



Enabling rapid growth through transformational change

PwC Case Study – dunnhumby

“We had very strong executive sponsorship from the Group CFO,” says project leader Stephen Williams. “That proved essential for making the programme a success. The other key factor was the ability and willingness to collaborate in the most open, productive way.”

A solid foundation for a fast-growing business

We are helping dunnhumby, one of the world’s leading customer data specialists, to roll-out an Oracle-based platform across 26 countries, at speed during a period of business growth and change.

The challenge: carrying out major engineering without slowing down

dunnhumby pioneered the use of customer data to develop a new generation of targeted consumer services in retail and other markets. Headquartered in the UK, the business is on a rapid growth track, operating in North and South America, Asia Pacific and many European countries.

The company decided to implement Oracle Fusion to create a consistent, stable platform for its core functions: Sales, Finance and HR, ensuring that common processes were followed globally, while empowering local management to fine-tune operations to suit local conditions.

A challenging first stage led to business disruption. Senior management paused the programme to build a reliable template for implementation globally, and they asked PwC to help design and manage it.

The solution: from technology change to transformational change

The combined PwC and in-house teams, changed the programme from just a technology implementation to a transformational change activity, covering organisation, culture, people management and processes. This helped the business understand the nature of the task, its importance and, most crucially, their personal roles in making it happen.

The results: from solid template to rapid roll-out

Our combined team began with a three-month remediation stage to understand programme status, identify pain points, establish key priorities and build the action plan. We also carried out a detailed gap analysis and used this as the basis for the roll-out template.

Implementation was designed to be cyclical and without fixed milestones and gates. It was intensely collaborative, with

in-depth discussion, consultation and decision-making that included all stakeholders affected by each stage of roll-out.

Once the plan was carried out, the combined PwC-dunnhumby team approached the stakeholders again to examine the outcomes, identify issues, rapidly fix them and learn lessons for future application. This ensured all the functions, teams and individuals involved were fully empowered at all stages, with buy-in from top to bottom.

The details: a model for collaborative action

The programme was of extraordinary scale and complexity, covering more modules, in more countries and in a tight timeframe.

The key to success was looking beyond technology and seeing the programme as a critically important business activity. dunnhumby’s growth strategy cannot be achieved without a consistent, stable and fully-functioning back-office platform right across the business.

A continuous round of alignment meetings enabled different functions to understand the needs of colleagues in other departments and see how the new platform could impact on each other’s work. This allowed adjustments that maximised programme benefits and avoided disruption. As a result, the Oracle Fusion ERP platform has been successfully implemented in all 26 target countries.

