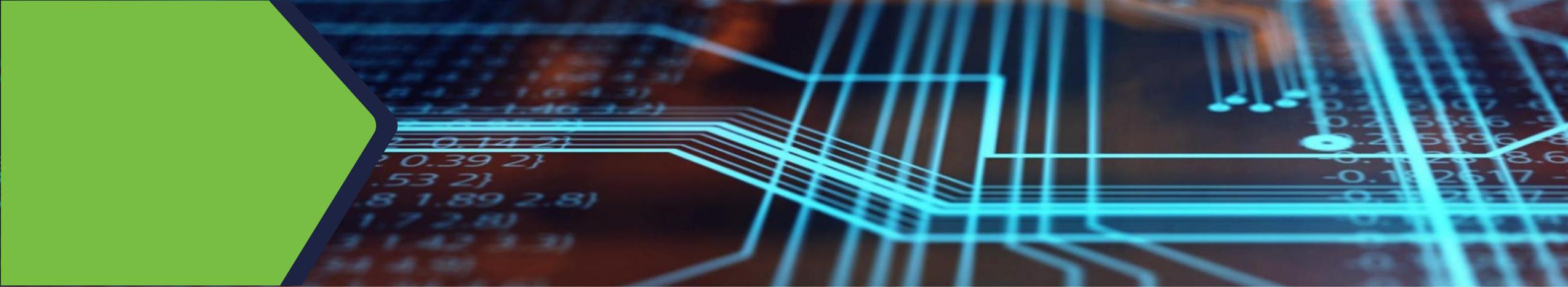


Moving from Legacy to Agility

IT Investment Discussion Paper





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The Challenge

A number of companies are planning a significant programme of IT investment on their core applications and infrastructure.

- UK high street business conditions have made it very difficult for business to plan and try to improve customer experiences. Although some have ideas of what they can do to improve the environment, heavy investment is highly unlikely
- The current IT estate, particularly back office is usually not agile and therefore is expensive and cumbersome to meet the needs of the business
- Key core systems that have gone beyond end of life and are now creating significant risk to the stability of the business

Companies are looking for innovative ways to change and are looking for a partner to work with to advise, guide, obtain full business buy in and execute change

What we can help you achieve

We believe organisations should be looking to shift the culture in order to set up for success - moving to an agile, fast moving approach and culture.

Agility



Faster, more cost effective
store setup & run

Sunsetting Legacy



Move from monolithic to
composable architectures,
maintaining data integrity

Operational Efficiency



Identify operational
efficiencies and savings
to create opportunity to
reinvest in the business

Right Source



Ensure services are
provided by the right
capability to support
the journey

In order to prioritise a change and transformation programme, we recommend a **three pronged approach focusing on data & integration, architecture and speed to market**. This enables clients to gain clarity on the changes needed from a people, process and technology perspective to operate more effectively and will establish an appropriate framework, processes and priorities to drive the transformation forward.

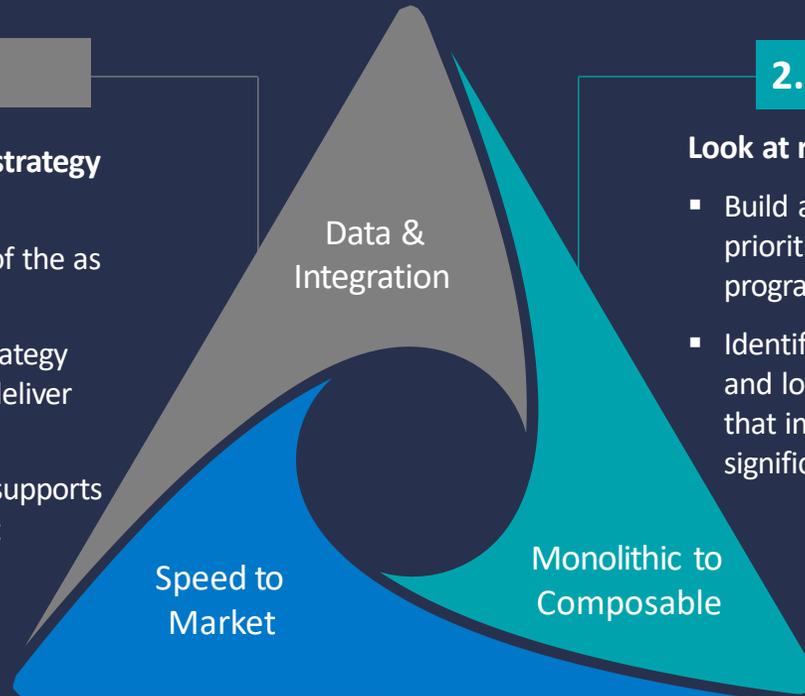
How we can support you

Our proposed approach will enable you to create a clear roadmap, reduce your risks and support the two business areas in their requirements in the future.

