Lives inside MyApps, with nothing new to install

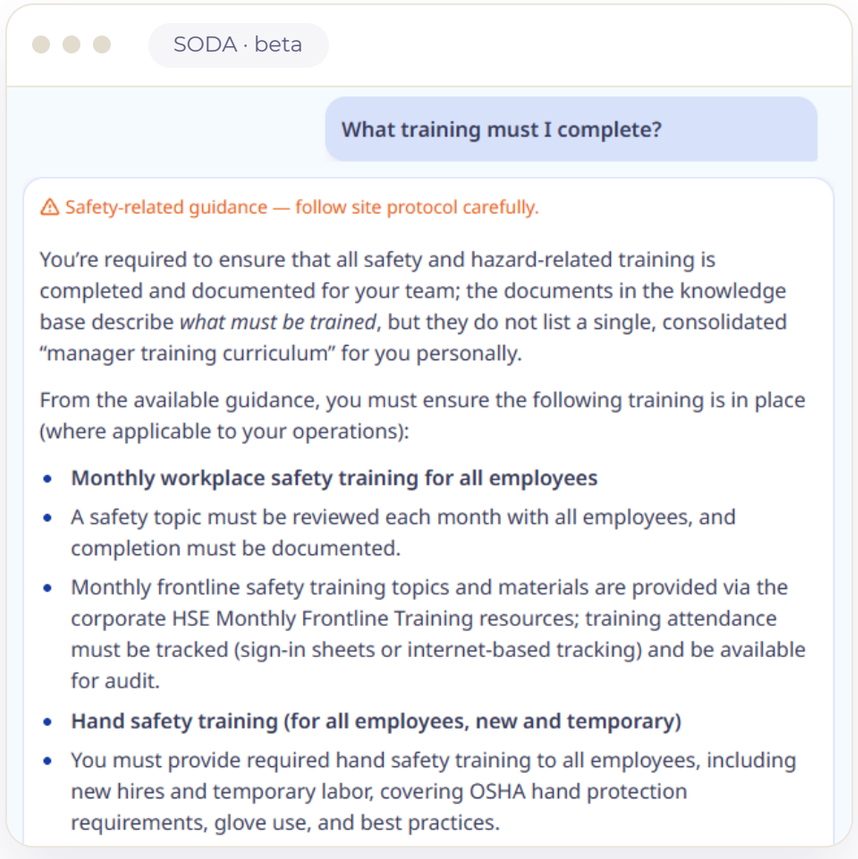
MVP PLANNED · IN MYAPPS DEC–FEB

Everything about SPARK →

SODA · FOR FRONTLINERS

The answer, right where the work happens.

Instant, step-by-step answers from approved SOPs, with photos, videos and links to training, on any phone.



SODA beta in user testing. The client site name is hidden.

In user testing with first client sites in Singapore, New York and Dublin

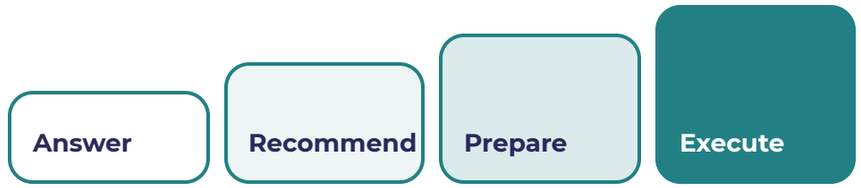
Explore SODA →

AI4OPS · THE INTELLIGENCE LAYER

Build once. Scale everywhere.

One governed platform replaces separate bots, with shared context, knowledge, agents and guardrails.

AUTONOMY GROWS STEP BY STEP



People keep authority over safety, people and financial decisions.

IN BUILD · FIRST MVP TARGETED DEC 2026

Explore AI4OPS →

THE RESULTS

Brazil proved it.

From kickoff to every Brazilian site in under a year, with adoption and satisfaction above target.



