

Business Organization and Transformation at Marks & Spencer

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- **Slide 3 – Introduction to M&S**

- **Marks & Spencer (M&S)** is a major UK retailer selling:

- Food
- Clothing
- Home products
- Beauty products
- M&S is currently continuing a major transformation to improve its business.
- The company is investing in:
 - Digital technology
 - Online shopping
 - Supply chains
 - New stores
 - Customer experience
 - Data and AI

- M&S says technology is an important part of its transformation and future grow

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M&S is a suitable company for this assignment because it is going through significant organisational change. The company needs employees with new skills to support this transformation.



- **Slide 4 – M&S Organisational Transformation**

- M&S's current transformation focuses on three main areas:

- **1. Technology transformation**

- Improving M&S.com
- Improving planning systems
- Using data and AI
- Making technology simpler and faster

- **2. Supply-chain transformation**

- Improving warehouses
- Increasing automation
- Improving product availability
- Supporting online growth

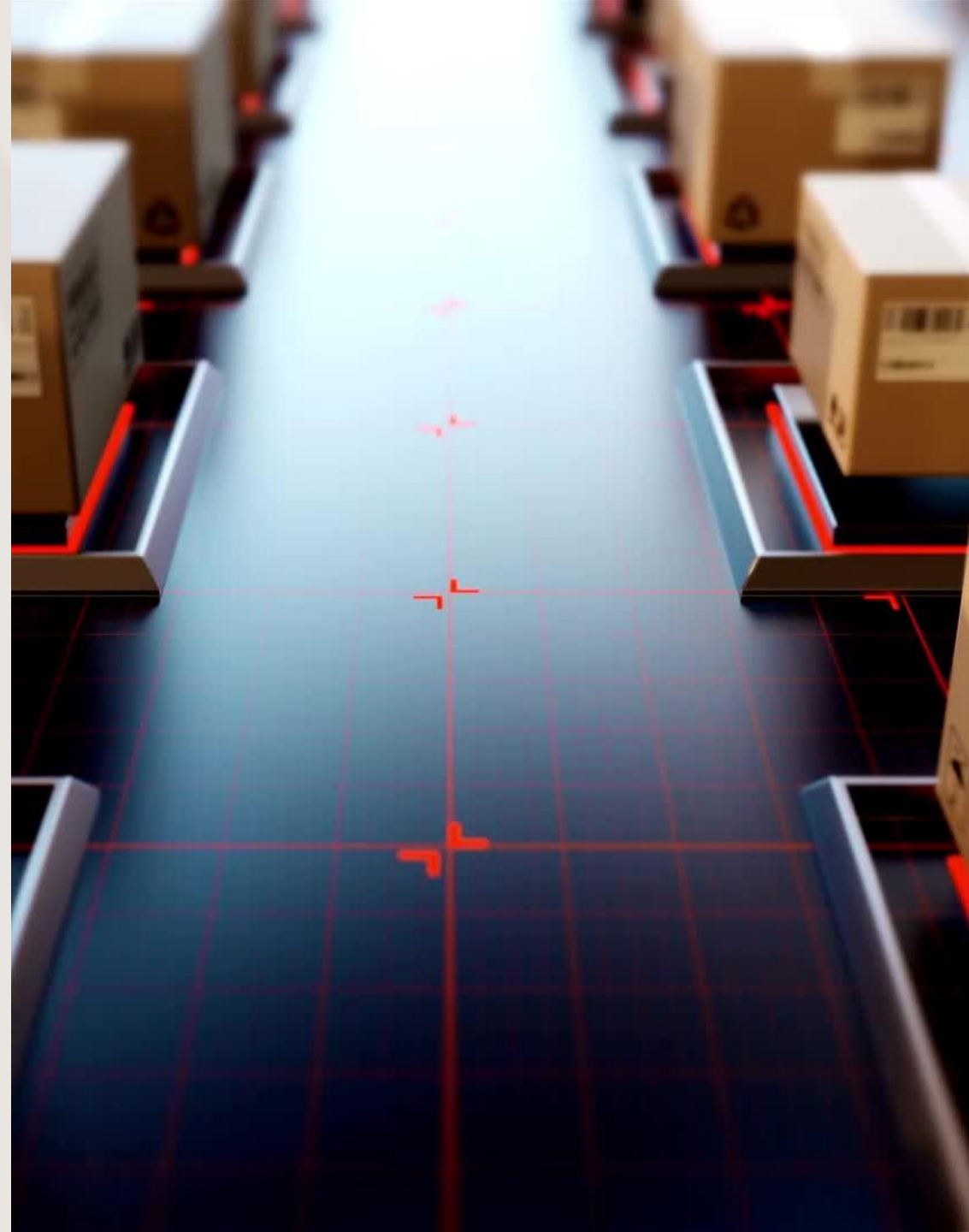
- **3. Store transformation**

- Opening new stores
- Renewing existing stores
- Improving customer service

- M&S has described its next phase as “**Reinvesting for Growth.**”

- These changes mean that M&S needs employees who can understand technology, manage projects, work with data and help other employees adapt to change.

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- **Slide 5 – Recruitment Process**

- The recruitment process should follow clear steps:

- **1. Identify the vacancy**

Find out what role the business needs.

- **2. Analyse the job**

Understand the duties and responsibilities.

- **3. Create a job description**

Explain what the employee will do.

- **4. Create a person specification**

Explain the skills and experience required.

- **5. Advertise the job**

Use suitable recruitment websites and professional networks.