1. Data and integration

Develop a data and integration strategy that will enable plug and play:

- Establish an accurate baseline of the as is and what is required
- Create clarity on the business strategy and the IT capability needed to deliver the business plan
- Design an operating model that supports long term capability and support



2. Monolithic to composable

Look at right sizing the architectural components:

- Build a high level architectural plan and define the priorities to support your transformation programme
- Identify and prioritise the changes needed –tactical and long term – to enable you to introduce features that improve Customer experience but also remove significant risk from the business.

3. Speed to market

Look at how your we can collectively drive agility across the high street – create a more agile environment to enable technology to support business change:

- Create a fit to size implementation approach to keep store costs and new openings to a minimum. Create pop up to
- Develop the agile architecture, framework and processes to deploy technology efficiently



Agility



Sunsetting
Legacy



Operational
Efficiency



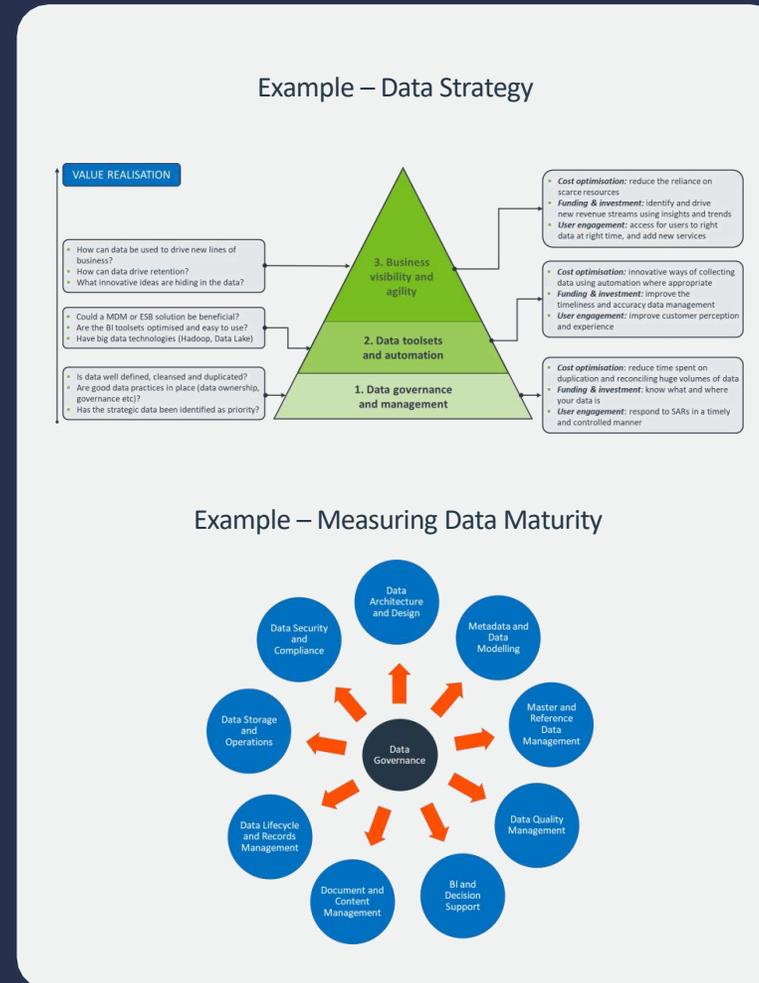
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1. Our approach to Data and Integration

Develop a data and integration strategy that will allow seamless plug and play capability and enable you to adapt quickly to changing requirements and integrate new systems with ease

Key Activities

1. Run an immersive and participative workshop with your team and key stakeholders to understand business needs and identify the systems, applications and data sources that need to be integrated
2. Capture current data and integration capability and processes, identifying limitations and opportunities
3. Define an appropriate data and integration strategy to meet your needs taking into consideration:
 - The appropriate integration architecture to meet the growth plans e.g. point to point integration, hub- and-spoke integration or service oriented architecture
 - Changes needed to existing data governance practices to ensure data accuracy, consistency, compatibility and security including data formats & communication protocols, authentication, encryption and access control
 - Change management process to handle updates, upgrades and changes
4. Look at potential vendors and technology that align with your strategy