2,965

sites live

100% of Brazilian profit centers

5.9×

the FY26 deployment goal

2,929 sites against a 500-site plan

73%

of site managers active

↑ Target was 60%

4.7/5

user satisfaction

↑ Target was 4.0

~25.8k

minutes saved every day

Survey-based estimate, to validate

3.5×

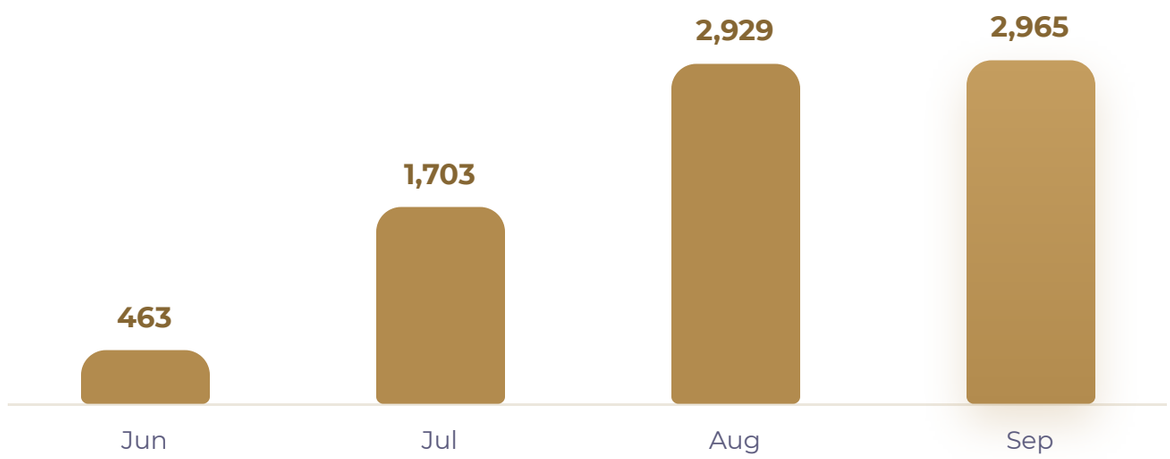
faster delivery with AI

Dev cycle cut from 9.71 to 2.71 days

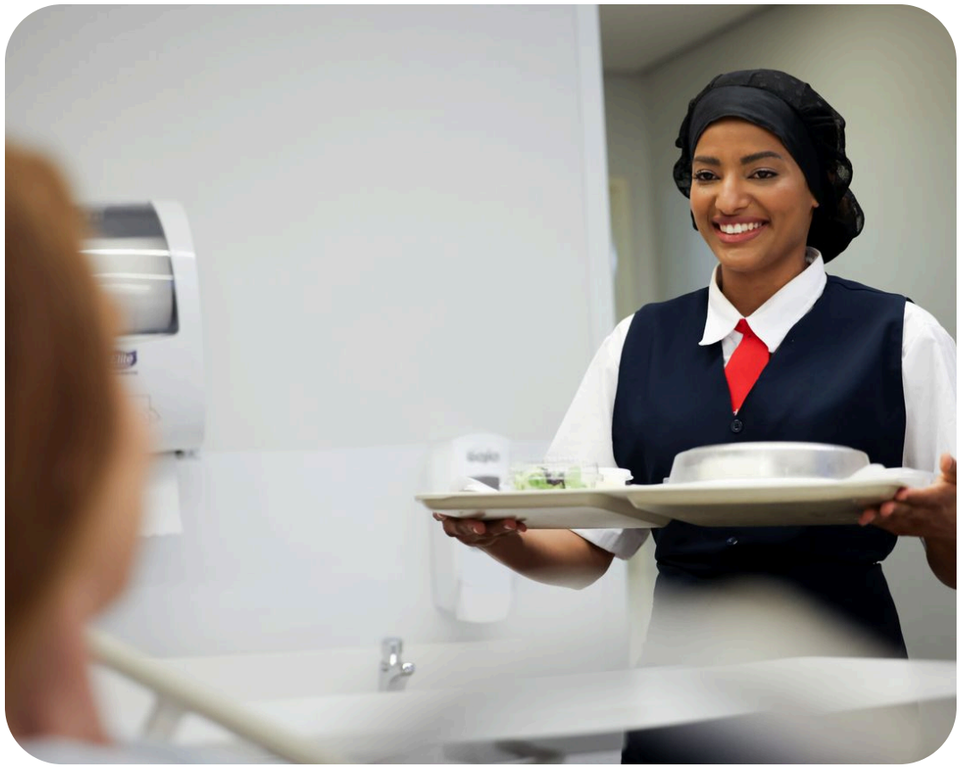
SITES LIVE IN BRAZIL, 2026

+2,502 sites

in four months, June to September



Actual results from MyApps Executive Reports FY26 P12 and FY27 P01. Time saved is a self-reported survey estimate.



WHAT USERS SAY

“It saves time and makes our **day-to-day easier.**”

★★★★★ MyApps user in Brazil · rated 5/5 · translated from Portuguese

94.5%
rate MyApps 4 or 5 out of 5

70%
value having every tool in one place

74%
save 5+ minutes a day

What we’re improving next: faster, more stable access and a guided first-use experience.

DEPLOYMENT STRATEGY

A proven playbook, region by region.

Global platform, local journeys. Every region follows the same six phases and five gates, from mandate to scale, in about 24–32 weeks.

Tech Board mandate:
MyApps is the entry point for every site manager and operator

01 2–3 weeks
Mobilize
Sponsor, local PO or PM, scope and waves
- ✓ **Gate 0 · mandate and funding confirmed**

02 4–6 weeks
Discover
Personas, pains, apps and data inventory
- ✓ **Gate 1 · discovery validated**

03 4–6 weeks
Design
Architecture, integrations, roles and security
- ✓ **Gate 2 · design and security approved**

04 8–12 weeks
Build
Country setup, sign-on, APIs, content and KPIs
- ✓ **Ready for user testing**

05 4–6 weeks
Pilot
User testing, training and a first wave of sites
- ✓ **Gate 3 · go or no-go**

06 4–6 weeks
Roll out
Waves, hypercare and adoption tracking
- ✓ **Gate 4 · scale ready, handover**

The regional team: just 4 roles

Local PO or PM
in the region

Data developer
from the Brazil CoE

Adoption lead
from the Brazil CoE

Senior full-stack dev
from the Brazil CoE

Backed by shared CoE experts in architecture, UX, QA, DevOps and security.

What makes it stick

- **Site manager as champion** · launches happen at the site's own rhythm
- **Guided start** · in-app tour, support material, short videos
- **Listen and adjust** · in-app satisfaction survey and hypercare
- **Safe by design** · security, privacy and Responsible AI gates

Where each region stands

- ● **Brazil · Live, 2,965 sites**
- **France · 5-site pilot**
- **NORAM · Discovery**
- **APMEA · Discovery**
- **UK&I · CoEU · LATAM · Next**

SODA client pilots in Singapore, New York and Dublin. Regions are prioritized by sponsor, size of prize, backbone and data readiness.

FY27 AMBITION · TARGET

5,160 sites

60% active users · France 3,500 · NORAM 500

ROADMAP

What's next, platform by platform.

Committed · Planned · Proposed or target

PLATFORM	**Q1 FY27** Sep–Nov 2026 · WE ARE HERE	**Q2 FY27** Dec 2026–Feb 2027	**Q3 FY27** Mar–May 2027	**Q4 FY27** Jun–Aug 2027	**FY28–FY29** Scale and companion
MyApps	■ Action plans and PDCA, task-centric home, France enablement	■ SPARK assistant, tasks center, onboarding, HRIS, Foresight HR	■ ERP (S/4HANA, D365), Keystone, GM AI buddy, ITSM	■ Supply, Food and Finance journeys	□ AI-driven, integrated super app
SPARK	■ Functional scope and discovery	■ MVP in 10–12 weeks, integrated in MyApps	□ Controlled HR pilot, region to be confirmed	□ Regional release and next domains	□ Finance, Legal and IT answers, approved actions
SODA	■ Client pilots: user testing and go-live (Nov, TBC)	■ Databricks move, redesign inside MyApps, Shift Execution, more clients	□ Brazil pilot under evaluation	□ Consolidated into AI4OPS	□ Frontline companion across channels
AI4OPS	■ Architecture, AI builders, G0 ready to build (30 Nov)	■ First MVP (30 Dec), G1 safe pilot (Feb)	□ G2 repeatable value (May)	□ G3 production ready (Aug)	□ Omnichannel agent factory, then the FY29 companion
Regions	■ France 5-site pilot, NORAM discovery	■ France waves set, NORAM discovery phase 1 (Dec)	□ France wave 1: 100 sites, APMEA pilot (Apr), NORAM rollout starts	□ France toward 3,500 sites, NORAM 500 sites	□ UK&I, CoEU and LATAM waves (TBD)

DECISION POINTS

30 Nov · AI platform choice and AI4OPS G0

30 Dec · AI4OPS first MVP

Feb 2027 · G1 safe-pilot gate

Apr 2027 · France wave 1, APMEA pilot

01 FY27

Establish and prove

SPARK in MyApps, the first AI4OPS MVP, France and NORAM rollout.

02 FY28

Industrialize and scale

More agents, languages and regions, one context across channels.

03 FY29

The trusted companion

A proactive companion that plans the day and handles approved, low-risk tasks.

Sources: MyApps SOW 014 scope, CoE Monthly Review (Oct 2026), AI4OPS 18-month roadmap, SPARK spec, Shift & Grow plan. Horizons and gates are proposals.

THE TEAM

The people behind Spark OS.

One Center of Excellence runs MyApps and AI4OPS, with a shared platform team, AI squads and regional squads that bring each new region on board.

