

THE CLIENT

With the power of data, technology, and the deep understanding they have gained from getting to the heart of their clients' business, Digital Business Consultancy Moyo are able to distil the complexities involved in digital transformation into optimal, actionable and sustainable solutions that deliver results.



SUCCESS STORY

THE JOURNEY TO SOURCING AND SELECTING CORNERSTONE

As early as 2007 it had become clear that Moyo's HR team would need to build competency in understanding HR information systems and technology if it were to take the HR function to the next level, ensuring that the function helps to implement and drive effective talent and engagement processes across the business. A vision was set for the HR team to source and implement a digital talent solution.

"From the very start when I joined Moyo about 12 years ago, I had a steep learning curve to get into the language of technology and get into understanding technology-related initiatives and skills and people. Building this competence within our HR Team helped us implement a digital talent solution because we were able to speak to the technology landscape," said Yandri Pienaar.

Yandri's HR team was acutely aware that their drive towards digitisation would require a mindset change across the entire organisation in order to digitally transform, ensure optimal integration of systems for efficiency, enablement and value creation. Early research was indicating that they would need to source and select a system that would grow and scale with the business, easily integrate into the technology landscape and, most importantly, generate data that would help develop insights.

Setting out on the journey of sourcing and selecting the right digital solution, the HR team was focused on ensuring absolute clarity on the reasons for sourcing and implementing digital HR-enabling technology and how to leverage it to support the business in their daily talent management objectives. They realised that strategic alignment, partnership and collaboration at every step of the journey would be critical, considering the journey kicked off at a time when HR analytics and digital transformation were just emerging as trends.

Under Yandri's leadership, Moyo's HR team invested a significant amount of time deepening their understanding of Moyo's organisational technology landscape, expanding their knowledge of HR digitisation and understanding how HR systems and solutions might fit into Moyo's enterprise architecture. This aspect of their learning journey contributed to the maturation of the HR function and led to them being recognised as strategic partners in helping to drive aspects of Moyo's digital transformation strategy.

VALUE DELIVERED

ACHIEVE OUR STRATEGIC OBJECTIVES

6 months, 6 Cornerstone modules implemented

SAVE US TIME

36% more CVs processed in a 6-month period, compared to the same time period prior to digitisation

GENERATE DATA AND INSIGHTS FOR BETTER DECISIONS

400+ CVs processed in less than 3 months

NURTURE AND GROW OUR TALENT

Reduced Application-to-Hire time from 18 weeks to 2 weeks

IGNITE OUR PEOPLE

Implemented the full cycle of performance reviews within 6 weeks, and have data-driven reports ready within a 4-week period



Yandri shares her insights:

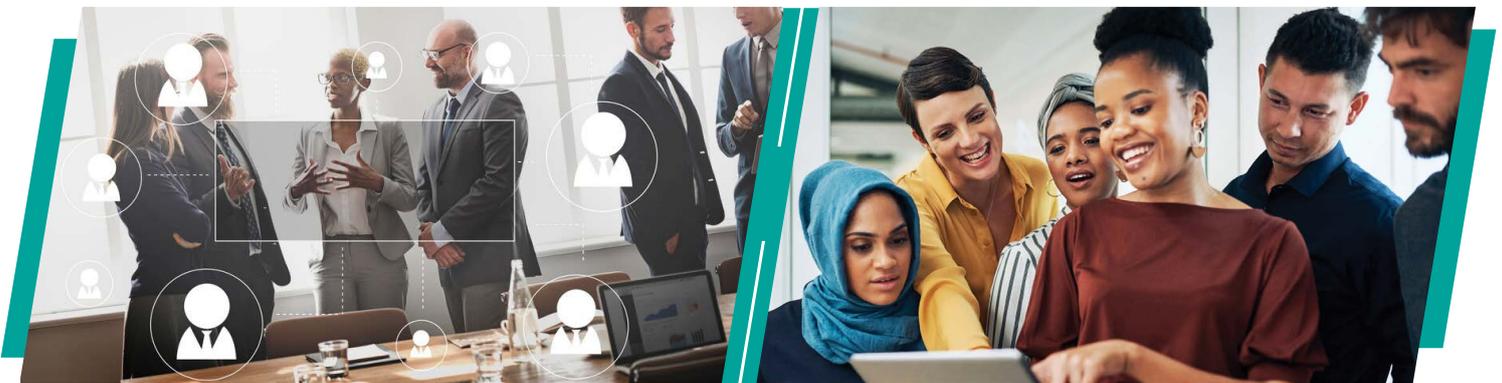
"In the HR environment, I was suddenly exposed to things like HR information systems, HR analytics and the various maturity models. I was definitely one of those people that saw something really awesome and just wanted to implement it. To be honest, when we started on our journey, we knew that we wanted a digital talent solution, but we didn't quite yet understand why. Why did we want a digital talent solution for Moyo? Why did we need it? How would it integrate into our business, into business strategy? What would the pay-offs be? Would it really enable us and how? So as much as we wanted it, looking back, I realised that perhaps at the time, we weren't really ready to make decisions on what solution would be right for us."

