



Case Study - M&S Money

Creating confidence for change

M&S Money was founded in 1985 and is now a significant player in financial services, offering a wide range of products in the credit, investment, insurance and savings sectors. In November 2004, M&S Money was acquired by HSBC.

After a period consolidating changes, the M&S Money executive team wanted to begin to really engage line managers in the future direction of the business and listen to some of the challenges and concerns they have at work.

HarknessKennett were invited by Louise Osler, Internal Communications Manager to provide support for two key leadership events. The purpose of these events was to update managers on current business performance and plans for the coming year and to provide participants with the opportunity to review their responses to the Employee Engagement Survey and to begin the action planning process for moving these issues forward. The overriding objectives were that people managers at M&S Money should come away from the event feeling reinvigorated, listened to and involved and confident about the future.

Post-event evaluation demonstrated a 30% increase in the understanding of business strategy and belief that the organisation is moving in the right direction.

'We have been delighted with the support and guidance that we have received from HarknessKennett. We've been impressed with the speed with which they came to understand our organisation and business priorities.'

'They delivered every aspect of the work – from facilitation, to planning, and evaluation design and delivery – to excellent standards, and provided us with a solid foundation from which to start moving forward.'

Louise Breed
Internal Communications Manager
M&S Money