50 positions in the CoE

26 people in place

24 open roles to hire (TBH)



FRAME COLOUR — Spark OS-wide · MyApps · AI4OPS

LEADERSHIP



Luis Marques

HEAD OF DIGITAL & AI
DOMAIN LEAD

Sponsors Spark OS and represents it as Domain Lead in the Shift & Grow governance, next to the design and tech authorities.

Luis.Marques@sodexo.com

Domain Lead · Shift & Grow governance · Digital & AI



Gabriel Direnzi

HEAD OF SPARK OS COE

Leads the Center of Excellence across MyApps and AI4OPS and is accountable for delivery and budget: product vision, portfolio priorities, demand intake and regional rollout.

Gabriel.Direnzi@sodexo.com

Delivery and budget · Product vision · Portfolio and demand · Regional rollout

PRODUCT MANAGEMENT



Jheniffer Pereira

PRODUCT MANAGER
MYAPPS

Leads the MyApps product with the platform team and regional squads: journeys, backlog and releases for site managers and operators.

Jheniffer.Pereira@sodexo.com

MyApps journeys · Backlog and releases · Platform team



Mariane Murakami

PRODUCT MANAGER
AI4OPS

Leads the AI4OPS product: the shared AI acceleration layer and the SODA and SPARK squads.

Mariane.Murakami.ext@sodexo.com

SPARK · SODA · AI acceleration

PRODUCT OWNERS



Aram Hazarian

MYAPPS PRODUCT OWNER
HR, FINANCE & BI

Owns the HR, Finance and BI journeys in MyApps.

Aram.Hazarian.ext@sodexo.com



Juma Oliveira

MYAPPS PRODUCT OWNER
FOOD & SUPPLY

Owns the Food and Supply journeys in MyApps.

Juma.Oliveira.ext@sodexo.com



Aurelien Haie

MYAPPS PRODUCT OWNER
FRANCE

Owns MyApps for France, starting with the 5-site pilot.

Aurelien.Haie.ext@sodexo.com

ARCHITECTURE, ENGINEERING AND DATA



Matheus Marchione

ENGINEERING LEAD
SPARK OS

Leads engineering across Spark OS. Co-led the June 2026 modularity review, which MyApps passed.

Matheus.marchione@sodexo.com



Ana Weidner

SYSTEMS ARCHITECT
SPARK OS

Designs how Spark OS fits into Sodexo's systems landscape and integrations.

Ana.Weidner.ext@sodexo.com



Juliana Abreu

DATA PACKAGE OWNER
SPARK OS

Owns the data packages behind Spark OS dashboards and KPIs.

Juliana.Abreu.ext@sodexo.com

DELIVERY AND ADOPTION



Anderson Coelho

PROGRAM MANAGER
SPARK OS

Runs the Spark OS program: plans, dependencies and steering.

Anderson.Coelho.ext@sodexo.com



Izabel Vilela

RELEASE TRAIN ENGINEER
AGILE MASTER

Runs the release train and agile rituals across the squads.

Izabel.Vilela.ext@sodexo.com



Victoria Heidrich

ADOPTION LEAD
SPARK OS

Leads adoption: launches, training and listening to users.

Victoria.Heidrich.ext@sodexo.com

How the 50 positions are split

Two product branches under one Head of CoE, with a UX lead shared across both. Each square is one position.

■ In place · □ Open role (TBH)

Leadership — 6
■■■■□□
2 TO HIRE
Head of CoE; MyApps and AI4OPS Product Managers; Spark OS Engineering Lead; **AI Engineering Lead**; **UX Lead** shared by both.

MyApps platform team — 22
■■■■■■■■■■■■■■■■■■■■□□
2 TO HIRE
Cross-functional 4 · Operator Experience 5 · Operations Intelligence 5 · Design 3 · Data & Analytics 3 · Shared architecture 2.

Regional squads — 8
■□□□□□□□
7 TO HIRE
Squad France 4 and **Squad NORAM** 4: product owner, data developer, adoption lead and full-stack developer. France's product owner is in place.

AI4OPS — 14
■□□□□□□□□□□□□□
13 TO HIRE
AI acceleration layer 5 (2 part time) · shared by the SPARK squads 3 · SODA 3 · SPARK Generalist 2 · SPARK Transversal 1.

Data profiles supporting the platform

Data experts who back Spark OS alongside the CoE.

- **Data package owner** — Juliana Abreu
- **Data architect**
- **Analytics engineer**
- **AI analytics engineer**
- **Data governor**
- **Databricks architect**

Source: Spark OS CoE org chart, MyApps and AI4OPS (Oct 2026). Counts include open roles (TBH).

LATEST NEWS

All news →



WORKSHOP · OCTOBER 2026

From query tool to teammate: our HR chatbot in two days

Data, architecture and product people spent two days with Databricks turning a simple HR chatbot into an assistant that knows your data and our rules.

Read the story →

OS

CONTACT US

Talk to the Spark OS team.

Share an idea, a suggestion or a criticism, or ask for support. Every message goes straight to the Spark OS Center of Excellence.

- Ideas and suggestions to make Spark OS better
- Honest feedback, including what does not work
- Support requests and questions about a product

What is it about?

Idea | Suggestion | Feedback or criticism | Support request | Question | Other

Product

Spark OS in general

Region or country (optional)

Your message

Tell us what's on your mind...

0 / 2000

The team can contact me about this message

The Spark OS team sees your name with your message, so they can reply.

Send message →

Spark OS Center of Excellence
Head of CoE: Gabriel Direnzi · Gabriel.Direnzi@sodexo.com · Sodexo internal

Sources: MyApps Executive Reports FY26 P12 and FY27 P01; MyApps feedback report (Sep 2026); MyApps Region Onboarding Kit; AI4OPS PRFAQ and roadmap; SPARK functional scope; SODA deployment tracker; Spark OS CoE org chart (Oct 2026). Targets, gates and horizons are proposals.

myapps

PRODUCT · THE FRONT DOOR OF SPARK OS

One login. Every tool. Your day, organized.

MyApps is the single entry point for every site manager and operator, mandated by the Tech Board. Tools, tasks, KPIs and alerts in one personalized home, on web and mobile.

