



This is not just any transformation
this is an M&S transformation

M&S | Digital&Tech

LEE WILSON

Staff Software Engineer



RICH DAY

Software Engineering Manager



About Marks and Spencer

Established
1884

65,000
colleagues

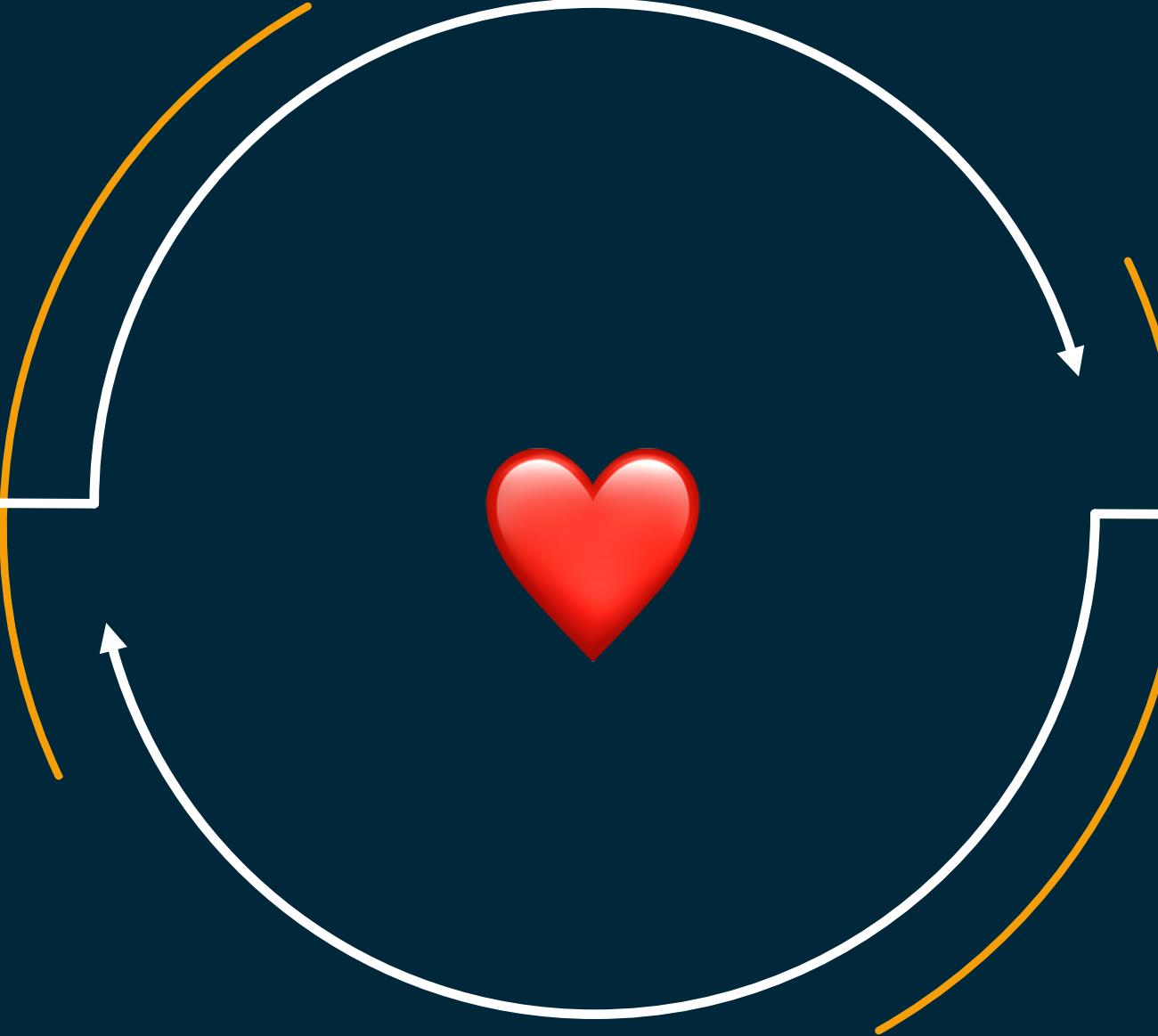


Multinational
retailer

4,000
in D&T



Clothing
Beauty
Homeware
Food



FY 2021 / 2022 Our Challenges



Slow to change



We didn't understand the “why”



