

Korn Ferry

Global
Organizational
Consulting
Firm



Customer

Korn Ferry provides end to end support to organizations who want to transform their business. Korn Ferry helps their client translate their strategy into something they can operationalize, by aligning both the tangible elements of the organization - people, structure and process - and the intangible elements - motivations, relationships and culture. This enables Korn Ferry to anticipate and react to evolving markets, drive true behavioral and organizational change - and make it stick. Korn Ferry uses a thoughtful, data-driven approach to support their clients as they make critical choices about their people, their product and their plan. And Korn Ferry's technology identifies unprecedented opportunities and efficiencies. The result? A holistic, achievable blueprint for success – guiding businesses through each critical step in their organizational growth and evolution.

Challenge

The challenge faced at Korn Ferry is best described by their CIO, Bryan Ackerman, who shared the complete story on [BA Insight's Shared Insight's podcast](#). In the podcast, Bryan described the following key challenge, "When you grow this quickly through M&A, when you have so many people that don't know everything that the firm can offer and yet are trying to drive a relationship of some kind with a client...". It goes without saying how difficult it had become to ensure their employees were providing the best services to their clients given their rapid expansion and integration of new players and systems. This challenge was further exasperated by the fact that key information that their employees needed to access resided in multiple enterprise systems, leaving both former and new employees lost as to which systems to go to.

Solution

The solution to this required an executive level vision and strategy, which Bryan championed and partnered with BA Insight on. He describes the vision as "making information easy to get to and bringing it as close to

each person as I possibly can. Then giving them the absolutely frictionless ability to find other experts inside of the firm and be able to share that information with them for the purpose of collaboration." This required the implementation of a complete enterprise search solution that would be made available to Korn Ferry's employees in the exact places and systems they worked in every day.

The solution was a combination of the following capabilities:

1. Salesforce and SQL Connectors to integrate all corporate data into a single search index, along with all content stored within SharePoint. This directly addressed awareness around "everything the firm can offer" by enabling access to this data across all employees.
2. Salesforce In-App Search to integrate the single search application directly within Salesforce so that employees who worked every day in Salesforce could find all the necessary data without ever leaving Salesforce.
3. Visual Refiners to enhance the search user experience, allowing employees to quickly find the right data or expert for their specific issue.

Outcome

Korn Ferry rapidly executed on their strategy and vision and delivered a game changing solution to their employees. Bryan described the capabilities as: "So now when they search for their client, their industry, the solution, they get not only the org chart version of who has help, but they get things like, you know, the match of an engagement in an industry with the solution and the people who were part of the engagement or the opportunity. They get the assets that had been curated that can help accelerate the pitch deck. They get the emails that they had put in their filed folder two years ago about the solution launch. They get the document that they might've had buried on their computer somewhere that gave them a pitch deck that they did for the client last that the client liked." Needless to say, employees, and Bryan, were thrilled.

What's Next

Bryan and the Korn Ferry executive team are not ones to rest on their laurels. They are already researching ways to increase the competitive advantage that they have built with their search system. They are researching and implementing bots, voice integration, and a slew of AI services, and they're doing it rapidly. Bryan thinks these things are not that far off. As he says, *"To be quite honest, in this world of bots and voice and integrated technologies, we don't believe it's going to take us until 2023 to get there. We think it might take us maybe another year. Because a lot of the hard work, that intelligent contextual search experience is there. And so now it's more of a question of morphing it, evolving it, providing different versions of it that match the different ways that Korn Ferry employees consume work and collaborate with each other and take advantage of the great advances that we see these days that make it easier to do that."*