THE PRODUCT ADOPTION KPIS ROADMAP PRODUCT TEAM

LIVE · 2,965 SITES

2,965

sites live in Brazil: 100% of profit centers (Sep 2026)

73%

of deployed site managers active: 1,842 of 2,520 (Sep 2026)

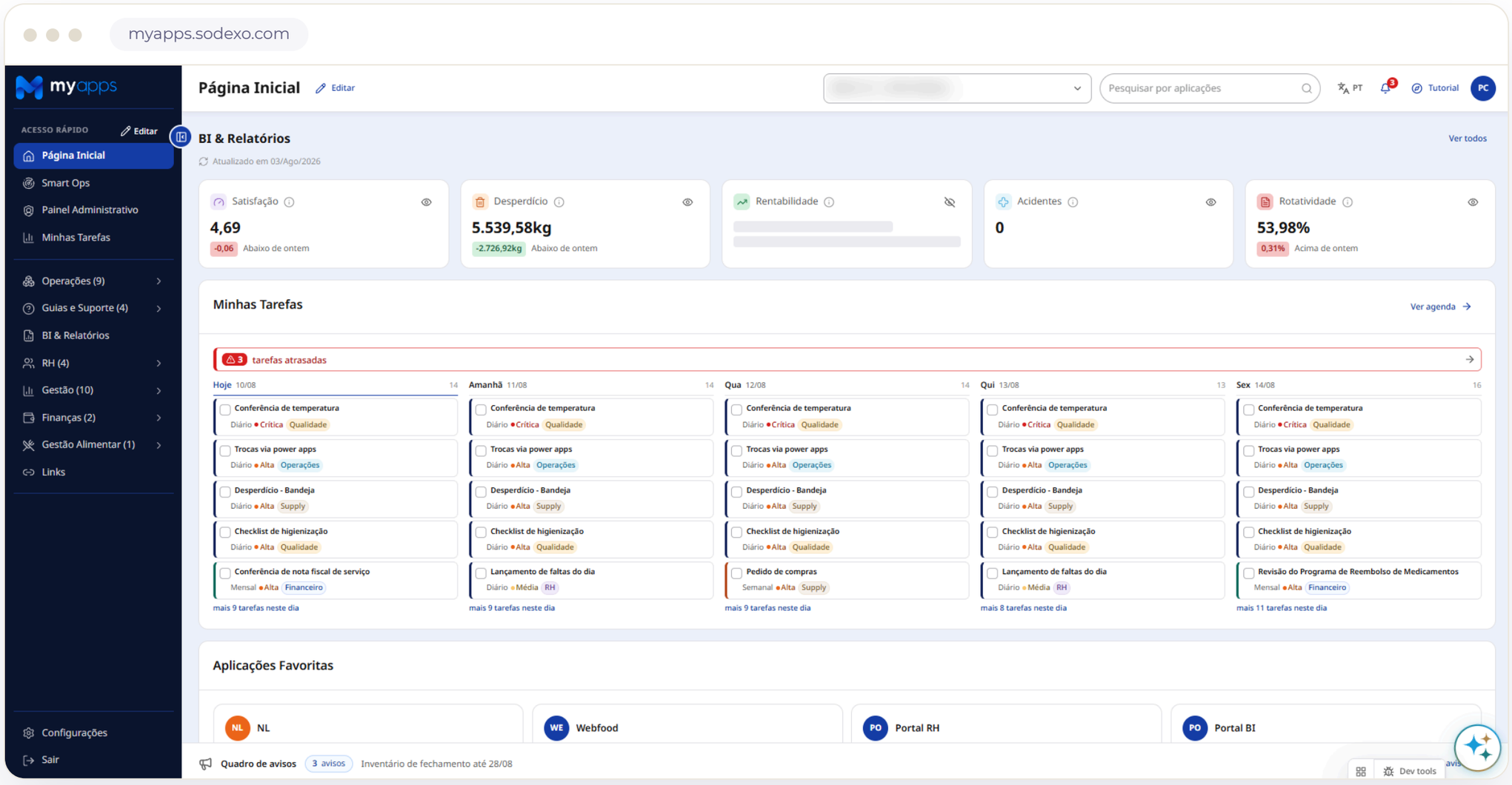
4.7/5

user satisfaction in the in-app survey

THE PRODUCT

A site’s whole day on one screen.

The MyApps home page as site managers in Brazil see it today.



MyApps home page in Brazil, in Portuguese. The site name is hidden.

KPIs at a glance

Satisfaction, waste, profitability, accidents and turnover, compared with the day before.

My tasks

Daily, weekly and monthly routines by day, with priority, area and an alert for overdue tasks.

Every tool, by area

Operations, guides and support, BI, HR, management, finance and food management in one menu.

Favourite apps and notices

One-click access to the apps a site uses most, plus a notice board for announcements.

ADOPTION

Every Brazilian site, in under a year.

MyApps reached all of Brazil's profit centers. The focus now is deeper daily use and the next regions.

ACTUAL TARGET PLANNED

ACTUAL

2,965

sites live

100% of Brazilian profit centers · Sep 2026

ACTUAL

6,612

total users

CoE Monthly Review · Oct 2026

ACTUAL

1,659

daily sessions

CoE Monthly Review · Oct 2026

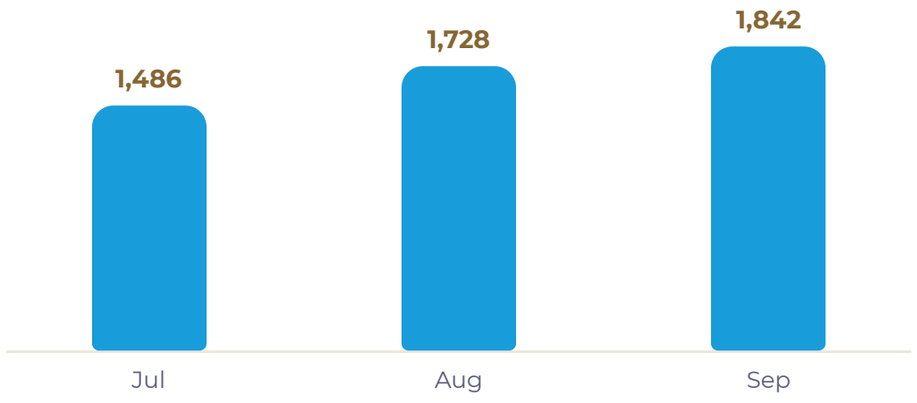
TARGET

5,160

sites by end of FY27

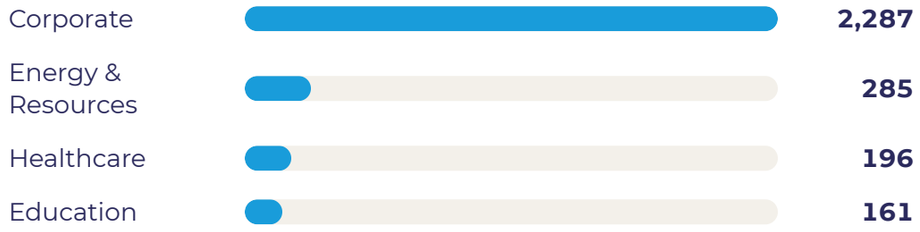
France 3,500 · NORAM 500

Active site managers, 2026



Share active: 74.9% in July, 71% in August, 73% in September.

Sites by segment, August 2026



2,929 sites live at the end of FY26.

