

## Customer Centricity: NPS Interview Report

Client	Dr. Jan Stefan Scheld, Boehringer Ingelheim
NPS	9
Engagement	ES
Interview Date	05.12.25

## Interview Report

Overview	<p>Jan is the Country Managing Director for Japan at Boehringer Ingelheim, a large pharmaceutical company. They have been working with Korn Ferry for the past two years across multiple individual search projects.</p> <p>The relationship originated from an existing connection with a consultant Jan had previously worked with at another firm. When she moved to Korn Ferry, they continued the relationship. The consultant was the primary factor in selecting Korn Ferry.</p> <p>Overall, Jan's experience has been consistently positive, describing the work as professional, efficient and high quality.</p>
What Went Well	<p><b>Strong trust and continuity with lead consultant.</b> The decision to choose Korn Ferry was based entirely on the existing relationship with one specific consultant: <i>"I actually knew the key consultant from a different company... it was the person herself."</i> The experience of working with her at Korn Ferry was described as comparable in quality to the experience at her previous firm: <i>"Was there any difference? - No."</i></p> <p><b>High-quality work and professionalism.</b> Jan described the delivery and overall engagement very positively: <i>"Very good, very professional... That's why we've been keeping working with them over the past two years."</i></p> <p><b>Quality and quantity of candidates met expectations.</b> Candidate delivery consistently met expectations: <i>"In terms of delivering quality and quantity... Yes, absolutely."</i></p> <p><b>Strong speed of execution.</b> Speed to hire was described as: <i>"Also very good."</i></p> <p><b>Clear communication and structured project management.</b> Jan felt informed throughout each project: <i>"Did you feel up to date and informed? - Yes, yes."</i></p> <p><b>High likelihood to reuse.</b> Jan confirmed they would work with Korn Ferry again: <i>"Would you use them again? - Yes."</i></p>
Challenges/ Pain Points	<p><b>Loss of value when dual-consultant model was removed.</b> Earlier in the relationship, Jan experienced a model where two consultants (from different cultural backgrounds) attended meetings. This was perceived as a meaningful differentiator. Later, Korn Ferry informed the client that due to limited capacity, they would no longer work as a pair: <i>"We got the</i></p>

	<p><i>message... we have limited capacity, so now we are splitting up and working individually.” While the work still met expectations, the experience was not as strong: “It still worked, but it was not the same great experience as we had at the beginning.”</i></p> <p><b>Reduced richness in consultation quality.</b> Jan noted a difference when the second partner was no longer involved: <i>“We got different quality of the consultations because obviously the second person was adding a certain perspective and value.”</i></p> <p><b>Assessment tools not needed or used.</b> Jan received access to Korn Ferry’s KF4D (or similar) assessments at no cost in some cases, but did not use them: <i>“We got that for free in some instances, but honestly, I didn’t use it.”</i> The reason was simple: <i>“It didn’t need that tool, and didn’t really help me in my decision making.”</i></p>
<b>Gaps Identified (raised by interviewee)</b>	<ul style="list-style-type: none"> <li>• <b>Dual-consultant support removed over time</b> This affected perceived value and differentiation versus competitors.</li> <li>• <b>Assessment tools provided but not useful in this context</b> Jan did not need them and did not find value in using them.</li> <li>• <b>Broader consulting services not automatically transferable</b> Jan does not assume Korn Ferry’s search capabilities translate to transformation or development work. <i>“No, because that’s a different skill set... I would again pitch and see who’s best.”</i></li> </ul> <p>No other specific gaps were mentioned.</p>
<b>Key Themes</b>	<p><b>2. Dual-consultant model was a differentiator.</b> Jan explicitly stated this created added value: <i>“That was the differentiating factor... two different individuals from two different cultures.”</i></p> <p><b>3. Strong delivery fundamentals.</b> Across all projects, the experience was described as:</p> <ul style="list-style-type: none"> <li>• professional</li> <li>• high quality</li> <li>• timely</li> <li>• communicative</li> </ul> <p><b>4. Additional solutions only matter if they fit the immediate hiring need.</b> Assessments were available but unused, as they did not support Jan’s decision-making for these hires.</p>
<b>Actions &amp; Recommendations</b>	<p><b>1. Reconsider the value of dual-consultant coverage where possible</b></p> <ul style="list-style-type: none"> <li>• A paired model - particularly with complementary backgrounds - was explicitly cited as a unique differentiator.</li> <li>• Removing it reduced the perceived quality of consultation and richness of perspective.</li> <li>• Explore whether dual coverage can be maintained selectively in high-value markets or key accounts.</li> </ul> <p><b>2. Clarify when and how assessment tools add value</b></p>

	<ul style="list-style-type: none"> <li>• Provide guidance on when assessments strongly support a search versus when they may be optional.</li> <li>• Offer clearer framing of how tools can meaningfully inform decisions.</li> </ul> <p><b>3. Maintain consistently strong communication and project execution</b></p> <ul style="list-style-type: none"> <li>• Continue the reliable cadence, responsiveness and professionalism that the client praised.</li> </ul> <p><b>4. Recognise that broader consulting services require separate positioning</b></p> <ul style="list-style-type: none"> <li>• Jan views search and organisational consulting as distinct capabilities requiring different people.</li> <li>• Ensure any broader offerings are introduced by the right experts, rather than assumed transferable.</li> </ul>
<b>Additional Insight</b>	<p><b>What clients in this context value most</b></p> <ul style="list-style-type: none"> <li>• Trusted individual consultants</li> <li>• Consistency in who leads the work</li> <li>• Diversity of perspective in the consultant team</li> <li>• Efficiency, speed and professionalism</li> <li>• Clear, ongoing communication throughout the process</li> </ul>