



Significant management changes in 2019

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Our Mission for 2020:

*“I was clever, so I wanted to change the world.
Today I am wise, so I am changing myself.”*

Rumi

Hiring Trends 2019

There were **101 more senior changes** compared to last year.
(652 changes in 2019 compared to 551 changes in 2018)

CEOs	150 changes	(104 in 2018)
Board	74 changes	(137 in 2018)
Senior Management	428 changes	(310 in 2018)

Companies with the highest number of senior management changes:



Deloitte



avast



Microsoft



T-Mobile



3 main reasons for the increase in management changes:

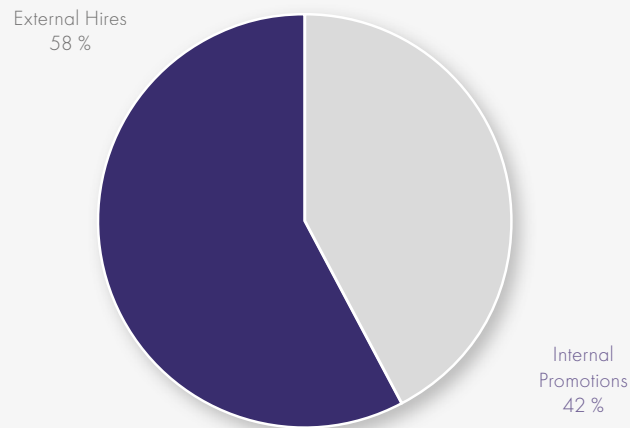
1 Small and medium-sized companies have the appetite to hire more senior people as well as CEOs than in the previous years. The number of CEOs who changed their job in 2019 increased in 44 %, compared to 2018.

2 Digitalization, focus on customer experience and agile management across all industries result in the creation of new roles with new job descriptions, especially in the area of Digital, CX, Data Management and Business Intelligence.

3 Companies become more open to cross-industry hirings, especially among B-1, B-2 management. Key drivers of cross-industry changes are Telco, Banking, Insurance and FMCG. Conservative remains Pharma and Production.

External Hires Dominate

External Hires vs. Internal Promotions
ratio in 2019



Industries with the highest number of management
changes and their key external hires

1	IT	CEO changes mostly in small and medium-sized companies, Sales and Business Development Roles
2	Banking	Focus on IT and Data/Data Strategy roles
3	Big 4	Management Consulting for Energy Sector, Artificial Intelligence, Industry 4.0 and Forensics
4	Financial Services	Majority of changes in General Management
5	Real Estate Development	Majority of changes in Financial Roles
6	Insurance	Focus on Strategy and Sales (Majority of changes in CEO and CSO Roles)
7	Logistic and Transportation	Majority of changes on CEO level in large companies
8	FMCG	Marketing and Communication Roles changed the most, followed by operations
9	Production	General Management and HR Roles
10	Media/Advertising	Digital and Data Roles with previous experience from IT companies

New Functions on Executive Level

New roles with new job descriptions among executives started to appear in 4 major areas:

- 1 Digital/Data/Business Intelligence
- 2 Transformation/Change Management
- 3 Agile Management
- 4 CX (Customer Centricity)

The most significant management changes

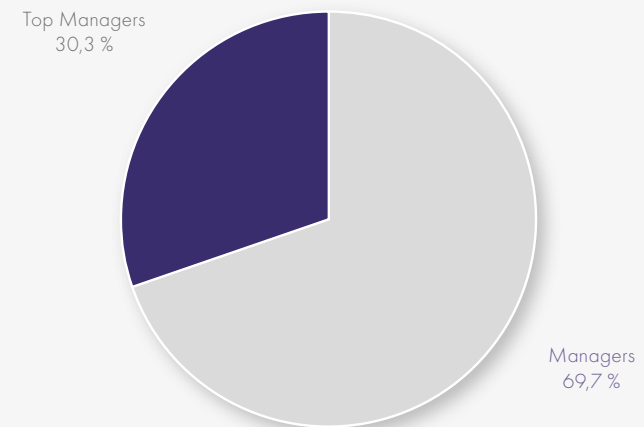
Company	Name	Position
ABB	Václav Švub	Country Digital Lead
Bluestyle	Vladimír Rejlek	Chief Digital Officer
BNP Paribas	Emiliano Marin	Chief Data Officer
BSC	Karel Beran	Director of Products and Digital Innovation
CMI	Daniel Nohel	Digital Strategy Director
E.ON	Jan Krepel	Head of Digital Delivery
Kindred	Adam Nykles	Chief Data Officer
Kiwi	Eliška Dočkalová	Director of Customer Experience
Komerční banka	Margus Simson	Chief Digital Officer
Neeco	Tomáš Brandýský	Digital Transformation Director
O2	Dana Tomášková	Digital and O2 TV Director
T-mobile	Pavel Jareš	Head of Digital and Omnichannel
T-mobile, Slovak Telekom	Tomáš Ryšavý	Executive Director Customer Experience and Transformation
Wavemaker	Jan Kurel	Digital Media Director