Rollout by region

- **Brazil** · live in every site
- **France** · 5-site pilot; wave plan waiting on local governance (mid-November)
- **NORAM** · discovery phase 1 by 31 December
- **APMEA** · discovery and pilot by 30 April 2027
- **CoEU, UK&I and LATAM** · go-lives planned in FY28 and FY29

What users tell us

- **94.5%** rate MyApps 4 or 5 out of 5
- **70%** say having every tool in one place is the top benefit
- **74%** save 5 or more minutes a day
- Available in **Portuguese, English, Spanish and French**

In-app survey, 27 July to 2 September 2026: 256 respondents (127 satisfaction ratings).

KPIS

What we measure.

Adoption, satisfaction and time saved today; business-impact KPIs are being defined.

KPI	LATEST	TARGET	STATUS
Sites live Brazil	**2,965** Sep 2026	**5,160** end of FY27	ACTUAL
Active site managers share of deployed managers using MyApps	**73%** Sep 2026	**70%** FY27 target	ACTUAL
User satisfaction (OSAT) in-app rating out of 5	**4.7** Sep 2026	**4.0** target	ACTUAL
Time saved per user, per day	**74%** save 5+ min (survey)	**10 min** per user per day	SURVEY
Features in production	**61** Sep 2026	**+46** FY27 plan, over 4 PIs	ACTUAL
Delivery cycle days per item, with AI-assisted development	**2.71 days** down from 9.71	—	ACTUAL
Daily sessions	**1,659** Oct 2026	—	ACTUAL

Business-impact KPIs are still to be set. France targets: 60% active users and a 3.5 satisfaction score. Earlier reports used a 60% active-manager target for FY26.

ROADMAP

What’s next for MyApps.

Committed · Planned · Proposed or target

Q1 FY27
Sep–Nov 2026
WE ARE HERE

- Action plans with PDCA tracking
- Task-centric home
- France enablement: infrastructure and French language

Q2 FY27
Dec 2026–Feb 2027

- SPARK assistant inside MyApps
- Tasks center, onboarding, HRIS and ForeSight HR
- Five core journeys live in Brazil by 31 Dec: Home, Supply, Food, My Day and Tasks, BI and Analytics
- NORAM discovery phase 1 by 31 Dec
- GSA pilot package by 29 Jan

Q3 FY27
Mar–May 2027

- ERP (S/4HANA, D365), Keystone, GM AI buddy and ITSM
- ERP discovery by 31 Mar
- APMEA discovery and pilot by 30 Apr

Q4 FY27
Jun–Aug 2027

- Supply, Food and Finance journeys

FY28–FY29
Scale

- An AI-driven, integrated super app
- Go-lives for CoEU, UK&I and APMEA (FY28), then LATAM (FY29)

Committed items are the FY27 MyApps scope (SOW 014). Dates come from the CoE Monthly Review (Oct 2026); go-live waves from the Shift & Grow plan (Jul 2026).

PRODUCT TEAM

Who owns MyApps.



Jheniffer Pereira

PRODUCT MANAGER
MYAPPS

Leads the MyApps product, its journeys, backlog and releases.

Jheniffer.Pereira @sodexo.com



Aram Hazarian

PRODUCT OWNER
HR, FINANCE & BI

Owns the HR, Finance and BI journeys.

Aram.Hazarian.ext @sodexo.com



Juma Oliveira

PRODUCT OWNER
FOOD & SUPPLY

Owns the Food and Supply journeys.

Juma.Oliveira.ext @sodexo.com



Aurelien Haie

PRODUCT OWNER
FRANCE

Owns MyApps for France, starting with the 5-site pilot.

Aurelien.Haie.ext @sodexo.com

Questions or ideas about MyApps?

Send a suggestion, a criticism or a support request to the team.

Contact us →

All products

Spark OS Center of Excellence
Head of CoE: Gabriel Direnzi · Gabriel.Direnzi@sodexo.com · Sodexo internal

Sources: MyApps Executive Reports FY26 P12 and FY27 P01; CoE Monthly Review (Oct 2026); MyApps feedback report (Sep 2026); MyApps value KPIs; Shift & Grow EPIC c46; SOW 014.

SPARK

PRODUCT · GENERATIVE AI ASSISTANT FOR MANAGERS

Answers in seconds. **Sources you can trust.**

SPARK is the generative AI assistant for site managers, inside MyApps. It starts with HR questions, then grows to all of General Administration. It is the next generation of Alicia, today's HR chatbot.

THE PRODUCT ADOPTION KPIS ROADMAP PRODUCT TEAM

MVP PLANNED · IN MYAPPS DEC–FEB

Dec–Feb

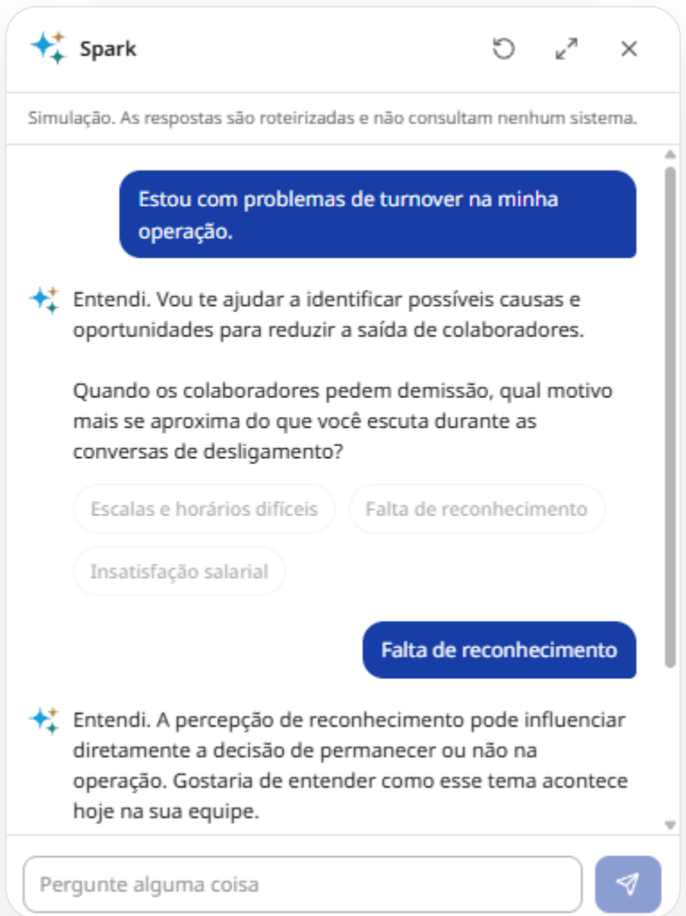
MVP integrated in MyApps (planned)

2,617

people use Alicia, today's HR chatbot, every month

38,214

HR tickets in four months: the questions SPARK answers first



SPARK prototype, in Portuguese. A simulation: answers are scripted and don't query any system.

THE PRODUCT

A first look at SPARK.

In this prototype, a manager raises a problem, staff turnover, and SPARK guides the conversation to find the causes.

