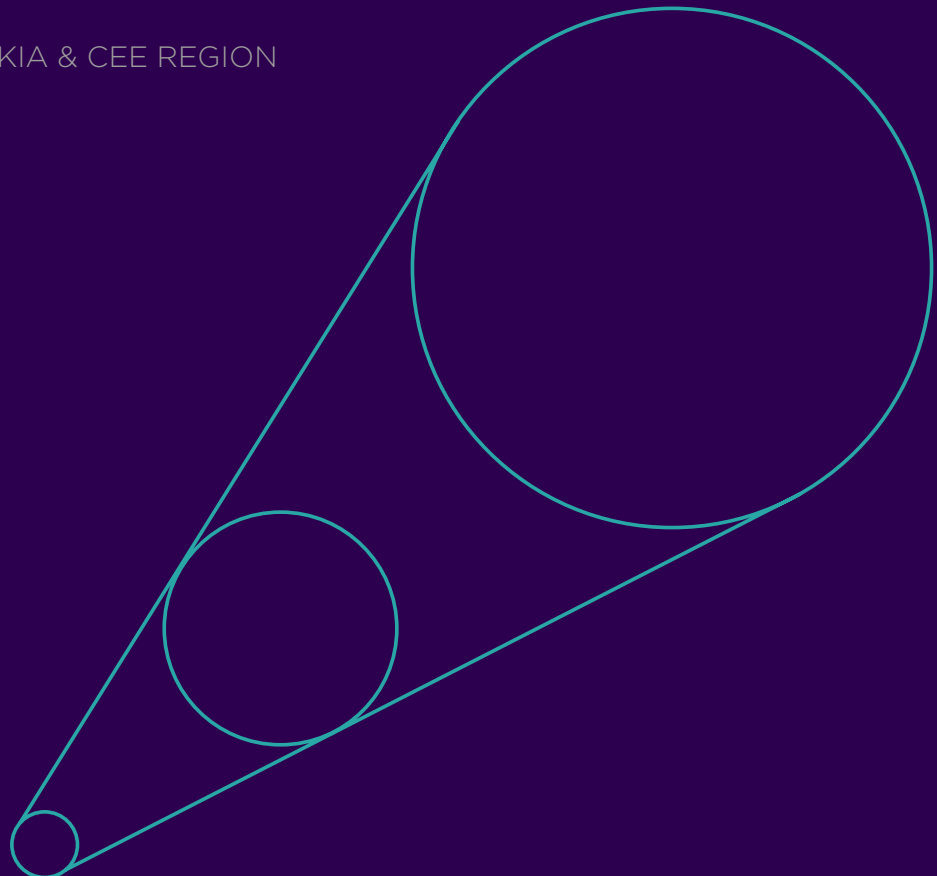


# Significant TOP management changes 2021 and market predictions 2022

CZECHIA & SLOVAKIA & CEE REGION



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## WHAT ARE THE MAIN TRENDS IN THE RECRUITMENT OF EXECUTIVE DIRECTORS, AND WHICH AREAS HAVE BEEN AFFECTED BY THE PANDEMIC?

Recruitment of executive roles has brought opportunities for new players as well as the necessary replacements in fields when change has been sporadic or has not occurred for years. In many cases, particularly within corporations, roles have been accumulated into one position, outside of the Czech Republic.

Overall, recruitment has increased over the pandemic. Specifically, between 2019 and 2020, there was a 19 % increase. The difference between 2020 and 2021 is 1 %.

Comparing with previous years, the period of pandemic recruitment fluctuated over time. The period with the highest flow in 2021 was the second half, rather than January as seen in past years. This was also the case in January 2022.

In 2021, the number of changes in CEO roles increased by half compared to 2019, especially in E-Commerce, Communication & Advertising and FMCG. Both the number of women in these roles, and the number of foreigners have increased. On the other hand, it remains a well-established routine that the number of companies that are ready to receive the benefits of a new CEO entering from another industry is still relatively low. It's only 25 %. Additionally, new CEOs gain their position through promotion, primarily from sales positions rather than through external recruitment.

After CEOs and sales positions, the third most recruited role was marketing. The need culminated between October 2020 and October 2021. The scope of responsibilities for these roles has changed fundamentally, especially in data management, CRM, and digital communication channel management.

The fourth most frequently played role was HR. The changes raised needs such as a response to the procedural side associated with the pandemic, but also the need to address more critical issues; these include how to motivate, how to gain performance, and how to get employees back to order as quickly as possible. Another interesting aspect of HR roles is the fact that it is the only role dominated by women. The increase in the number of changes in HR roles therefore had a direct effect on the overall increase in the number of women in management.