Technical debt



Siloed Dev and Ops



95% outsourced



Losing our competitive edge

Our Mission

Our Vision

Our Decision



Agile



Data driven



Be iterative



Experiment



Outcome focused



People centric



DRESSES COATS & JACKETS JUMPERS & CARDIGANS TOPS & BLOUSES JEANS & TROUSERS



Self Contained



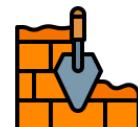
Free of legacy



Chance to learn



Confirmed our approach



Created the foundations



Got people excited

Increase complexity



The screenshot shows the M&S website's product page for the Velvet Bee Embroidered Cushion. The top navigation bar includes links for Women, Lingerie, Men, Kids, Home (which is highlighted in black), Furniture, Beauty, Brands, Flowers & Plants, Gifts, Food & Wine, Offers, Inspire Me, and M&S Bank. A search bar and a sign-in button are also present. Below the navigation, there are links for Free store collection, Free delivery when you spend £60, and Free returns for online orders. The breadcrumb navigation shows Home > Home & Furniture > Home Furnishings > Cushions. A section titled "Discover more in Cushions" features links to Velvet Cushions, Green Cushions, and Scatter Cushions. The main product image shows the cushion from two angles: a side view and a close-up of the bee embroidery. The product is identified as part of the "M&S COLLECTION" and is the "Velvet Bee Embroidered Cushion". The product code is T479767. It has a rating of 4.5 stars based on 1030 reviews. The price is £15.00. A note indicates it is also available in the Cotton Rich Bee Bedding Set and Bee Pencil Pleat Blackout Curtains. A color palette at the bottom shows four color options: dark navy, ochre, olive green, and teal.

Create the culture we wanted



Outcome focused



Data driven



Incremental Improvements



Psychological safety



Leader as coach



Mastery Autonomy Purpose

What we did



Hiring



Career framework



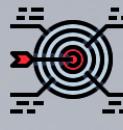
Dev + Ops



Training



Continuous improvement



OKRs

Scaling it with processes



Scaling it



100 %
of traffic



14 Onyx
applications



5 domain teams
25 planned



Platform onboarding
in less than a day



40 minutes to
set up an
experiment



Core Web Vital
uplift



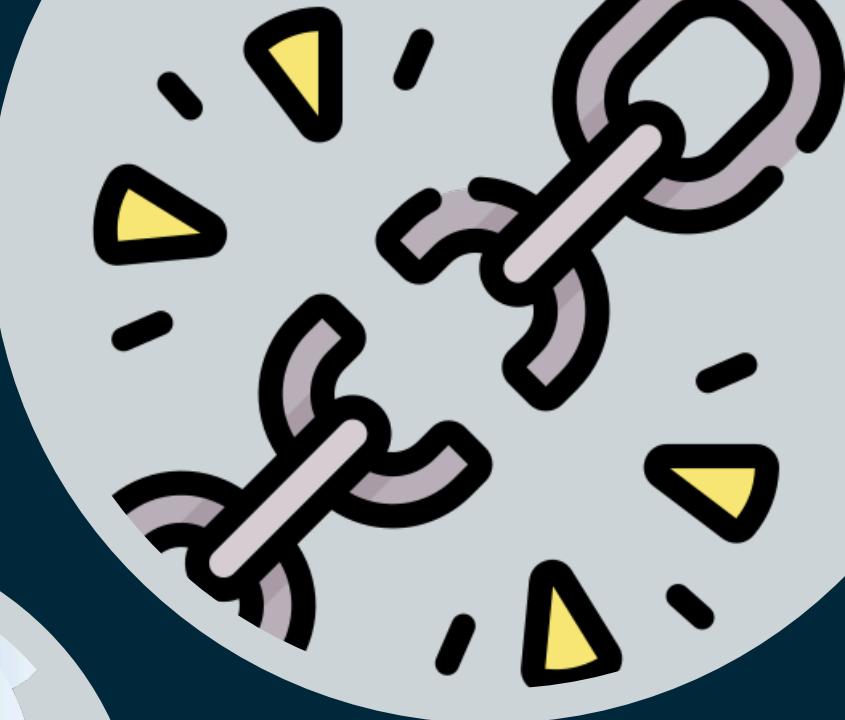
“Our transformation has helped us improve the performance of our web experience for our customers and our colleagues working on this platform.

It enabled a step change improvement in how we work, going from one or two releases every fortnight with no standards, to multiple releases per day and industry standard security and safety built in. Our time to introduce change to this code was reduced by 76%.”

