



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

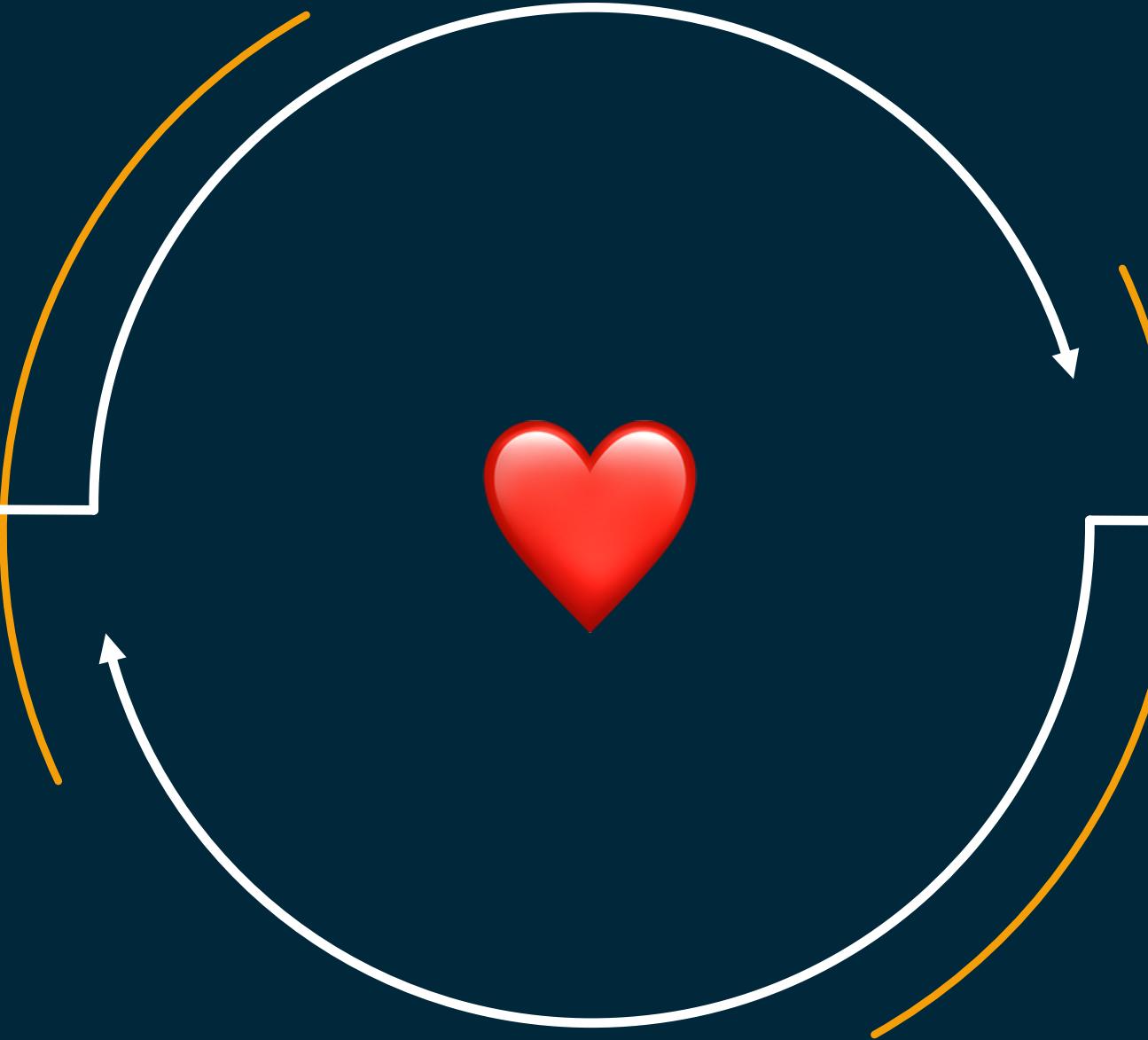


Multinational
retailer

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

Free delivery when you spend over £60



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



Start Small



Self Contained



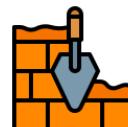
Free of legacy



Chance to learn



Confirmed our approach

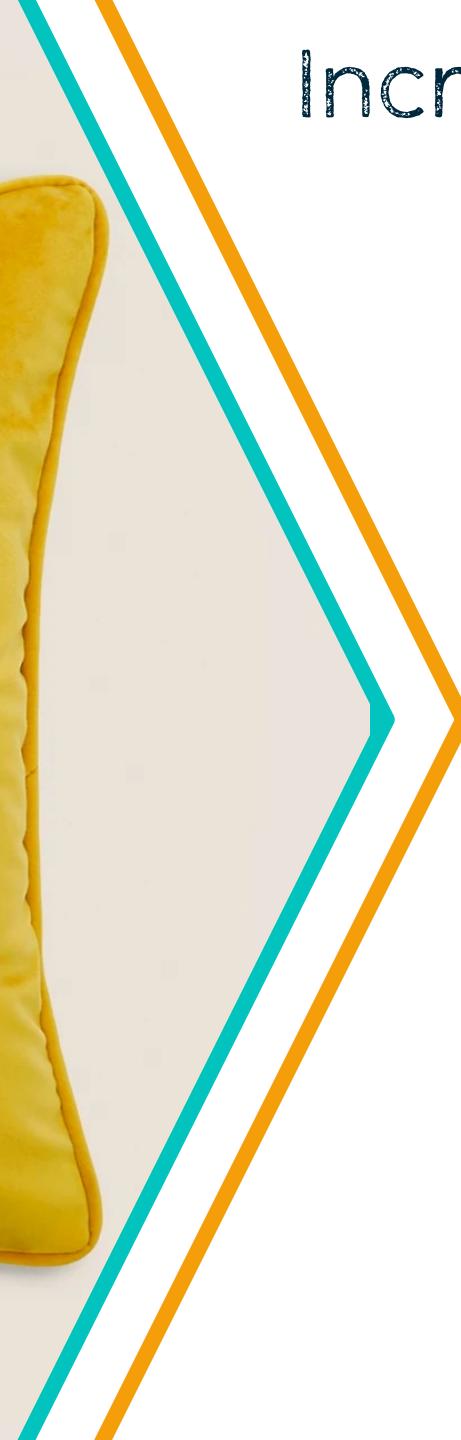


Created the foundations



Got people excited

Increase complexity



The screenshot shows the M&S website's product page for the Velvet Bee Embroidered Cushion. At the top, there's a navigation bar with 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 at the top. Below the navigation, a breadcrumb trail shows the user is in Home > Home & Furniture > Home Furnishings > Cushions. A section titled "Discover more in Cushions" includes links for "Velvet Cushions", "Green Cushions", and "Scatter Cushions". The main product image shows the yellow cushion with the bee embroidery. Below it is a smaller image of the cushion from a different angle. The product details include "M&S COLLECTION", the product name "Velvet Bee Embroidered Cushion", the product code "T479767", a rating of "★★★★★ 1030 reviews", and a price of "£15.00". It also notes that the item is also available in a bedding set and curtains. A color palette at the bottom shows "COLOUR Ochre" with four color swatches: 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