Agility



Operational Efficiency

2. Our approach to moving from Monolithic to Composable

Break down the system into smaller, more manageable components to provide more flexibility and agility

Key Activities

1. Via workshops and structured interviews, carry out an initial discovery activity to gain clarity of direction, utilising our experience and insights across retail companies:
 - Review the current design and architecture systems, documentation and standards
 - Dovetail with any architectural activity currently being delivered as part of ongoing programmes and projects
2. Work with you and your team to build a high level architectural plan and define the priorities to support the transformation programme, ensuring:
 - Alignment to the business agenda
 - Interdependencies are fully understood and taken into context
 - All key stakeholders are clear about business priorities, trade-offs and manage expectations



Agility



Sunsetting Legacy

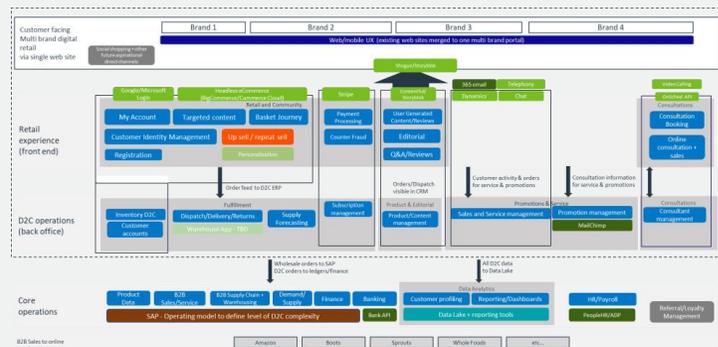


Operational Efficiency

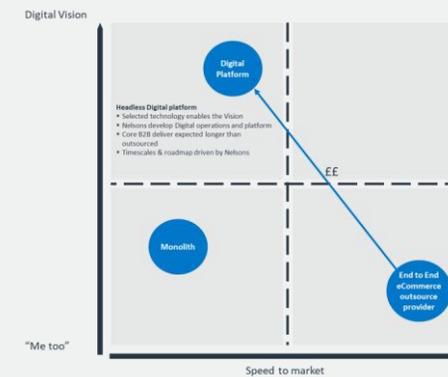


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Example – Component Architecture (Retail)



Example – Digital Vision Transition



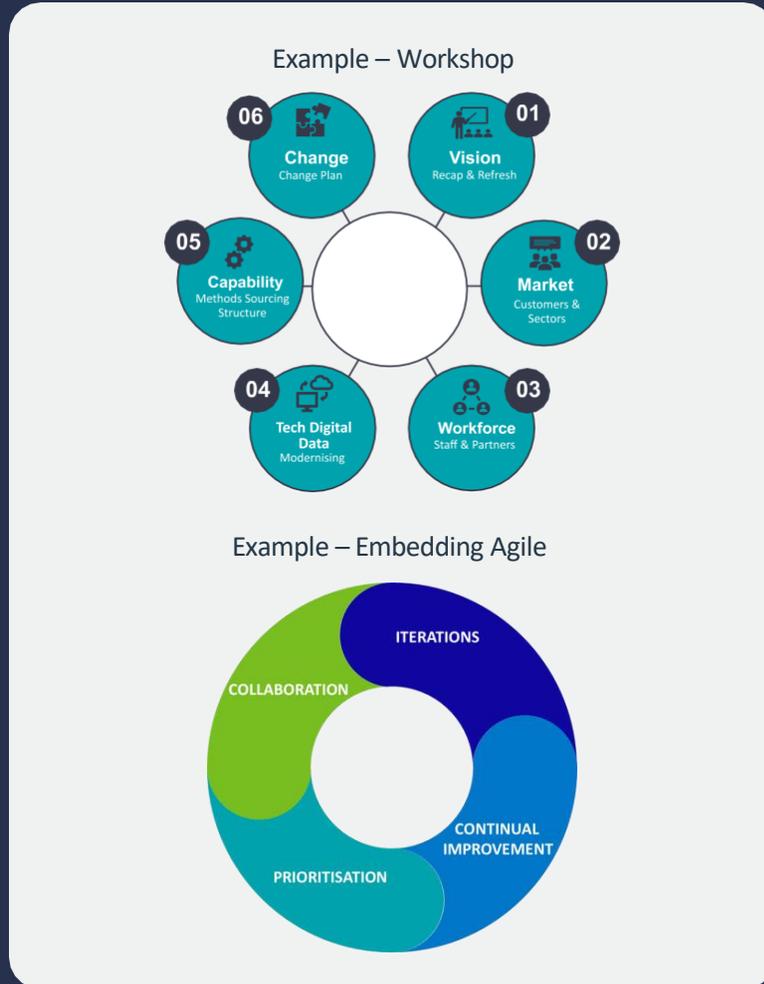
3. Our approach to increasing Speed to Market