Guided conversation
SPARK asks one question at a time to understand the situation.

One-tap answers
Suggested replies, such as difficult schedules or lack of recognition, keep it quick.

Always at hand
Restart, expand to full screen or close the assistant at any time.

ADOPTION

Not live yet. The demand is already here.

SPARK builds on Alicia, the HR chatbot people already use. Its numbers from January to April 2026 show what people ask and how often.

ACTUAL TARGET PLANNED

ACTUAL

2,617

monthly users of Alicia

average, Jan–Apr 2026

ACTUAL

67,341

conversations

Jan–Apr 2026

ACTUAL

~9.5k

HR tickets a month

38,214 in four months

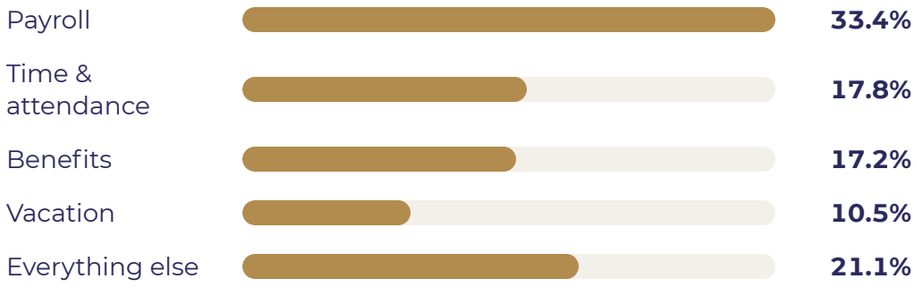
ACTUAL

~16.8k

sessions a month

Alicia, Jan–Apr 2026

What people ask about



Share of HR tickets, January to April 2026.

Already part of MyApps

- **Feb 2026** · Alicia integrated into MyApps
- **Mar 2026** · added to the MyApps menu
- **May 2026** · available on mobile
- **Jun 2026** · always one tap away (persistent access)

SPARK replaces this experience with generative answers that cite the approved policy.

KPIS

Where we start from.

SPARK's targets will be committed with the MVP scope. Until then, these are the real baselines from Alicia, today's HR chatbot.

KPI	BASELINE	TARGET	STATUS
Monthly users average	**2,617** Jan–Apr 2026	**With the MVP**	ACTUAL
HR tickets per month	**~9.5k** 38,214 in four months	**With the MVP**	ACTUAL
Conversations	**67,341** Jan–Apr 2026	**With the MVP**	ACTUAL
Sessions per month	**~16.8k** Jan–Apr 2026	**With the MVP**	ACTUAL

Source: Alicia scale and impact report (Jan–Apr 2026).

ROADMAP

From MVP to every admin question.

Committed · Planned · Proposed or target

Q1 FY27
Sep–Nov 2026
WE ARE HERE

- Functional scope and discovery

Q2 FY27
Dec 2026–Feb 2027

- 12-week MVP, integrated in MyApps
- Phase 1: read-only answers to HR questions

Q3 FY27
Mar–May 2027

- Controlled HR pilot, region to be confirmed

Q4 FY27
Jun–Aug 2027

- Regional release and next domains

FY28–FY29
Scale

- Finance, Legal and IT answers
- Approved actions, not just answers

G0 · Mobilize · **G1** · Scope, weeks 1–2 · **G3** · Knowledge, weeks 2–5 · **G4** · Features, weeks 3–8 · **G6** · Pilot-ready, weeks 9–11 · **G7** · Pilot, week 12+



FROM THE BLOG · OCTOBER 2026

From query tool to teammate: our HR chatbot in two days

How a two-day workshop with Databricks turned a simple HR chatbot into an assistant that knows your data and our rules.

Read the story →

MVP gates are a plan, not yet committed (SPARK specification). Quarters from the Spark OS roadmap.

PRODUCT TEAM

Who owns SPARK.



Mariane Murakami

PRODUCT MANAGER
AI4OPS

Leads the AI4OPS product, which powers SPARK.

Mariane.Murakami.ext @sodexo.com

TBH

SPARK Product Owner

PRODUCT OWNER
SPARK SQUADS

Open role, shared by both SPARK squads.

TBH

AI Engineering Lead

AI ENGINEERING LEAD
AI4OPS

Open role leading AI engineering for SPARK and SODA.

Questions or ideas about SPARK?

Send a suggestion, a criticism or a support request to the team.

Contact us →

All products

Spark OS Center of Excellence
Head of CoE: Gabriel Direnzi · Gabriel.Direnzi@sodexo.com · Sodexo internal

Sources: SPARK functional scope specification; Alicia scale and impact report (Jan–Apr 2026); Spark OS Tech Seminar deck; Spark OS roadmap; Spark OS CoE org chart (Oct 2026).

SODA

PRODUCT · AI COMPANION FOR FRONTLINERS

The answer, **right where the work happens.**

SODA gives frontliners instant, step-by-step answers from approved SOPs, with photos, videos and links to training, on any phone.

THE PRODUCT ADOPTION KPIS ROADMAP PRODUCT TEAM

IN PILOT TESTING

3

client pilot sites: Singapore, New York and Dublin

200+

frontliners in the pilot scope (target)