From the perspective of industries with most frequent management changes, E-commerce placed first. A newcomer to the field, with a large share of management changes, is the industry of Advertising and Communication, which after the recruitment slowdown since 2018 reached the 4th position in the number of changes. Machinery, being the second newcomer, which most often strengthened the roles of CEOs and sales. IT and FMCG are important but stable industries in the top 5 most frequent management changes.

While FMCG is an industry with the largest share of expat executive changes, it is also the industry in which internal promotions occur most often.

As we monitored changes in the overall internal promotions and external recruitment positions, it was interesting to see that the pandemic did not affect the overall ratio. On average, we promote 44 % of managers and externally enrich our management by 56 %. Of these, 63 % come from industries other than direct competition.

What Anderson Willinger considers in this study to be key observations from the past is a change in mutual expectations between companies and directors.

First, it is the difference in perspective or expectations of the companies and directors in the areas of travel flexibility, commuting, and home office. For managers, the idea of leaving the current comfort zone often means less interest in change, because it requires sacrificing more time, less work from home, etc.

Secondly, it is an expectation of quick results from a new manager, meaning the recruitment of a so-called *"fully prepared person."* The new requirements for the quality of directors are often in areas where managers still lack and have limited experience or knowledge.

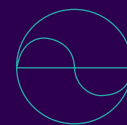
Third, companies focus much more on personality qualities such as maturity and stability in emotionally tense times, or having a small dose of tolerance in the absence of these qualities. However, this often does not correspond to the ideas of directors who, during the pandemic period, discovered a number of other options applicable to their future careers outside the corporation.

Fourth, and most importantly, companies or industries that have been attractive for years are losing their tinsel of attractiveness, and directors prefer to see themselves in more flexible and modern environments. Unfortunately, they forget about their adequate personal development and by applying learned habits from corporations, they often come across a new environment. Therefore, it can be highly probable that this may be one of the reasons for the relatively drastic reduction in the overall average length of time in CEOs and Executive Directors positions.



Lucie Teisler  
Partner





## SUMMARY

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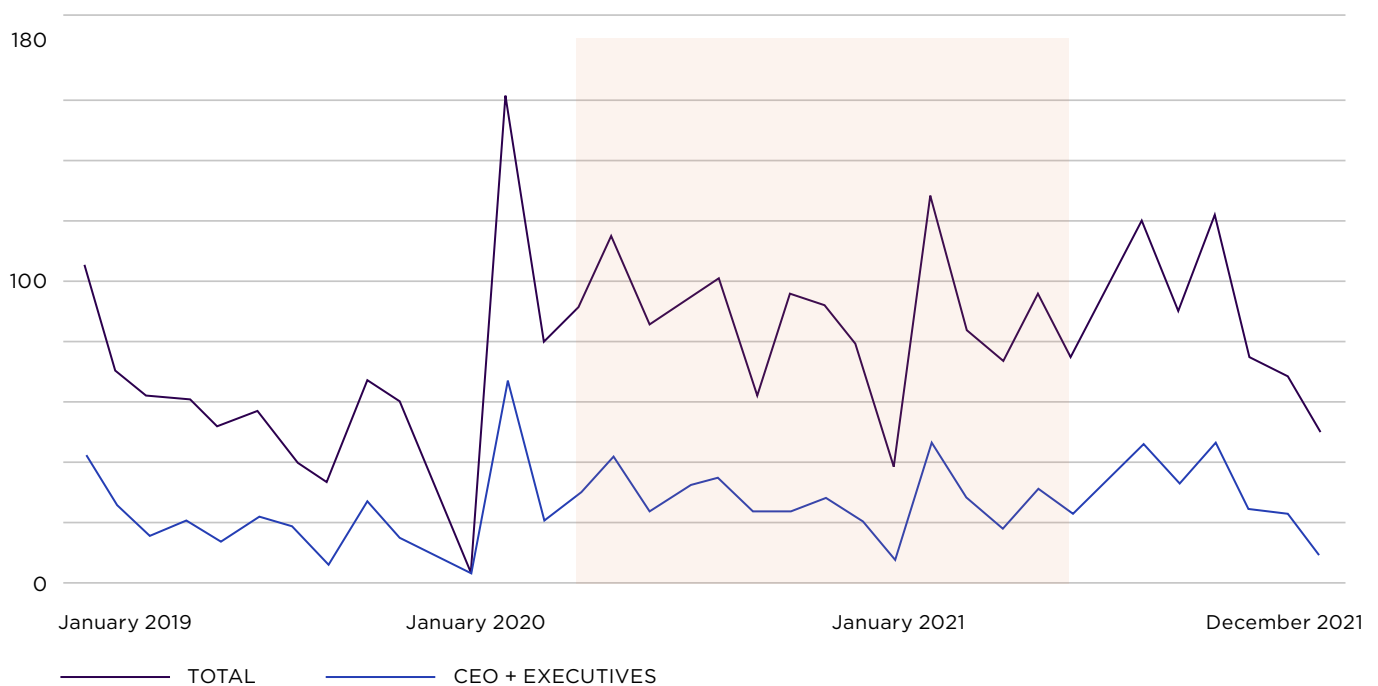


