



We selected Iitim because they displayed a real collaborative team approach which gave us confidence in their ability to deliver. Their store system offered a flexible architecture with scalability and the resilience needed to support the challenges across our business.

Martin Schofield, Operations Director

- Complete EPoS overhaul across all Harvey Nichols stores
- European Retail Solutions Awards finalist

Harvey Nichols re-engineer their business systems with Iitim

The challenge

Harvey Nichols, the international luxury lifestyle store, is renowned worldwide for the breadth and depth of its exclusive fashion merchandise. At the time that the systems implementation took place Harvey Nichols had stores in London, Manchester, Edinburgh, Birmingham, Leeds and Riyadh in Saudi Arabia. Stores were also due to open in Dublin, Dubai and Hong Kong by the end of the year.

In 2002 Martin Schofield faced one of his toughest challenges yet. Having recently been appointed as Head of IT at Harvey Nichols, Martin had to gain control over their existing IT infrastructure. The Harvey Nichols estate had seen rapid growth in the last few years and had moved from a single store mentality to a multisite retailer and IT hadn't caught up.

However, the major task facing the management team at Harvey Nichols was to create a reliable and cost effective platform so that going forward the business is not held back and the systems and processes can deliver maximum potential benefit. This would involve tightening up the financial control and operational stability of the IT department and also implementing new technology to bring competitive advantage to the company. The first test of this was the opening of a new flagship store in Dublin and hence trading in a true multi currency/country/distribution environment.

Shortly after taking the technology helm, Martin presented the Harvey Nichols board with a five year IT strategic plan and over the forthcoming months attention was focused on finding outsource partners that could achieve the following objectives:

- Roll-out of a new EPoS solution across all Harvey Nichols stores. The solution will be Chip & PIN compliant and will provide Harvey Nichols with a real-time view of trading information.
- Implement an integrated supply chain solution across the Harvey Nichols business (Head Office, Stores and new Distribution Centre) and also provide IT development and support for both central functions and store environments.
- The solutions implemented must offer reliability and a reduced cost of ownership due to the level of support needed.
- Suppliers must be able to demonstrate value for money across their IT solutions. Potential suppliers had to demonstrate a mixture of functionality, packaged ethos and cost effectiveness. Integral to these characteristics was the ability for the supplier to have a "can do" attitude.

In April 2004, Harvey Nichols signed contracts for all new service providers. This included Iitim for the EPOS solution (Chameleon) and Merret for the central supply chain solution. Contracts were also agreed with DTS for logistics services and

warehousing, DigiPoS for EPoS hardware, Retail Assist as their outsourced data centre provider and First Friday for training services.

By combining the skills and knowledge of these organisations with that of their own internal project team the project was kicked off in June 2004 ready for implementation in April 2005.

Project highlights

- Less than 10 Month Aggressive Timescale – From conception to delivery, including a number of new business processes & functions.
- A transition team of nearly 100 people.
- Implementation across a complex business model serving a variety of different retail concepts from food to high fashion, cosmetics to fine wine.
- Limited budgets in comparison to larger companies that operate within a similar business model.
- Development of a true multi-currency/country/ distribution environment.
- New systems solutions for Merchandise, Logistics and Point of Sale (EPoS).
- Re-location of existing Distribution Centre from Greenford to Northampton.
- Installation of new communications infrastructure.
- New Data Centre



The success of the project meant that within a 10-month period the Head Office systems went live across the Harvey Nichols business (Head Office, Stores and New Distribution Centre), whilst Chameleon was successfully rolled out to 360 tills across five Harvey Nichols sites by the beginning of April 2005.

Thanks to the meticulous planning and methodology applied, all of the transitions were completed on time and on budget in a project that had a total budget of £2,200,000.

The Dublin store successfully opened in September 2005 operating in a true multi-currency environment. Since the go-live of the Dublin store, new stores have also been opened in Hong Kong and Dubai. Further expansion plans have also been announced for a store opening in Moscow.

Key project benefits

- Creation and implementation of a true multicurrency/ multi-departmental environment.
- Stable and robust operational environment.
- Both projects were on budget resulting in quantifiable revenue savings.
- Full Integration of IT across the Harvey Nichols business.
- Creation of new and improved functionality.

In the opinion of Harvey Nichols and Itim this project implementation has created the platform for significant business benefits. These gains are evident through process improvement, financial payback and business value through the creation of a true multi-currency environment. More importantly, however, it has facilitated the accomplishment of all critical project deadlines and ultimately the successful completion of a 10-month transition strategy across a complex department store model.

Itim's pragmatic and "can do" approach has reaped many dividends, including further business development for Harvey Nichols. The second half of the five year strategic plan has already kicked off with interest in pursuing development of other business functions, including: Business Intelligence, Store Scanner solutions and additional Web based applications.

"This programme delivered defined functionality to cost and business critical timescales. Extensive business involvement and the deliberate supplier partnership approach allowed the implementation to lay the foundation for Harvey Nichols' future development" Joseph Wan (Group Chief Executive, Harvey Nichols)

Now complete, the project has been heralded as a huge success by all concerned and onlookers. By completing a transition of

this magnitude, within the ten-month timescale set, the project is an example of a highly effective project implementation that balances business requirements with delivery and budget.

Recognising this success, the European Retail Solution Awards Committee placed Harvey Nichols and Itim as Runners Up, amongst stiff competition, in the Project Implementation Of The Year category at the European Retail Solutions Awards 2006.

The partnership developed has enabled us to achieve a seamless transition across all of our department stores. We now have the correct processes and technology apparatus in place to support our growing multi-site retail strategy.

Martin Schofield, Operations Director

For more information on Itim and our products and services please visit www.itim.com or phone us on 020 7598 7700