Shifting the focus from legacy to agile in retail is a crucial strategy to accelerate speed to market and help you stay competitive in today's fast paced market

Key Activities

Bringing our experience and knowledge of market trends, we will work with you to create a more agile approach to store openings and new store formats, enabling technology to support business change:

1. We will provide architectural and project management specialists to run workshops with your stakeholders in order to create a 'fit to size' approach to technology implementation:
 - Agree the target store type T shirt sizing (e.g. pop up store) and define the key principles
 - Identify the key components e.g. access to core systems and stock replenishment
 - For each store type, create a 'cookie cutter' approach to technology implementation i.e. how you source it, how you implement it and how you integrate it into your existing estate
 - Agree and prioritise the key actions to drive the change forward
2. Exit the workshop with buy-in and ownership from all participants on the agile framework and processes to enable you to deploy technology efficiently



Agility



Operational Efficiency



Right Source

In Summary

A collaborative and iterative approach to provide advice and guidance to establish and drive investment programmes forward

- 1. Traction** – getting engagement with the stakeholders
- 2. Speed of execution** – agility, flexibility cost effective ROI
- 3. Benefits realisation**
- 4. Assurance** – validate current thinking and high-level plans
- 5. Wider market perspective** – bring our market insights and experience
- 6. Advice on the “art of the possible”** – how other organisations are exploiting digital technologies to deliver the most efficient business processes
- 7. All activities linked** and contributing to the wider culture change programme

Contact us if you would like to set up a meeting for us to explain our thinking and get your thoughts

Our Capability

- Delivering this service for our clients

Delivering this Service for Other Clients

Spotlight on...

MRH Business Process Engineering

The Ask

Stabilise current estate, and design agile long term architecture in transition from fuel operator to convenience retailer

The Solution

- Established solid baseline of existing IT technical landscape and capabilities
- Carried out immediate stabilisation actions to address current risks
- Designed platform and organisation to Deliver support recommendation support 3-5 year business plans
- Delivered phase 2 plans for platforms and people including tactical and strategic reporting capability

The Outcome

Improved the scalability and flexibility of MRH systems landscape to enable new businesses to be more easily integrated as further acquisitions were made in line with their growth strategy.



Delivering this Service for Other Clients

Spotlight on...

Travel Retail System Implementation

The Ask

Create a Retail Technology strategy to allow the business to;

- Expand the Travel Retail business into new territories, Africa, Europe and Australia
- Sunset aging technology and implement a new set of core systems including PMM and POS to allow for expansion into other global locations
- Provide technology solutions for Mobile Stock lookup, mobile payment and clientelling

The Solution

- End to end management of the project in a fast moving environment, successfully implementing to forecast time table and within budget
- Delivered support recommendation within 7 weeks of project start
- Managed the integration with key retail operational systems including JDA PMM

The Outcome

Successfully delivered the UK's leading POS and associated processes in what is a challenging area for retail. The result being a flexible, portable, multi fiscalised composable architecture with state of the art integration.



Delivering this Service for Other Clients

Spotlight on...

Screwfix Transformation Programme

The Ask

The demand for online trade needed a new organisation model, ways of working and technology stake.

The Solution

Worked with the Board to drive the process and technology change:

- Ran an RFP to select a new Ecommerce platform and led the platform implementation
- Developed key KPIs and reporting capabilities to demonstrate the effectiveness and performance of the Ecommerce platform
- Delivered a new product information system to quickly feed new SKU changes to the website
- Implemented new order management system to enable the platform to scale with demand
- Implemented a new automated warehouse system to cope with increased demand

The Outcome

Over 18 months, online business moved from 20 to 90%, with revenue increasing by 50% and product availability to over 99%.



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