## WHAT KEY AREAS OF TOP LEADERSHIP HIRING HAS BEEN AFFECTED BY THE PANDEMIC?

1.

The overall number of management changes, 2020 grew by 19 % compared to 2019. In 2021 the hiring slightly grew by 1 % compared to 2020, however has become volatile over time and disrupted the recruiting season of individual roles.

→ The first wave of pandemic resulted in a decline of hiring until summer 2020. Hiring peaked in July and in September 2020. In January 2021, typically the most active month of the year, had a significant decline. The second half of 2021 surpassed previous years, including 2020.

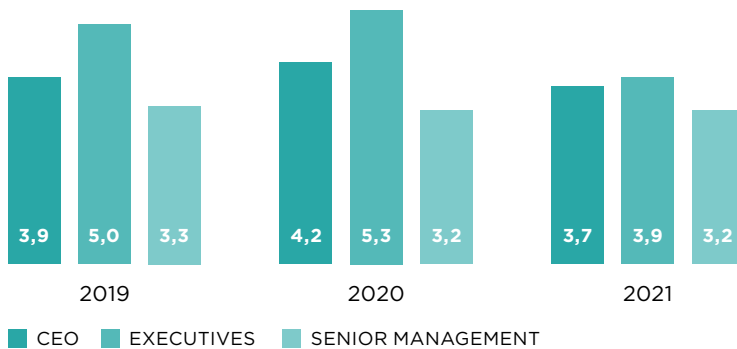


↓

2.

The seniority level ratio in recruitment has changed, specifically at CEO levels.



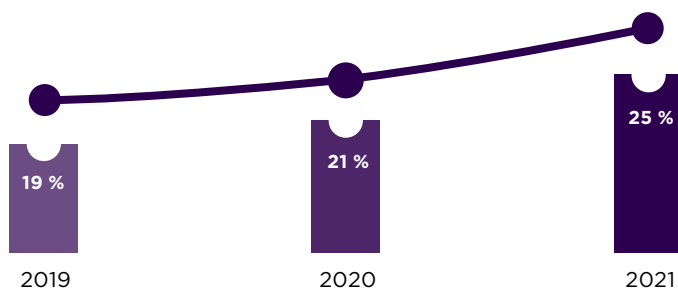
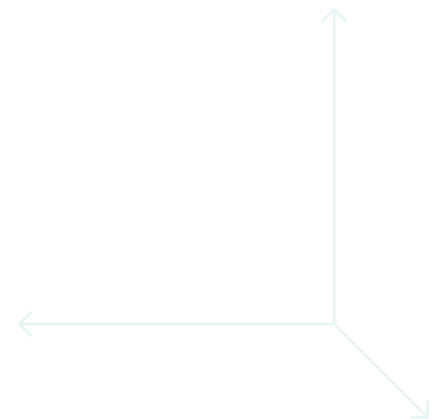


← **3.** The average time in the role is becoming balanced across seniority levels.

↓ **4.** No. 1. driver of change is E-Commerce.

→ Senior management changes in E-Commerce **grew from 4.3 % in 2019 to 8.3 % in 2021**. E-commerce became the market leader of the most senior leadership changes in 2021.

→ **Communication & Advertising** is for the first time in **TOP 5** no. of changes since 2018. For the first time since 2018 Machinery & Equipment has made TOP 10.