Finally!

Cross-Industry Management Changes

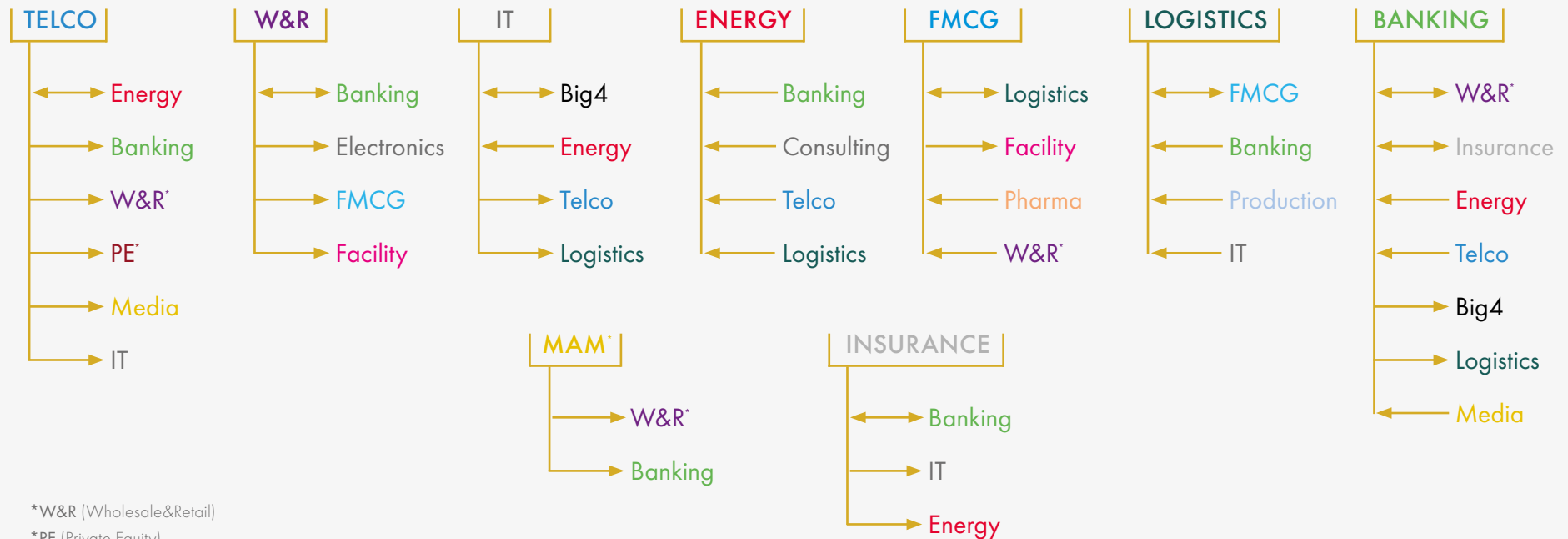
- **62 %** of managers who changed their jobs in 2019 changed **into a different** industry (vs. 27% in 2017)
- **69,7 %** were on B-1, B-2 level and **30,3 %** on Board or CEO level
- Cross-industry changes are more common on **B-1, B-2 level**
- **KPMG, Microsoft, Bonami, Deloitte, DRFG, Komerční banka, Mall Group, Rohlik.cz** and **T-mobile** had the highest number of cross-industry changes
- **Pharma and Production** are **the least** open to hiring people outside their industry

Cross – Industry Changes



Cross-Industry MAP

Graphic summary of cross-industry changes in 2019 showing migration of managers across different sectors



