



## Case Study - M&S Money

### Designing an intranet to support business strategy

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.

Historically, M&S Money has successfully used a variety of Information Solutions to provide intranet features to different groups within the company and also has access to the HSBC intranet site. However, with the rapid growth of the business, the need for a fully functional corporate intranet to support delivery of the business strategy became evident.

HarknessKennett were asked by Louise Breed, Internal Communication Manager, to design an intranet which met the needs of employees and the leadership team from the start. At the same time, the opportunity was taken to review existing communication channels and think how they might change with the introduction of the intranet.

Requirements were gathered via interviews with the leadership team and with potential authors across the business areas. Output from the interviews was then tested in interactive workshops with frontline employees.

HarknessKennett developed strategic objectives for the intranet and designed an architecture which reinforced M&S Money's culture and values. Guidance was provided on roll out and prioritisation, content authorship, development of standards and techniques for ongoing measurement.

In parallel, the review of existing channels endorsed the emphasis on face-to-face communication within M&S Money. Both quantitative and qualitative research showed very high levels of employee engagement with events involving the leadership team, a clear understanding of the strategy for development of the business, and trust in communications generally.

Recommendations were made to 'fine tune' some existing channels, however, it was clear that the intranet should support delivery of the business strategy by reinforcement, rather than replacement of existing channels.

*"Not only have HarknessKennett really inspired us about what's to come, but they've added a huge amount of value from the vast experience and knowledge they brought to the project. Thanks to their approach we're set up with real buy-in from many areas of the business as we move forward with the intranet project."*

Louise Breed  
Internal Communications Manager  
M&S Money