- **6. Shortlist candidates**

Choose candidates who meet the requirements.

- **7. Interview candidates**

Use fair and suitable interview methods.

- **8. Select the best candidate**

Compare candidates against the same criteria.

- **9. Make the job offer**

Offer the position to the successful candidate.

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A clear recruitment process helps M&S find the right person for the right role at the right time. This is particularly important during organisational transformation.

Job Analysis M&S should identify:	Job Description This should explain:	Person Specification This should identify:
• Main responsibilities • Skills needed • Working conditions • Problems the employee will solve	• Job title • Main duties • Responsibilities • Reporting line • Purpose of the job	• Qualifications • Experience • Technical skills • Communication skills • Teamwork • Problem-solving • Ability to work with change

These three areas help M&S make sure that recruitment is based on what the organisation actually needs.

- **Slide 7 – Interview Type 1: Structured Interview**

- A **structured interview** uses planned questions for every candidate.

- **Advantages**

- Candidates are treated equally.
- Answers are easier to compare.
- It reduces interviewer bias.
- It provides a consistent process.
- It makes scoring easier.

- **Example question**

- “Tell us about your experience of managing a project.”

- **Best use at M&S:**

Structured interviews are useful when recruiting several candidates for important transformation roles.

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The same questions and scoring criteria can be used for all candidates. This can make the recruitment process more consistent and fairer.



- **Slide 8 – Interview Type 2: Behavioural Interview**

- A behavioural interview asks candidates about **what they have done in the past**.

- **Example**

- “Tell us about a time when you helped a team deal with a difficult change.”

- The candidate can use the **STAR method**:

- **S – Situation:** What happened?

- **T – Task:** What did you need to do?

- **A – Action:** What did you do?

- **R – Result:** What happened afterwards?

- **Why is it useful?**

- It helps M&S understand:

- Previous experience

- Leadership

- Teamwork

- Problem-solving

- Ability to manage change

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Past behaviour can provide useful evidence about how a candidate may behave in similar situations in the future.



- **Slide 9 – Interview Type 3: Situational Interview**

- A situational interview gives the candidate a **hypothetical work situation**.

- **Example**

- “Imagine that employees are refusing to use a new digital system. What would you do?”
- The candidate needs to explain:
 - How they would understand the problem
 - How they would communicate with employees
 - How they would solve the problem
 - How they would support the team

- **Why is it useful?**

- It can test:
 - Decision-making
 - Problem-solving
 - Leadership
 - Communication
 - Ability to manage change

- - This type of interview is especially useful for M&S transformation roles because employees may have to introduce new technology and processes.
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- **Slide 10 – Questioning Techniques**

- M&S should use a combination of questioning techniques.

- **Behavioural questions**

- Ask about previous experience.

- **Example:**

“Tell me about a time you managed change.”

- **Situational questions**

- Ask what the candidate would do.

- **Example:**

“What would you do if a project was delayed?”

- **Competency questions**

- Test specific skills.

- **Example:**

“Give an example of your leadership skills.”

- **Probing questions**

- Ask for more information.

- **Example:**

“What did you personally do?”

- **Socratic questions**

- Ask candidates to explain their thinking.

- **Example:**

“Why did you choose that approach?”

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Using different questions gives the interviewer a better understanding of the candidate's skills, experience and ability to deal with change.

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- **Slide 11 – Face-to-Face Interviews**
- **Advantages**
 - More personal communication
 - Easier to build relationships
 - Easier to observe body language
 - Good for senior management roles
 - Can create a stronger connection with candidates
- **Disadvantages**
 - Candidates need to travel
 - Takes more time
 - Can cost more
 - Less flexible
- **Suitable for M&S**
 - Face-to-face interviews could be useful for:
 - Change Managers
 - Project Managers
 - Operations Managers
 - Senior management positions

- **Slide 12 – Virtual Interviews**

- **Advantages**

- Saves travel time
- More convenient
- Can interview people from different locations
- Lower cost
- Faster recruitment
- Useful for technology-related roles

- **Disadvantages**

- Internet problems
- Technical problems
- Harder to observe body language
- Candidates may have distractions
- Communication may feel less personal

- **Suitable for M&S**

- Virtual interviews could be useful for:
- Digital Specialists
- Data Analysts
- Technology roles
- Initial candidate screening



- **Slide 13 - Face-to-Face vs Virtual Interviews**

Face-to-Face	Virtual
More personal	More flexible
Easier to build relationships	Saves travel time
Better observation of body language	Wider access to candidates
Good for final interviews	Good for initial interviews
More time and cost	Usually lower cost
Requires travel	Requires reliable technology

Recommendation

M&S should use **both methods**.

For example:

Stage 1: Virtual interview

Stage 2: Assessment

Stage 3: Face-to-face final interview

Using both methods gives M&S flexibility while still allowing the company to have a personal final interview for important positions.



- **Slide 14 – Recommendations and Conclusion**

- **Recommendations**

- M&S should:
- Use clear job descriptions.
- Match recruitment to transformation needs.
- Use structured interviews to improve fairness.
- Use behavioural and situational questions.
- Use the STAR method when appropriate.
- Use virtual interviews for early recruitment stages.
- Use face-to-face interviews for important final-stage positions.
- Use consistent scoring for all candidates.
- Recruit employees with digital, leadership and problem-solving skills.

- **Conclusion**

- M&S is going through significant transformation in technology, stores and supply chains.
- Because of these changes, the company needs employees with the right skills and attitude.
- A fair and well-planned recruitment process can help M&S find the right people to support its future growth

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