



NEIL GREYBE

Distell / Programme Manager

Transformation Journey to Compliance





ALLOS
EQH Cloud



Who we are

The Distell Group is South Africa and Africa's leading producer and marketer of wines, spirits, ciders and other ready-to-drink (RTD) beverages, sold across the world. With a diverse portfolio of brands with rich provenance and authenticity, our products are priced across the pricing continuum to cater to a broad spectrum of consumers. We employ approximately 5 500 people and have an annual turnover of R21,5 billion.

Our mission

We craft distinctive alcoholic beverage brands, enhance memorable moments and inspire responsible enjoyment. The value we create enriches the lives of our people, shareholders and the communities within which we live and work.

www.distell.co.za/home/about



Who Are We?



Neil Greybe - Programme Manager: HR Transformation

Our role comprises:

- Supporting HR in the **essential** work of **process** and **system** transformation in the talent space.
- **Process transformation** for talent via 'as-is' vs 'to-be' processes as defined in our design phase of our projects.
- **System transformation** for talent via **SuccessFactors**.



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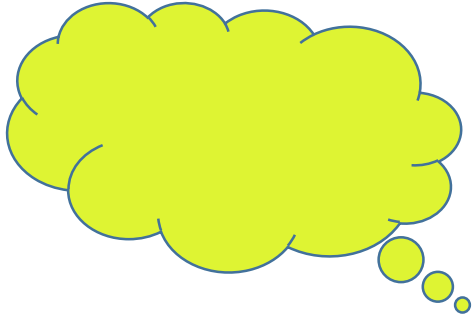


Transformation Journey to Compliance / Why the Journey?



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- ✦ We needed to up our game to stay in the game.
- ✦ New leadership = new focus.
- ✦ Very competitive environment for talent.

Retention

Attraction

Attrition

Why The Journey?

STRATEGIC VISION

Becoming an employer of choice supported by:

- ✦ **Talent Management**
- ✦ Business Transformation
- ✦ Integrated EVP & Reward
- ✦ **Integrated HR Systems & Metrics**
- ✦ Sound Employee Relations
- ✦ **Future Fit High Performance**



The Past

- EPMS – Employee Performance Management System
 - Mid-Year Review + IDP
 - Year-End Review
- Paper-based
 - Lack of consistency
 - Non-iterative
 - No self-assessment
- Limited or no engagement
- Limited visibility, transparency and record-keeping compliance
- HR visibility?
- Tick-box exercise perception – what does my performance score mean to me and my reward?
- ‘Wariness’ in process



The Journey





The Now

- EPMS – Employee Performance Management System is now facilitated by 'Performance & Goals' in SuccessFactors with no paper in the entire process
- Support Model
- Full process documented on SuccessFactors – all previous scorecards are available [self assessments and final scores]
- Compliance:
 - Balanced scorecard format is universal
 - Difficult to measure the past but compliance estimate was $\approx 40\%$
 - Year 1 of SuccessFactors = 81% [constantly communicated]
 - Year 2 of SuccessFactors = 91% [constantly communicated]
 - Year 3 of SuccessFactors = 100% - fingers crossed!
- 100% visibility for HR and appropriate visibility and tracing via RBP for employees and managers
- Pay-for-performance - partial



The *REAL* Now

- Change Management (comms, training, etc) affects adoption – do not neglect this!
- 70% positive about SuccessFactors - how do you win hearts and minds?
- **#realitycheck** - managers **across the globe** are not crazy about Performance Management
- You need to believe the hype! **Employees are just as responsible as Managers**
- EPMS – Employee Performance Management System is now facilitated by ‘Performance & Goals’ in SuccessFactors
 - complex business process = complex SuccessFactors
 - simplify-simplify-simplify
 - can you see the wood for the trees?
- If you don’t want to adopt, you will not adopt
- Millenials vs Mature – don’t underestimate this
- More value to be tapped – cascade of goals to be a reality in Distell for 2017-2018
- Pay-for-performance - full



What Now?

- FIORI upgrade – looks amazing; comms pending
- SuccessFactors must be part of induction/on-boarding process
- Further entrench compliance [100%] and adoption by revamping training material to videos and using SuccessFactors Learning to make the training mandatory
- Timesaving in ROI **must** materialise
- **#realitycheck** - if you do this twice a year, are you ever going to be an expert
- Fundamental process re-look: Continuous Performance





Top 5

1. If you can, start with EC



SuccessFactors Employee Central

2. Yes, agile can work – you just need to be agile!

3. Choose your implementation partner carefully

4. Engage with your HR business and set realistic expectations

5. Double your Change Management budget





THANK YOU



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