*W&R (Wholesale&Retail)

*PE (Private Equity)

*MAM (Media Advertising Marketing)

E-Commerce Key Facts

- 4,3 % of all senior management changes happened in E-commerce in 2019 (compared to 1,2 % in 2018)
- Companies with the highest number of changes were Rohlik.cz, Seznam and Mall Group
- More **professional attitude to hiring** in e-commerce as well as start ups and digital platforms
- External hires from **corporate segment and vice-versa**
- Recruitment influenced by strong **focus on CX**

E- commerce: Positions with the highest rate of changes



The most significant E-commerce management changes

Company	Name	Position
Mall Group	Olda Bajer	CEO
Astratex	Miroslav Tesař	CEO
Rohlik	Martin Dlouhý	Non-executive Board Member
Bonami	Pavel Vopařil	CEO
Kiwi	Ben Smith	Director of Global Operations
Kiwi	Eliška Dočkalová	Director of Customer Experience

The Decline of Expat Executives

Expats in executive positions accounted for **8 % of all managerial changes** in 2019 compared to 17% in 2017

Industries with the highest number of expats were IT, Real Estate, FMCG and Pharma

Increase of foreigners with local remuneration package at **management, expert and specialist** levels within **global companies with HQs in the Czech Republic** such as global business service/innovation centers, hubs or shared service centers

Executive expats management changes

Company	Name	Position
Coca-cola company	Natalia Stroe	Country Manager CZ/SK
ČPP	Christoph Rath	Board Member
Datasapiens	Koen Michiels	CEO
EY	John Wilkinson	Partner - Forensics
GSK	Iain Mackay	CFO
Komerční banka	Margus Simson	Chief Digital Officer
Makro Cash & Carry	Olivier Langlet	CEO
Mary Kay	Edita Szabóová	CEO
Philip Morris	Andrea Gontkovičová	CEO
Sanofi CZ/SK	Paul Francois Cossa	General Manager CHC and Country Chair
Volvo Group Czech Republic	Gustav Margard	CEO
Zentiva	Nick Haggard	CEO

Hirings Induced by M&A Transactions

Generali
Česká Pojišťovna

DRFG
Chytrý Honza

Moneta Money Bank
Wüstenrot

E.ON
Innogy

Macquarie Infrastructure
Innogy Grid Holding

General Atlantic
Kiwi.com

Takeda
Shire

Bristol-Myers Squibb
Celgene

AbbVie
Allergan

Baxter
Sanofi

NN Group
AEGON

Swiss Life
Fincentrum merged

Kofola
Czech espresso company, Korunní, Ondrášovka

PPF
CME

■ Generali and Česká Pojišťovna merged to create Generali Česká Pojišťovna

■ DRFG investment group bought Chytrý Honza

■ Moneta Money Bank has signed a contract for the purchase of 100% share Wüstenrot

■ The European Commission has approved the merger of German energy companies E.ON and Innogy. E.ON has offered to sell Innogy's retail power and gas business in the Czech Republic, with 1.6 million customers, to ease EU concerns. A new investor of a Czech part of energy group Innogy will be known next year

■ Macquarie Infrastructure has bought the rest of Innogy Grid Holding

■ General Atlantic took a stake in Kiwi.com

■ Takeda completed the acquisition of Shire

■ Global biopharmaceutical firm Bristol-Myers Squibb completed its acquisition of the biotech firm Celgene

■ Biopharmaceutical company AbbVie acquired Allergan

■ Baxter has entered an agreement to acquire Seprafilm adhesion barrier and related assets from Sanofi

■ NN Group completed the acquisition of AEGON units in Czech Rep. and Slovakia

■ Financial advisory groups Swiss Life and Fincentrum

■ Kofola group bought Czech espresso company, Karlovarská Korunní and Ondrášovka

■ PPF signed the agreement to acquire CME

Does LinkedIn Really Help in HIRING?

Based on LinkedIn data, LinkedIn itself is overestimated as a hiring tool for CXOs in the Czech Republic and Slovakia.
Its primary use among CXOs is as an **information source** about the company activities and its people.

CXOs use it to:

- Stay up to date on industry discussions
- Follow their competition
- Join expert groups they consider relevant for their professional career

CXOs on Social Networks

8 %

Czech executives use LinkedIn 8 % more than EU executives in order to **stay up to date on industry discussions**.

