Stripping cost out of the IT infrastructure

Using business integration and optimisation to maximise investments, resources and reuse.

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Introduction

- "Who is this guy?"

- Principle Technology and Data Architect for Marks and Spencer

- Ground rules:

  - Questions whenever you like, interaction is a good thing.

  - Understand that I do architecture so detail is an alien concept.

  - Everything is my opinion, and I'm not afraid to share it.

Agenda

- "and what is he talking about?"

  Company overview

  The challenges

  A bit of strategy

  Integration benefits

  A few things we've learnt

  Integration strategy

  Lessons learnt

  A bit on the future

  Questions?

Company Overview
"and who does he work for?"

Marks and Spencer is one of the UK's leading retailers with over 21 million customers visiting our stores each week. We sell high quality, great value clothing and home products and outstanding quality food. We source our products responsibly from over 2,000 suppliers around the world. Over 76,000 people work for M&S both in the UK and in 41 territories overseas, where we have a growing international business.

Our core values of **Quality, Value, Service, Innovation** and **Trust** are as important to us today as they were when M&S was founded over 125 years ago.

What we sell	How we sell	Where we sell	How we do business
With an annual turnover of £8.4bn, our UK business has a broadly even split between General Merchandise (Clothing and Home) and Food.	Customers shop with M&S in many ways – in stores, online or over the phone. Our aim is that everyone receives the same consistently high level of service from purchase through to delivery.	With sales of £949m from a portfolio of over 320 owned and franchised stores in 41 territories we continue to grow our international business.	Over the past 3 years, our eco and ethical plan, Plan A, has helped us reduce the environmental impact, develop new sustainable products and improve the lives of people in our local communities.

Business Challenges

- The stuff that keeps you awake at night…

- Transition
  - The end state looks great but how do we get there?

- Business As Usual
  - Just because we have a plan doesn't stop the continual change

- Cost
  - Pressure on operational and delivery cost is as high as ever.

- Quality
  - The poor relation to time and money but the one with the hidden fortune under the bed.

- Uncertainty
  - Especially in Retail, what is going to differentiate in the next 12 months.

- Measurement
  - Did it work? Should we do it?

YOUR M&S IT Group

Our Plan

- Change is good (apparently)

Business benefits

- "The reason we're here…"

Flexibility

The general complexity of the transition states need the ability to change and adapt the plan rapidly. Integration abstracts the systems from each other and allows the changes to be handled in middleware.

Performance and scalability

Volumes can be difficult to predict so it is good to know that the platform is efficient and can be easily and linearly scaled to meet demand.

Data Quality

If data is being delivered through the same channel the confidence that the systems are getting the same data is higher and easier to prove.

Shared Resources

One of our bigger costs is the proliferation of development and test environments. The platform has permitted the use of one integration system to consolidate these activities.

Since the launch of the core integration platform and the base sales integration flows the number of interfaces has expanded massively and is used by nearly all projects.

The primary driver for the growth has been our SAP adoption that has embraced the WebSphere service fully and has built interfaces throughout the enterprise. Of the many complications that come up in such a huge business transformation, it is nice to see that the core integration platform is not among them.

Stuff to watch
- **"Cut out and keep..."**

- Focus on capability
  - Get the core capability right. Use skills that have experience in what you are implementing and understand the difference between build and run.

- Know what you don't know
  - You don't know your future volumes, detailed requirements and direction. Architect for change and test to prove the capability is there when you need it.

- Maintain it
  - Keep the capability relevant. Integration is cost effective and flexible if the capability is relevant when you need it. I a conversation starts "once we've upgraded we can do that" you know you got that bit wrong. This means upgrades, patches and not ignoring the niggling issues that might just explode.

- Governance
  - This covers a multitude of areas, but it's all critical.

- Visibility
  - It is easy to generate a huge amount of data, it is harder to get information and only one of these is useful.

- Work to the platform's strengths
  - Keeping the integration service clean and simple pays dividends. You might need to wrap some services alongside it but be clear where your boundaries are.

- SI Selection
  - Make sure your partners know what they are doing and understand the platform (and get visibility). This includes your operational teams as installing it is a small part of the process.

- Efficiency and Scalability are key
  - Especially with a shared platform, making processing as efficient as possible is worth the effort.

Integration strategy

- "I have a dream..."

- One messaging platform
  - One language to talk for all systems, one place to transform, one development approach etc.

- Play to the strengths of the platform
  - Don't make platforms do what they are not good at. It only costs in the long run.

- Be transparent
  - Consumers are more confident if they can see what is happening.

- Trust the messaging platform
  - Don't measure success (in detail) but do manage failure.

- Maintain the capability
  - Keep it relevant and smooth running.

- Standardise
  - Patterns and re-use. Enough said!

It is our strategy to exploit the IBM WebSphere capabilities and roadmap unless there are compelling
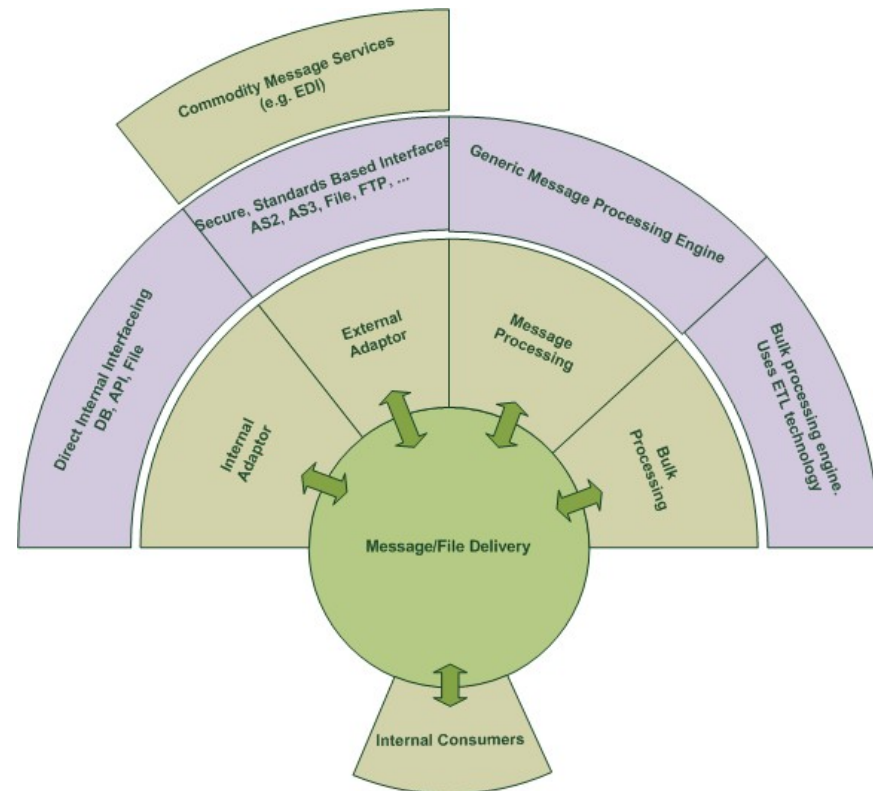
A bit on the future...a

- "What would I like to see?"

- Start to practice what I've just preached...
  - Upgrades
  - Management
  - Competency Centres
  - Hand it off to somebody else

A major reason for choosing IBM and WebSphere is the roadmap. While I might not get everything I want now, I have confidence that the products will continue to evolve and we can be involved in defining that future.

Questions?
- "or find me at the bar"