

## RECENT CASE STUDY

### Strategic Succession Planning

### Major Retail Company

#### THE CHALLENGE

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Our client is a well-known retail organisation, headquartered in Australia. The Chairman felt that it would be proactive to identify the future leaders and investigate the global talent pools for the critical roles: Chief Financial Officer, Chief Information Officer and Head of Buying. The Strategic Succession Planning approach is designed to provide the Chairman and Board with a comprehensive understanding of the best talent in the market.

#### OUR APPROACH

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We met with the Chairman, a Board Member and Head of Human Resources to discuss and agree the position profiles and the desired track record for the potential candidates.

We conducted three global searches of the external market and examined retail and adjacent sectors. The result was an exhaustive examination of the local and global market, a capture of global sector intelligence and engagement of the highest calibre individuals from the United Kingdom, South Africa, France, North America, Singapore, Hong Kong, China and Australia.

#### THE OUTCOME

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The potential candidates welcomed the strategic approach and have willingly engaged even though the client's name has remained confidential. The client has gained an informed update of the local and global status, and a rich list of outstanding candidates who are willing to meet with the Chair.

The Strategic Succession Planning is proactive and allows for both the candidate and client to get to know each other and to make an informed judgement based on a number of informed meetings. The Chairman is able to engage with the best talent and when appropriate make seamless Executive appointments.

We will manage the three pools of candidates for up to 18 months, updating the client with regular status reports and facilitation of meetings. The candidates and clients will build a relationship and as such the appointment process will be de-risked for both parties.

The client has a thorough appreciation of the global market and is able to manage the pace of change.

Our client has been able to conduct three international searches ahead of time, engage the best candidates and manage the pace at which the appointment will be made.