



TRANSFORMATION

Pick n Pay Group

Enabling HR to keep pace with a dynamic retail environment

The retail sector is changing at breakneck speed. On one hand, employers need the capability to optimize their workforces and to fill gaps at a moment's notice to maintain differentiated customer service levels. On the other, workers increasingly expect the ability to quickly change their addresses, apply for leave, change shifts and complete common HR tasks on their own from any device, anywhere. This level of agility is beyond the reach of many on-premise systems, creating a dilemma for many retailers. The Pick n Pay (PnP) Group in South Africa was one of them.

PnP is a retail business in the fast-moving consumer goods industry. PnP also operates one of the largest online grocery platforms in sub-Saharan Africa. With 35,000 employees, the retailer was facing several significant workforce challenges related to the ability to extend its on-premise HR system. PnP did not have extensive employee self-service capabilities in place, and it had ambitions for empowering managers through real-time data and reporting that its legacy system could not support easily and cost effectively.

A true transformation

Building upon a long-standing relationship, PnP leaders worked with Deloitte to select and implement Workday Human Capital Management (HCM). The timeline for the implementation was aggressive, with the team aiming to go live with all of the desired functionality in only nine months. The scope of the project spanned:

Wave 1: HCM Core, Absence/Time off, Learning, Reporting, Security and Data

Wave 2: Talent and Performance Management

More than a "lift and shift" from on-premise to the cloud, the project involved a true transformation of the company's HR processes. Starting almost from scratch, the engagement team spent much time and effort standardizing and redesigning the company's global HR processes for greater efficiency in the cloud. Because PnP had a lot of customized functionality that users were comfortable with, the engagement team was challenged to communicate why standardizing policies and procedures was not only necessary but also desirable.

Another challenge involved the company's distinct approach to absence management, which is likely to be encountered in other Southern African businesses. "PnP's Workday project team was very engaged and committed to finding the right solution," says Glen Krynauw, HRT Director and Lead Engagement Partner, Deloitte South Africa. "They both provided input and were open to suggestions, which helped us to create some magic in the Workday system to cope with their specific requirements."



A Workday first

PnP became the first retailer in South Africa to offer Workday HCM to its employees and managers. This accomplishment has positioned the company as a visionary, future-focused leader in the market.

With its new cloud-based HCM system, PnP can:

- Manage the organization in a global, core HR platform
- Meet the self-service needs of employees and managers
- Eliminate repetitive tasks and procedures
- Streamline and standardize processes via a global core HR platform
- Maintain data accuracy and quality
- Manage talent and performance
- Empower HR to become a business partner rather than doing administrative tasks for the workforce.

In addition to these benefits, the Workday HCM implementation also enabled PnP to achieve its goal of diversifying its back-office systems. Chris Shortt, Group Executive - Information and Technology (CITO), PnP, observed, "The Workday product has modernized our business. It enables us to offer services that were inconceivable with an on-premise core HR system while integrating easily with our legacy back-office systems."

Overall, the project demonstrated that anything is possible with a lot of hard work and a strong relationship between the client and the implementer. "Deloitte went through this entire journey with us side by side," said Clare Mulliner, Programme Manager, PnP. "They were willing to listen and to develop a plan to meet our needs."

Due to this strong relationship, PnP is well-positioned to sustain its HCM system moving forward. The company is also well-prepared to adopt Workday's ongoing innovations, giving it the opportunity to continuously adapt to the future of work.

Insights for action

Contemplating a similar HR transformation? PnP and Deloitte leaders share some insights from their Workday HCM journey.

- **Remember it's often harder than it looks.** Do a deep dive discovery session to understand the pain points and what is required.
- **Battle focus fatigue.** Schedule regular touch points to keep engagement high.
- **Transfer skills from the beginning.** Introduce sustainability models very early in the process so that those responsible for maintaining and enhancing the system post go-live can learn right from the start.
- **Build strong relationships.** Go past "client" and "implementer" labels to listen carefully to each other.

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About Deloitte's Workday Alliance

For over a decade, our global Deloitte's Workday Alliance practice has worked to create agile, sustainable organizations through innovation and collaboration. As one of the largest global providers of Workday services, Deloitte works with our clients to harness the value of Workday's platform to drive top-line growth, create efficiencies, and deliver an enhanced employee experience. Leveraging our industry, human capital, and finance management insights, we go beyond system implementation to deliver end-to-end, high-value, high-touch services for companies seeking true cloud-enabled business transformation. We exist to fuel the future of work and deliver talent and finance capabilities in a digital world. Our goal is to achieve greater effectiveness and efficiency for our clients. This is how our team operates throughout the globe. We accelerate enterprise digital transformation in human capital, finance, planning, and analytics to increase productivity, enhance the employee experience, and provide insights to enable smarter and faster business decisions. We believe that an organization's greatest asset is its people. Combined with our technology experience and industry knowledge, our mission is to help transform businesses by not only building a single source of data, but also creating an unprecedented wealth of insight. For more information, visit: www.deloitte.com/workday.

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