



| Growing tech talent is
future-proofing
| this international retailer

INTELLIGENCE CLOUD CUSTOMER SUCCESS STORY
2022

We partnered with an international food retailer to identify and develop the technology professionals they need for 2025 and beyond.

Using the building blocks of Success Profiles™ and the Intelligence Cloud platform, we helped our client implement its IT Career Framework to get the right people in the right roles, now and in the future.



Our results



Mapped IT function and teams globally to produce a future org chart.



Enabled existing employees to move into newly defined roles, supporting them with our unique library of people development content.



Created 80 Success Profiles for a range of IT professionals to enable role comparison and boost career pathing.

BACKGROUND

Our client, an international food retailer, is pushing the boundaries of technology and in-store experiences

They have

232,000

employees

Of these people

40,000

were working in back-office, support, and leadership roles

Together, they serve

55,000,000

shoppers every week

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The challenge



01

THE CHALLENGE

Mapping and moving toward the future of retail

The company's growth has been driven by M&A (mergers and acquisitions) activity and a strategy that's based on innovative in-store experiences. For example, being among the first to introduce payment-enabled pricing labels in convenience stores and supermarkets across its retail footprint.

Their 3,000-strong IT function is therefore critical to customer experience and driving future growth through innovation.

But M&As meant the company couldn't see clearly or holistically across its IT teams. So, it was struggling to predict the skills, expertise, and specific roles it would need in 2025 and beyond. In essence, what its future IT org chart would look like.



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THE CHALLENGE

As IT roles were dispersed geographically and rooted in different company cultures and processes, they were difficult to compare. So, our client it couldn't accurately and consistently assess jobs to see how they overlap and compare. That meant existing employees also struggled to see their role progression as the company grew.

Neither could employees easily access the support or information they needed to reach the next rung on their career ladder.

As a result, the company didn't have a detailed plan of how it was going to achieve its future org chart once it had been defined. Plus, it lacked guidance and best practice on communicating change to employees in IT and the wider company.



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The solution



02

THE SOLUTION

Creating an IT Career Framework that counts

The international retailer partnered with Korn Ferry to design its future IT function. We created an org chart that featured the roles it would need to achieve its ambition. And we highlighted skillsets that might be hard to find. But this was only a first step. There was more work to do on how the different parts of the function would fit together—and how to map legacy roles into the new IT teams.

In other words, from this initial phase the company could see the future, but not how to get there.

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THE SOLUTION

Building blocks of success

Using the Profile Manager tool within Intelligence Cloud, we helped the company figure out the next level of detail. Our first building blocks were Success Profiles—detailed, full descriptions of each and every IT role. These included the responsibilities, skills, experience, competencies, capabilities, and job descriptions. Given the timescales, it would have been near impossible to create these from scratch. Using Korn Ferry's Success Profiles gave us a ready-made, externally validated set of 80 roles which the company could then tweak and customize according to its specific role requirements.

Next, we helped map roles into the new structure. That's when the value of using Success Profiles paid dividends. By using a common 'language of talent', it was easier to make comparisons that were data-driven and quantified the overlap of certain roles. This was vital for mapping legacy roles to the new IT organization in the shortest possible time.

For existing employees in IT, the company fed these job insights into an online IT Career Framework.

This gave people the tools and perspectives they needed, and better equipped them to manage their careers. For the first time, any IT employee could see every relevant role across all the company's different brands and regions—and search for the latest career opportunities. It also helped them map out their career paths by showing how IT roles feed into more senior positions, and what it takes to be successful. And this was all supported by a comprehensive library of people development content that empowered and informed line managers to work with their direct reports on creating individual development plans.

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The Results



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THE RESULTS

Shaping the future and making it happen

The international retailer has gained a truly global outlook of the roles, people, and skills it needs to drive growth. Now, it can confidently compare IT roles across regions and embed new talent management processes throughout the function. Previously disparate IT teams now share a common language of talent, and individuals understand how their role contributes to the department and wider company's ambitions.

This also helps to reduce attrition, increase retention, and ensure the right people are in business-critical IT roles.



03

THE RESULTS

The IT function has been invigorated with new purpose too. Now, individuals and managers are taking ownership of career planning and development. Crucially, they have the tools, information, and support that they once lacked. And making IT Career Framework available online with helpful content is a good example of how this was communicated effectively—by involving people, giving them agency and choice. So, they can look for opportunities, make smart career choices and plans, and search for open vacancies. Underpinned by Korn Ferry development content to help individuals and teams grow. Other functions, like Procurement, have since adopted the same approach to developing their people.

In turn, investing in careers is enabling the company's growth. The IT function will be vital in meeting business needs, achieving ambitions, and ensuring everyone is ready for the future of retail.

This international, technology-driven retailer needs highly motivated people, with a new sense of purpose plus the tools and insights to develop and grow. With Success Profiles and Intelligence Cloud, there are many further opportunities to increase career agility and become a data-driven, innovative, and future-focused company.



Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers. Our 7,000 experts in more than 50 countries deliver on five core areas: Organization Strategy, Assessment and Succession, Talent Acquisition, Leadership Development, and Total Rewards.