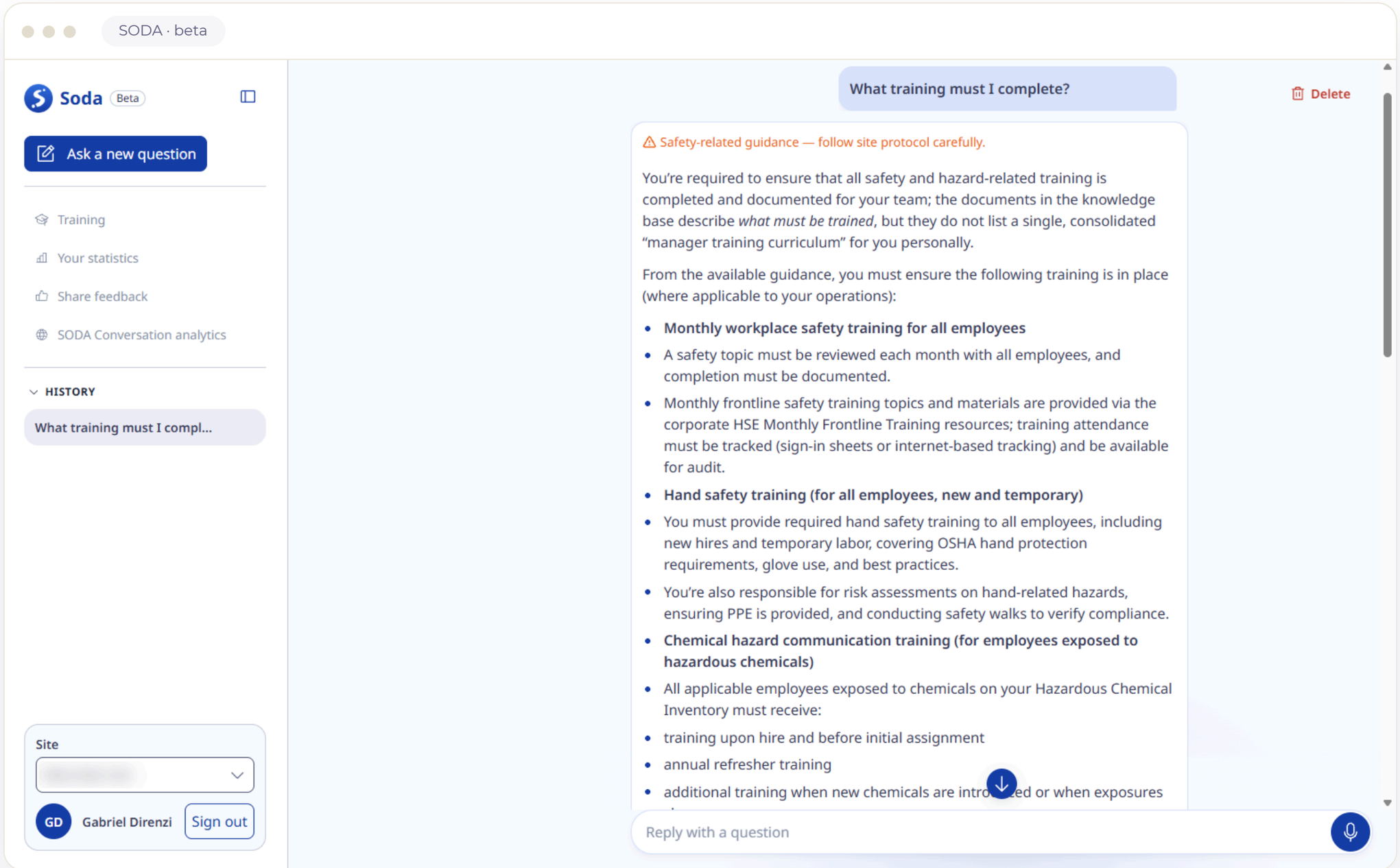
Nov

go-live planned, to be confirmed

THE PRODUCT

Ask in your own words. Get the approved answer.

SODA as testers use it today, answering a question about required training.



SODA beta in user testing. The client site name is hidden.

Safety first
Safety-related answers carry a clear flag: follow site protocol carefully.

Answers from the knowledge base
SODA says what the documents cover, and what they don't.

Ask by voice
A microphone button lets frontliners ask without typing.

Training, stats and feedback
Training, personal statistics, feedback and conversation analytics in one menu.

ADOPTION

In user testing with its first client.

SODA is not live yet. Three sites are testing it with kitchen and service teams before go-live.

ACTUAL TARGET PLANNED

ACTUAL

3

pilot sites

Singapore, New York and Dublin

TARGET

200+

frontliners in scope

across the three pilot sites

PLANNED

~18–20

testers per site

up to 30, in user testing

ACTUAL

3

markets prepared

demos, local data and employee lists loaded

Ready for go-live?

- **Done** · demos, local data and employee preload in all 3 markets
- **Done** · security and privacy assessments (SRAQ and PIA)
- **In progress** · technical architecture document and single sign-on
- **Open** · production environments not ready yet; support escalated

Status from the CoE Monthly Review and deployment tracker, October 2026.

Who tests it

- **MicroKitchen, Kitchen and Service** teams at each site
- Several languages, **including Mandarin**
- Answers come only from the client's **approved SOPs**

KPIS

What success looks like.

The targets set in the request for proposal to delivery partners.

KPI	LATEST	TARGET	STATUS
Grounded answers backed by an approved SOP	— not live	**≥90%**	TARGET
Unauthorized access	—	**Zero**	TARGET
Support after go-live hypercare	—	**4 weeks** 8 hours × 5 days	TARGET

Source: SODA fixed-scope proposal request, issued 6 October 2026.

ROADMAP

From pilot to frontline companion.

Committed · Planned · Proposed or target

Q1 FY27 Sep–Nov 2026 ● WE ARE HERE	■ Client pilots: user testing in October, go-live in November (to be confirmed) ■ Request for proposal issued to partners (6 Oct): 1 market, 1 language
Q2 FY27 Dec 2026–Feb 2027	■ Move to Databricks and redesign inside MyApps (Dec) ■ Shift Execution use case (Feb, to be confirmed) ■ More clients
Q3 FY27 Mar–May 2027	▢ Brazil pilot under evaluation
Q4 FY27 Jun–Aug 2027	▢ Consolidated into the AI4OPS platform
FY28–FY29 Scale	▢ A frontline companion across channels

Sources: CoE Monthly Review (Oct 2026); AI4OPS 18-month roadmap; Spark OS roadmap. Earlier sources gave other launch dates (end of July, October).

PRODUCT TEAM

Who owns SODA.

AS

Anushri Sarda

PRODUCT OWNER
GLOBAL PRODUCT MANAGER

Owns SODA and its client pilots.



Mariane Murakami

PRODUCT MANAGER
AI4OPS

Leads AI4OPS, which SODA joins in FY27.

Mariane.Murakami.ext@sodexo.com

Questions or ideas about SODA?

Send a suggestion, a criticism or a support request to the team.

Contact us →

All products

Spark OS Center of Excellence
Head of CoE: Gabriel Direnzi · Gabriel.Direnzi@sodexo.com · Sodexo internal

Sources: SODA product sheet; SODA deployment tracker; CoE Monthly Review (Oct 2026); SODA fixed-scope proposal request (Oct 2026); AI4OPS 18-month roadmap; Spark OS CoE org chart (Oct 2026).

AI4OPS

PRODUCT · THE INTELLIGENCE LAYER

Build once. **Scale everywhere.**

AI4OPS is the governed AI platform behind Spark OS: shared context, knowledge, agents and guardrails, so SPARK, SODA and future assistants are built once and reused everywhere.

ADOPTION KPIS ROADMAP PRODUCT TEAM

IN BUILD

30 Nov
G0 gate: ready to build, and the AI platform choice

30 Dec
first MVP (target)

16 → 6
weeks from idea to production (target)

ADOPTION

A platform, measured through what it powers.

AI4OPS has no end users of its own. Its adoption shows up in SPARK, SODA and the next assistants built on it.

ACTUAL TARGET PLANNED

ACTUAL

Sep 2026

foundations done

product manager hired; use cases and architecture complete

PLANNED

Q2 FY27

first go-live, Brazil

then France and GSA (Q3) and NORAM (Q4)

TARGET

70%

sustained usage by Q8

from 30% in the first quarter

TARGET

50

AI capabilities in production

built once on the platform

Progress so far

- **8 Sep** · product manager on board
- **September** · use cases and target architecture complete
- **Early November** · agent discovery (due 2 Nov)
- **30 November** · G0 gate and AI platform choice: Databricks or Microsoft IQ

Planned go-lives

- **Brazil** · Q2 FY27
- **France and GSA** · Q3 FY27
- **NORAM** · Q4 FY27
- **More regions** · FY28 and FY29

Shift & Grow plan, July 2026.