76 %

Czech executives use LinkedIn 76 % more than EU executives in order to **follow their competition**.

285 %

Czech executives **join groups** on LinkedIn 285 % more than EU executives.

Overview of Top Changes 2019

In alphabetical order

General Management

Company	Name	Position	Company	Name	Position
2N Telekomunikace	Michal Kratochvíl	CEO	Macquarie Infrastructure	Martin Gebauer	Managing Director, Head of CEE
Avast	Ondřej Vlček	CEO	MasterCard New York	Miroslav Lukeš	Senior Vice-President
CETIN	Juraj Šedivý	CEO	Metro Cash & Carry	Olivier Langlet	CEO
Coca-cola company	Natalia Stroe	Country Manager CZ/SVK	Modrá pyramida	Pavel Jiráček	CEO, Chairman of the Board
ČEPS	Martin Durčák	CEO, Chairman of the Board	Mountfield	Michal Pobežal	General Manager
České dráhy	Václav Nebeský	CEO	NetBrokers Holding	Ivan Vodička	CEO
České radiokomunikace	Vít Vážan	CEO	OKD	Michal Heřman	CEO
Deutsche Börse Services	Martin Horčíčka	CEO	Oriflame	Ivo Kalík	CEO
DPP	Petr Witowski	General Manager	Philip Morris	Andrea Gontkovičová	Managing Director
DRFG	Juraj Černička	Board Member	Red Hat	Adam Wojtkowski	General Manager CEE
ERV Evropská pojišťovna	Libor Dvořák	CEO	Schneider Electric	Vladimír Tichý	Country General Manager
Generali Česká pojišťovna	Roman Juráš	CEO	TV Nova	Klára Brachtlová	Executive Director/CFO
Hello Bank	Bruno Leroux	CEO	TV Nova	Jan Vlček	Executive Director/CSO
Henkel CZ	Roman Kyr	General Manager	UniCredit Bank ČR/SVK	Jakub Dušilek	CEO
Imperial Tobacco UK, Ireland	Aleš Struminský	CEO	Unipetrol	Tomasz Wiatrak	Chairman of the Board
Innogy ČR	Tomáš Varcop	CEO	Volvo Group Czech Republic	Gustav Margard	CEO
Kaspersky Lab	Miroslav Koreň	General Manager	Wunderman Praha	Bronislav Kvasnička	CEO
Kuehne + Nagel	Miroslav Pudil	Managing Director	Yves Rocher	Miroslav Kubricht	General Manager CZ/SK/HU
Leo Burnett Praha	Zdeněk Mikeš	Managing Director	Zentiva	Nick Haggart	CEO
Liberty Group	Pascal Genest	CEO			

Overview of Top Changes 2019

In alphabetical order

HR Management

Company	Name	Position
Komerční banka	Ctirad Lolek	Executive Director of Human Resources
O2 Czech republic	Pavel Milec	HR Director
Sodexo	Martina Machová	HR Director Czech & Slovakia
LATECOERE CZ	Gabriela Kahounová	HR Director CZ
Thermo Fisher Scientific	Renata Millerová	HR Country Lead CZ/SVK
AstraZeneca	Tomáš Mlejnek	HR Director CZ/SVK
Penta Investments	Mikolaj Mogilnicki	Chief HR Officer
Trask Solutions	Jana Schiffnerová	HR Director
C.S.CARGO	Lucie Eliáš	HR Manager
Prague Airport	Marie Martinková	HR Director
Home Credit International	Renata Mrázová	Group HR Director
NN	Dagmar Suissa	HR Director
MetLife	Jana Harel	Head of HR CZ/SK
GSK	Pavla Bučilová	Global HR Business Leader Medical Affairs, R&D
T-mobile, Slovak Telekom	Jitka Adámková	HR Director
Czechoslovak Group	Petr Tužil	Group HR Director
UniCredit Bank	Hana Čitbajová Hippová	HR Director
Microsoft	Klára Žižková	HR Lead Czech Republic and Slovakia
Generali Česká pojišťovna	Katarína Bobatová	Board Member

Operations Management

Company	Name	Position
Trigema	Karel Branda	COO
Deloitte	Pavel Frnoch	COO
Rohlik.cz	Aleš Malucha	COO
Czech Toll	Petr Chvátal	COO
Generali Česká pojišťovna	Jiří Doubravský	COO
Packeta Group	Daniel Mareš	Group COO