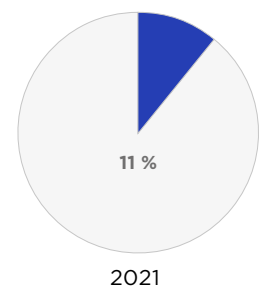
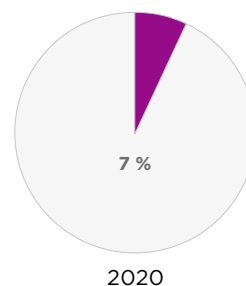
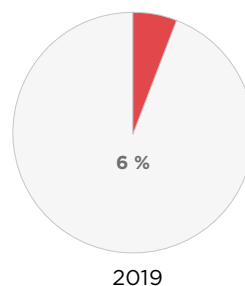


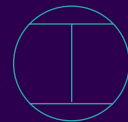
← **5.** The total number of women in leadership roles has increased.

→ Based on our data analysis, the cause of an increase is higher demand for roles, where women dominate (such as HR Roles), or proportionally balanced with men (like CEOs, and Marketing).

↓ **6.** The total number of expatriates in CEO roles increased.

→ The share of expatriates CEOs **increased by 7 % compared to 2020**. The overall share of expatriates in senior management changes grew by 4 % compared to 2020.





## 7. The mutual expectations vary.

- **The expectations on potential cooperation** between companies and directors started **differ**, especially in the areas of travel flexibility, commuting, and home office.
- **The pool of top leadership has begun to shrink.** The senior directors after the pandemic have seen larger potential of work-life possibilities out of the corporate world.
- **Expectations of fast results delivered by management force companies to invest less in integration and learning time.** This increases expectations for ready-made skills which managers often lack in their track record.
- **Leaving one's comfort zone makes directors less flexible to change.** Job change requires more time, effort, and less of home office possibilities.
- As a result of demand on emotional stability, **companies investigate much deeply into the personality qualities and maturity** with a small dose of tolerance in the selection.
- **Industries which used to dominate and attract the top leadership talents are starting to lose primacy** compared to companies with flexible environments. At the same time, leadership is often unable to adapt when applying similar principles learnt in Corporation. This leads to higher turnover even at the senior level management.

COMPANIES WITH THE HIGHEST NUMBER OF SENIOR LEVEL MANAGEMENT CHANGES:

2021



2020



2019



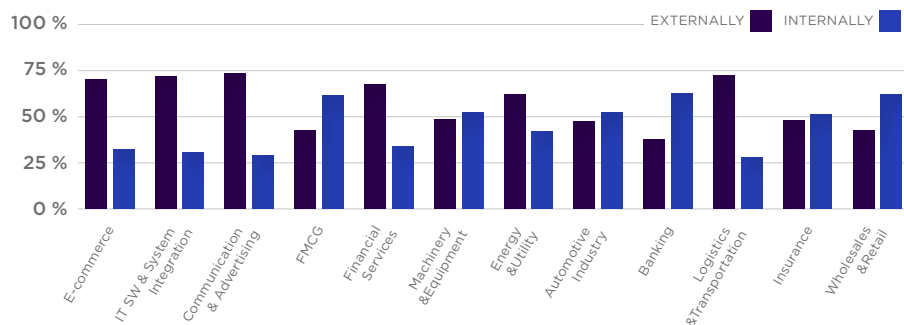


## WHICH INDUSTRIES CHANGED THEIR MANAGEMENT MOST FREQUENTLY BETWEEN 2021 - 2018?

2021	2020	2019	2018
E-Commerce	IT&System Integrations	IT&System Integrations	Financial Services
IT&System Integrations	Banking	Banking	IT&System Integrations
FMCG	FMCG	Consulting	Production
Communication & Advertising	Pharma	Financial Services	Wholesale&Retail
Machinery&Equipment	Financial Services	Real Estate Development	Media - TV, Radio
Banking	Wholesale&Retail	Insurance	Real Estate Development
Financial Services	Automotive	Logistics&Transportation	Consulting
Automotive	Logistics&Transportation	FMCG	Legal Services
Energy&Utility	Energy&Utility	Production	Logistics&Transportation
Insurance	E-Commerce	Communication & Advertising	Communication&Advertising

### What industry most often hired directors externally in 2021?

- The **average ratio** between **internal promotions** and **external recruitments** has remained unchanged since 2018 and **has not been significantly affected by the pandemic**.
- In **Banking, FMCG and W&R** internal promotions have dominated.
- On average, **44 % of managers were promoted internally**, and **56% are recruited externally**.
- **Recruitment in Banking decreased** by half in 2021 compared to 2020.
- The **decline of senior level changes** in 2021 in **Pharma** was **not connected to the pandemic**. In 2020 the industry had significant acquisitions at the global and local levels, which was accompanied by frequent changes of senior management.
- **E-Commerce, IT, and Communication & Advertising** dominated the area of **external recruitment** in 2021 compared to **IT and Logistics** in a previous year.
- **FMCG, Automotive and Insurance** tend to have a more **balanced external and internal recruitment**, which allows them to **grow naturally, and introduce managers with new incentives**, especially in the transformation period.





