

## CASE STUDY

### Re-shape Talent Pipeline

**Client :** Leading corporation in Wines & Spirits

**Region :** Europe, US, China, Latin America



#### Challenge

A decentralized group with very strong brands identifies the need to develop a corporate recruitment strategy, better aligned to future business needs. In other words, the group wants to actively build future talent pipeline from a corporate level to complement the decentralized approaches at brand level. And to facilitate strategic international growth, there is a need to attract a new wave of high potential international talent (early-career professionals and MBAs). While there are existing synergies within the group, each brand attracts and develops its own talent agenda, hence leaving little opportunity to optimize or encourage cross brand career development. There is an opportunity to develop a group approach, leverage the strength & notoriety of the brands and highlight the diverse careers paths within this leading international group to attract the best talent.



#### What did we provide ?

We ran an intense 6 week consulting project with the SVP HR Group, the group head of talent development, plus the HR Directors for each geographical region.

- Identify strengths & weaknesses in current talent management process
- Evaluate the current profile footprint versus necessary for the future; typical career paths versus future cross-brand career paths; career development plans/programs; strategic relationships with business schools, if any, etc.
- Identify functional areas suited to develop high potential international candidates.
- Evaluate the job descriptions, profiles & proposed positions.
- Develop mentoring program and identify senior executives open to play an active role across all geographic regions and businesses.
- Identify targeted international campus relationships to develop (toolkit, contacts...)
- Initiate the development of a company specific leadership program with a leading business school (INSEAD).



#### Result

- Consolidated report, with recommendation approved by the group executive committee
- 3 key strategic functional areas identified as ideal for international high-potentials
- 10 Target Universities/ Business Schools identified worldwide as strategic campuses
- Business commitment to develop and propose cross-brand career rotations
- Strategic actions taken for HR Marketing / Employer Branding / career website, etc...