Finance Management

Company	Name	Position
Ogilvy Czech	Lukáš Vaculík	CFO
Moneta Money Bank	Jan Friček	CFO
Allianz Pojišťovna	Petr Sosík	CFO
T-mobile, Slovak Telekom	Pavel Hadrbolec	CFO
Rohlik.cz	Tomáš Jakoubek	CFO
W.A.G. Payment solutions	Magdalena Bartos	Group CFO
CIMEX Group	Aleš Konrád	CFO
Prague Airport	Jiří Černík	CFO
innogy ČR	Zbyněk Solečký	CFO
Moneta Money Bank	Denisa Wimmerová Šnebergrová	Director of Payments
Philip Morris	Stefan Bauer	VP Finance

Sales and Marketing Management

Company	Name	Position
2N Telekomunikace	Tomáš Klíma	CSO
Bonami	Martin Všetěčka	Commercial Director
Centropol	Jiří Matoušek	Head of Marketing Communication
Centropol	Pavel Mendl	CSO
ČSOB	Radek Hájek	Executive Director of Retail Branch Network
Direct Pojišťovna	David Staněk	Director Retail Channel
Generali Česká pojišťovna	Pavol Pitoňák	Chief Sales Officer
Kofoola	Pavol Chalupka	Marketing Director CZ/SK
Komerční pojišťovna	Zdeněk Doboš	Board Member
Microsoft	Ladislav Možný	Sales and Marketing Director
Modrá pyramida	Ondřej Suchý	Marketing Director
Nordic Telecom	Jan Roule	Chief Commercial Officer
Renomia	Aleš Masopust	Sales Director RENOMIA BENEFIT
Seznam.cz	Jiří Herian	Marketing Director
T-mobile	Juraj Bóna	Chief Commercial Officer

Who's New in January 2020?

In alphabetical order

Company	Name	Position
ABB	Vítězslav Lukáš	CEO
Air Bank	Soňa Schwarzová	HR Director
ČSOB	Václav Potůček	Executive Director for Compliance
ČSOB	Ondřej Vychodil	Executive Director Human Resources
ČSOB	Blanka Horáková	Executive Director Finance
Diamo	Ludvík Kašpar	CEO
Economia	Štěpán Burda	Board Member
Expobank	Roman Šimon	Head of Operations
H1.cz	Veronika Burešová	CEO
ING bank	Martin Vurm	COO
Isobar	Petr Havlíček	CEO
KPMG	Petr Bučík	CEE Head of Advisory
Moneta Money Bank	Klára Escobar	HR Director
Slevomat	Ladislav Veselý	CEO
ŠKODA AUTO Česká republika	Jiří Maláček	Head of Sales
VMLY&R	Daniel Živica	CEO
Wavemaker ČR	Ondřej Šimůnek	CEO

HIRING TRENDS FOR 2020

The only certainty is change

Company success comes from its speed not its size

- Change of **recruitment habits**.
- Greater acceptance of **hiring senior people** with **different set-up** (working hours, type of contract, remote work) for specific projects.
- A fast approach to replace the people due to their **limited ability to accept change**.
- Emphasis on combining **expertise with data and digital skills** across all roles and industries.
- Creating **new roles** to increase efficiency, speed and customer satisfaction.
- Increase in **cross-industry recruitment as well as flexibility in hiring across different company types** (start-ups, family businesses, corporation).
- **Reducing the number of B-1, B-2 positions** in corporations and increasing responsibility up and down the company structure.

Hire expertise or flexibility?

- **Flexibility** as a key company feature must be constantly cultivated at all seniorities.
- Companies will face **the challenge in combining flexible people with less expertise** (usually under 35 years old) and those with **more expertise but less flexibility** (usually over 45 years old).
- Organizations will have to realize it, accept it and work with it.

Leadership 2020 will be about Identity

- Leadership hierarchy does not work anymore. It is about knowing and working on your own **identity**, who you really are and why.
- Change will not come from recruiting new people, new bosses or leaving for another company.
- The real change must come from **within ourselves**. This will be a long-term process as majority of leaders still do not understand the need of self-transformation which drives organizational transformation itself.



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