



HR transformation enables international growth of a well-known premier retail brand

With a growing international presence this retailer's IT had delivered an extensive HR transformation programme which affected all its UK retail outlets, c.90,000 employees, its HR Operations Centre and HR that had historically embedded in-store. A major enabler of this was the PeopleSoft ERP implementation. This implementation had been challenging and we were invited to review post-live processes and to bring down the escalating list of live problems down from c. 280 to a sustained 25 or below.

We reviewed process across incident management and reporting; triage, fix, re-test and release across all the different parties involved. These comprised an outsourced PeopleSoft partner with offices in the UK and Mauritius; a technical partner based partly on M&S premises and off-shore in India, a business support team in Manchester and M&S' own in-house IT staff.

We identified bottlenecks, unnecessary complications and inadequate QA processes. We made recommendations for significant processes enhancements deployment of appropriately skilled personnel. Once these were accepted, we focused on issue and problem identification, and drove down the problem log to a sustained low-20s.

Following the success of this, we were invited to undertake a rapid implementation of PeopleSoft CRM for HR. We sourced, contracted and engaged a PeopleSoft partner. We ran workshops to define requirements and to agree some key project ground rules such as to not customise the tools at all, but to adapt business processes to fit with the tool.

We planned the project in detail and led the execution which was carried out by a blended team of M&S technology staff, outsourced partners operating on-and-offshore and with a specialist PeopleSoft team. Despite some defects in PeopleSoft's core product, the product was launched 5-days early with 11 problems reported in the first 30-days after go-live. 5 of these were known and accepted pre-go-live and 3 were related to user-error.

This £1m project was acknowledged to be a successful, rapid, clean implementation delivered to the delight of stakeholders and to the user-base.