- Krista Nordlund
Chief Digital Product Officer

What's next

- Mature our processes
- Break our reliance on huge monolithic systems
- Improve our platforms, frameworks and applications
- Help more teams operate at DORA's elite level
- Build on our rich culture
- Break down silos
- Continue hiring





What help do
we need

Large
monolithic
migrations (SAP)

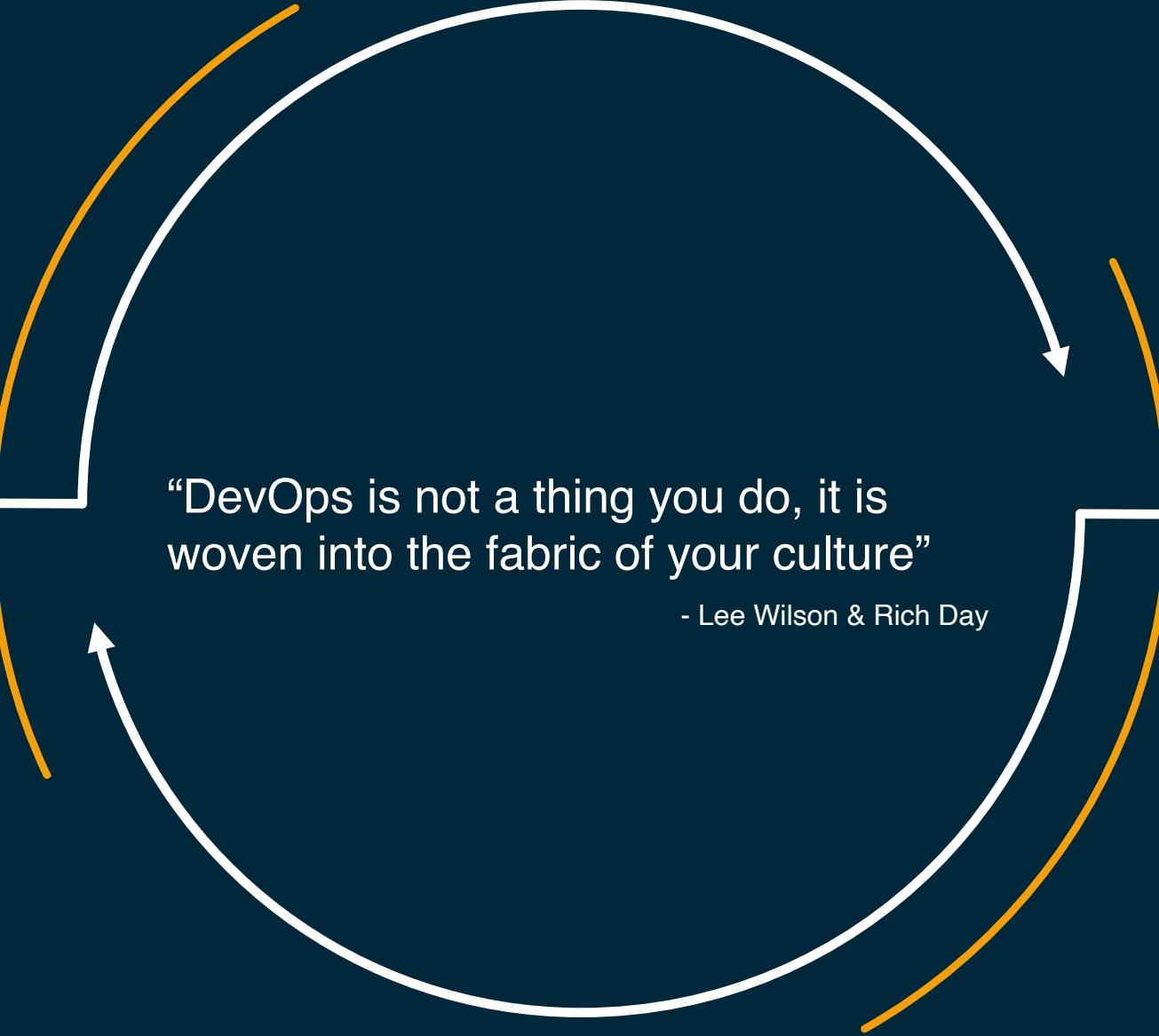


Recruitment
processes and
strategies



Organisation Structure





“DevOps is not a thing you do, it is woven into the fabric of your culture”

- Lee Wilson & Rich Day