KPIS

What we committed to.

The targets AI4OPS is accountable for in the Shift & Grow plan.

KPI	TODAY	TARGET	STATUS
Sustained usage of eligible users	—	**70%** by quarter 8, from 30% in quarter 1	TARGET
AI capabilities in production	—	**50**	TARGET
Idea to production	**16 weeks** today	**6 weeks**	TARGET
Verified value	—	**€3m**	TARGET

Source: Shift & Grow EPIC c47 (July 2026).

ROADMAP

Gate by gate.

Committed · Planned · Proposed or target

Q1 FY27 Sep–Nov 2026 WE ARE HERE	Architecture and AI builders G0, ready to build, and the AI platform choice (30 Nov)
Q2 FY27 Dec 2026–Feb 2027	First MVP (30 Dec) G1, safe pilot (Feb)
Q3 FY27 Mar–May 2027	G2, repeatable value (May)
Q4 FY27 Jun–Aug 2027	G3, production ready (Aug) SODA consolidated into AI4OPS
FY28–FY29 Scale and companion	G4 (30 Nov 2027) and G5 (29 Feb 2028) Omnichannel agent factory, then the FY29 companion

Sources: CoE Monthly Review (Oct 2026); AI4OPS 18-month roadmap. One portfolio overview gives 30 Nov for the first MVP; this page uses 30 Dec.

PRODUCT TEAM

Who owns AI4OPS.



Mariane Murakami

PRODUCT MANAGER
AI4OPS

Leads the AI4OPS product: the shared AI layer and the SODA and SPARK squads.

Mariane.Murakami.ext @sodexo.com

TBH

AI Engineering Lead

AI ENGINEERING LEAD
AI4OPS

Open role leading AI engineering across the platform.

TBH

Team to hire

AI ACCELERATION LAYER
5 OPEN ROLES

UX specialist, integrations and data architect, AI solutions architect, Databricks architect, analytics engineer.

Questions or ideas about AI4OPS?

Send a suggestion, a criticism or a support request to the team.

Contact us →

All products

Spark OS Center of Excellence
Head of CoE: Gabriel Direnzi · **Gabriel.Direnzi@sodexo.com** · Sodexo internal

Sources: AI4OPS PRFAQ; AI4OPS 18-month roadmap; Shift & Grow EPIC c47; CoE Monthly Review (Oct 2026); Spark OS CoE org chart (Oct 2026).

NEWS

Spark OS news

Stories from the teams building Spark OS: launches, workshops and what we learn along the way.

LATEST



WORKSHOP · OCTOBER 2026 · 4 MIN READ

From query tool to teammate: our HR chatbot in two days

Data engineers, solution architects, managers and product people spent two days with Databricks turning a simple HR chatbot into an assistant that knows your data and our rules.

HR assistant · Databricks · Data governance

Read the story →

More stories are on the way. Have news from your team or region?

Share it with us

Spark OS Center of Excellence
Head of CoE: Gabriel Direnzi · Gabriel.Direnzi@sodexo.com · Sodexo internal

Spark OS news is written by the Spark OS Center of Excellence.

← All news

WORKSHOP RECAP · BRAZIL

From query tool to teammate: our HR chatbot in two days

What we built, and learned, at our HR Assistant workshop with Databricks.

Spark OS CoE October 2026 4 min read



The workshop team at the Databricks office.

The problem we wanted to solve

Today, when a Sodexo employee has a question about their vacation days, time bank or a benefit, they ask the virtual assistant inside ACCESS. It helps, but only with a few fixed options. For anything else, it sends people to another channel.

So we asked: what would it take to turn it into a real teammate? One that knows **your own HR data** and **Sodexo's HR rules**, answers in plain language, and respects LGPD and our governance rules.

To find out, a mixed team of data engineers, solution architects, managers and product people spent two hands-on days with Databricks. We used realistic Sodexo Brazil HR data: the same tables and the same messiness as our real systems, but scrambled, so no real employee information was ever exposed.

1 Day 1: get the data right first

Good answers need good data. So before touching any AI, we:

- **Cleaned up our HR tables** and turned them into a clear, documented data model.
- **Built privacy into the data itself.** Each employee sees only their own records, and sensitive fields, such as health or legal matters, stay hidden. Even HR analysts can't see them.
- **Let people ask in plain words.** An agent now answers personal questions like "How many vacation days do I have left?"
- **Taught it our rulebook:** 20 real Sodexo HR policies, so it quotes our actual rule, not general knowledge.

> **WHY THE RULEBOOK MATTERS**
> Brazilian law lets employees split their vacation into 3 periods. Sodexo's policy allows only 2. An AI answering from general knowledge would get this wrong.

2 Day 2: build one shared product

We split into four squads and turned Day 1's work into a single chat app:

Data & Governance	Genie Agent	Agent & App	Quality & Trust

The Quality & Trust squad tested the assistant all day with more than 30 questions. They scored every answer for correctness and safety, and sent each problem to the squad that could fix it. We finished the day with evidence, not just a demo.

3 The finale: inside MyApps

Last, we added the assistant to a prototype of MyApps, the portal site managers already use every day. The assistant stays focused on Brazil: its HR processes, policies and labor law. Here, it answered a site manager's everyday questions:

"What do I need to resolve in HR today?"
A prioritized to-do list, instead of checking several systems.

"Is my team's timesheet ready to close?"
Problems flagged and explained.

"How's turnover at my site over the last three months?"
A direct answer with its source, instead of a request to the analytics team.

> No new tool to learn. **Just ask, right where you already work.**

Why it matters

This was about more than a chatbot. We showed that well-governed data and AI can be useful and safe at the same time. The same rules that let an employee safely ask about their own benefits are what will let us extend the assistant to managers' daily tools next.

What comes next

There's real work to do before this goes live: connecting to our real HR systems, sign-in and identity, and a true MyApps integration. The team also wrote an honest quality report, including what still doesn't work.

But in two days, we went from "the chatbot sends you to another channel" to an assistant that understands context, answers correctly and speaks the language of the people running our sites.

A great example of what happens when data engineers, solution architects, managers and product people build side by side.

HR assistant · Databricks · Data governance · Brazil

Curious about AI for site managers?

SPARK, our generative AI assistant for managers, is coming to MyApps.

Explore SPARK → · Share your ideas

Spark OS Center of Excellence
Head of CoE: Gabriel Direnzi · Gabriel.Direnzi@sodexo.com · Sodexo internal

Workshop recap by the Spark OS Center of Excellence. Built on obfuscated, production-like HR data; no real employee information was used.