As Yandri's team became more familiar with Moyo's enterprise architecture and built competence in the HR tech space, they earned their seat at the tech table and HR was invited into the design phases of Moyo's architecture landscape as a collaboration partner. This development helped the HR team understand and highlight the importance of people and skills in relation to Moyo's core business. It was a breakthrough moment that allowed the HR team to build a compelling business case which spoke to both technology and business strategy. This clear business case enabled the HR team to select Cornerstone as the solution that would set the business up for the future and grow and scale with them. The positioning of the business case helped the team secure executive sponsorship and investment... and also accept a challenge to implement Cornerstone within six months!

Yandri explains:

"It is important for HR execs to understand the organisational technology landscape, the enterprise architecture, where the HR team slots into that, and where HR's systems and solutions would slot into that. This is something that we probably didn't understand as well as we should have 6 years ago. As an HR team, we were lucky to be part of that conversation."

The COVID-19 pandemic accelerated Moyo's digital transformation efforts. The sudden shift to remote work prompted Moyo to align HR with the new world of work and prepare for managing a remote and hybrid talent pool. The pandemic created a sense of urgency and helped Moyo gain traction for their digitisation case, increasing the need for a successful and rapid Cornerstone implementation.



THE SOLUTION

Despite comprising only three members, Moyo's HR team achieved remarkable results with the implementation of Cornerstone. Yandri asserts that clear briefs, agreed milestones, partnership, alignment and collaboration helped to get the right things done at the right time (and in the right way).

LRMG's implementation team and spirit of partnership ensured that Moyo successfully implemented six Cornerstone modules in the six-month window! Challenge accepted! Challenge met!

The implementation of Cornerstone brought significant efficiency improvements. Moyo was able to process more CVs in a shorter period, reduce application-to-hire time, and, for the first time, implement performance reviews with data-driven reports. All this led to line managers taking more accountability for their employees' life cycle needs, and performance tracking became more transparent, helping to foster a high-performance culture.

Moyo's HR Team was quickly able to achieve these successes.

Recruitment and Onboarding wins

- 36% increase in job applications, mainly via CSOD career site application ability
- Reduced application to hire time from 18 weeks to 2 weeks
- Real-time pipeline visibility and status tracking
- Recruitment agency management
- Seamless automated onboarding (one-stop shop)

Performance and Learning

- Performance goals submitted and reviews completed by deadline (first time in 15 years!)
- Reduced performance reviews period - from 6 weeks to 4-week cycle
- Click and print performance reports
- Live goal and development plan tracking with visibility to all users (HR, management and employee)
- Skills gaps reports and search capability
- History available at the click of a button
- Gamification

Compensation and Succession

- Automated compensation tasks (increase and bonus process and workflows)
- Career path visibility
- Keyman dependency identification, management and progress tracking

Moyo's HR team credit their success to the strong multi-disciplinary project team that they established to ensure alignment and ownership throughout the implementation. The team included representatives from various functions and senior management. An unexpected insight was seeing how involving senior and middle management as well as the broader Moyo community in the discussion helped to create readiness and excitement for the new way of working. A mix of demos, how-to videos and virtual support sessions were utilised to ensure effective user adoption and address feedback. A spirit of collaboration, partnership and teamwork built up across the stages of their journey and became key to successful change management and adoption. A key outcome from this journey was to ensure that the entire target audience was equipped with knowledge and then empower them all and watch the excitement follow.

Cornerstone has helped ensure that Moyo's HR team is focused on supporting the business strategy. The team feel that this journey has helped them build a real-world understanding of what it means to enable the business strategy, and also the technology strategy.

As collaboration partners in developing Moyo's technology landscape, the HR team views themselves as active contributors.

"We are not just managing talent technology for Moyo and leaving the rest to the technical team; HR has been invited in as partners and contributors. A wonderful partnership has taken shape that will help drive integration between all of Moyo's systems to deliver more and more talent insights for the organisation," says **Yandri Pienaar**, Executive: Human Resources at Moyo



Yandri reflects on how Moyo's HR Team has made the transition to digitisation:

"Traditionally, it's been hard for HR execs to speak to the IT landscape of the organisation. Setting out on this journey we noticed how the rest of the business was leaps and bounds ahead of the HR team when it came to efficiently utilising technology to their advantage. Through the research, configuration and implementation of Cornerstone and the partnership with LRMG's team, Moyo's HR team has learned so much. We are more equipped to join in technology conversations- and the business is starting to see Moyo's HR team and function in a new light - it helped us get a seat at the table to join in on the conversation around the technology landscape. As a brand for HR, this certainly helped us move forward."