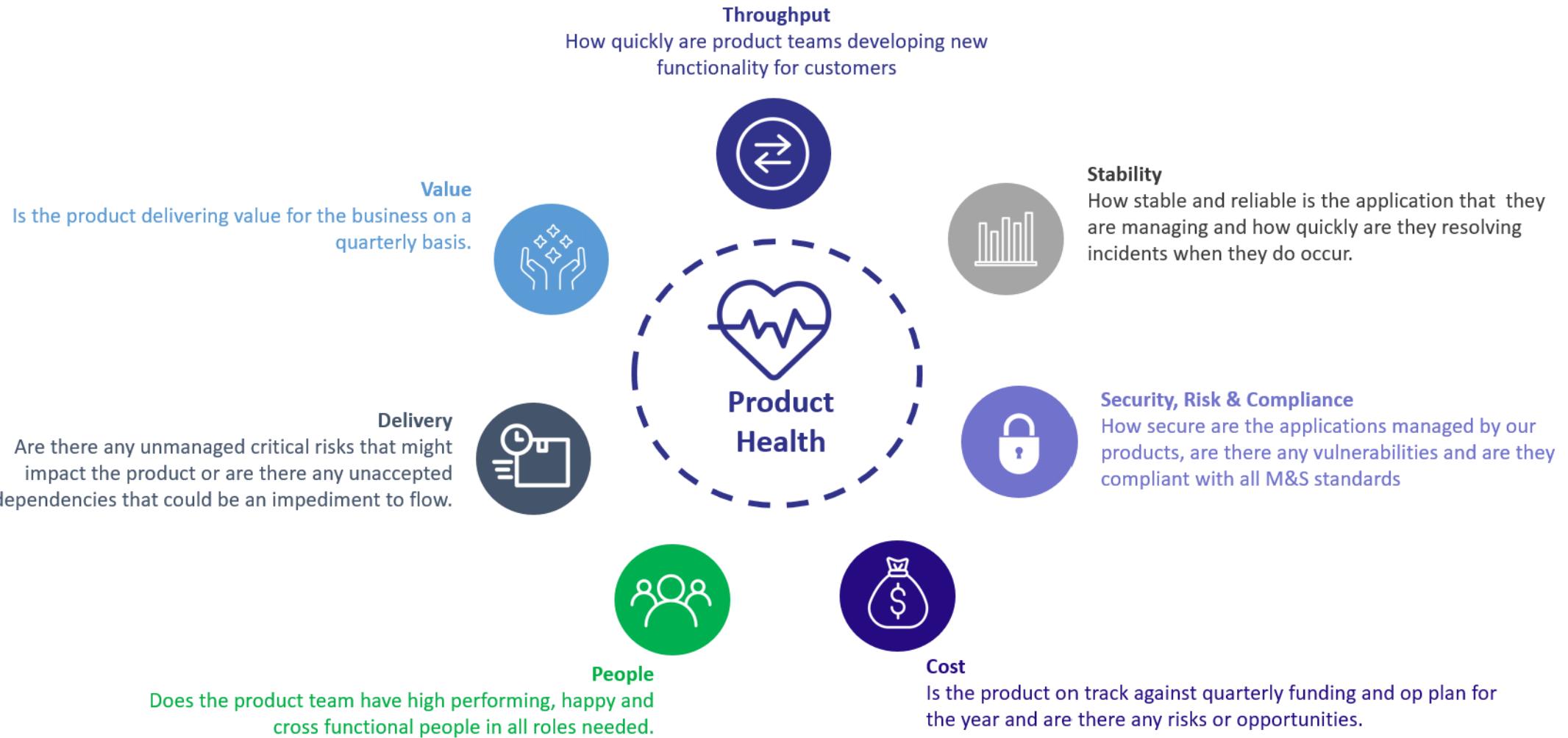


Continuous improvement

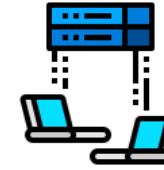


OKRs

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



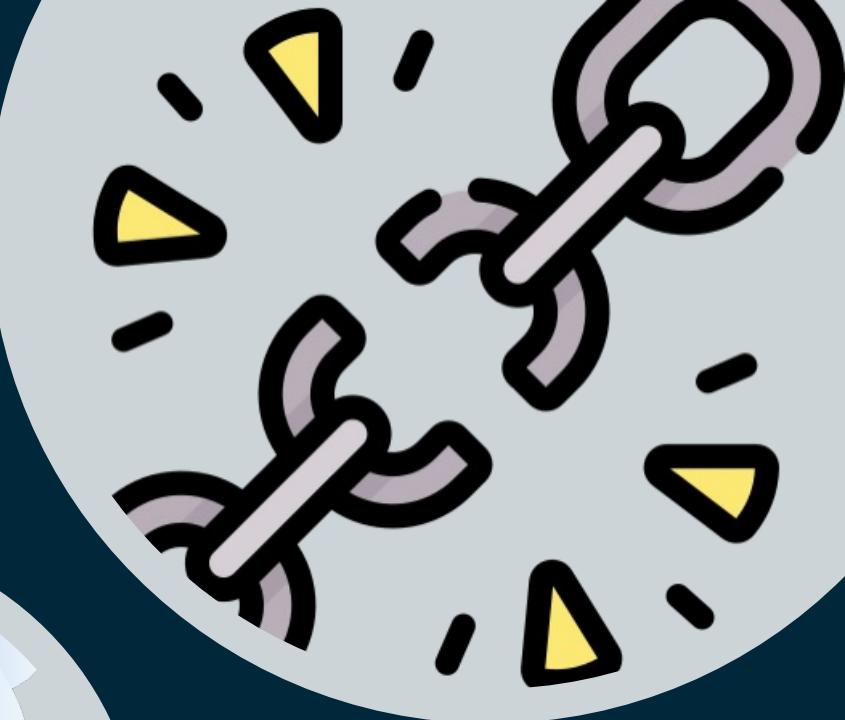
“Our transformation has helped us improve the performance of our web experience for our customers and our colleagues working on this platform.

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