## Who was open to cross industry hiring?

- On average, firms have **recruited 63 % of their managers from other industries since 2018**. Only 25 % for CEO roles.
- **E-commerce, IT, and Financial Services** became the **TOP 3 industries with the most flexible cross industry changes**. On the contrary, Banking, Telecommunication, Media, and Insurance remained conservative in 2021.

## Who hired where in 2021?

- **E-commerce** hired primarily from Telecommunication, IT, Banking, and Wholesale&Retail.
- **IT** hired mostly from Banking.
- **Energy&Utility** most often hired from Private Equity, and Consulting.
- **Financial Services** mainly hired from Telecommunications, Travel & Leisure, Insurance and Consulting.
- **Communication&Advertising** from Financial Services and Publishing.
- **Logistics** from Banking, and Engineering industries.
- **Banking** hired externally less comparing to past years, primary from IT or Consulting.

## Who was the most frequent source of hires between industries?

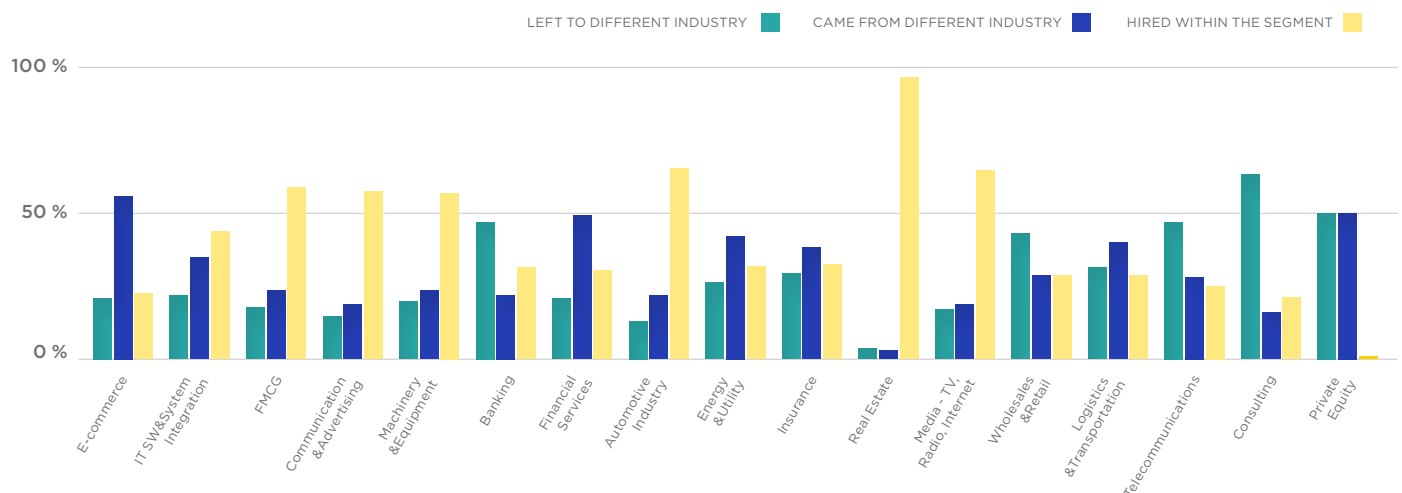
- **Banking** for E-commerce, IT and Logistics
- **Wholesale&Retail** for Automatization and E-commerce
- **Telecommunications** for E- Commerce, Financial Service, Insurance and Energy&Utility

## THE CHART OF TOTAL FLUCTUATION

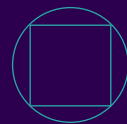
Green represents the percentage of those who **LEFT** the industry to another one.

Blue shows the proportion of those who **ENTERED** the industry from another segment.

Yellow signifies those who have changed their role, but always **WITHIN** their field, thus it did not pose a cross industry transfer.







## TOP 5 INDUSTRIES WITH THE HIGHEST NUMBER OF MANAGEMENT CHANGES

### TOP 1 → E-COMMERCE

- The pandemic is a **driver of E-Commerce growth**. More than two times as many senior management changes have happened in 2021 compared to 2020.
- E-Commerce **hired 68 % of managers externally**, more than half **came to the role from a different industry**; Mainly from telecommunications, IT and banking.
- Roles, that were **changed the most frequently**, are **marketing roles**, representing 22 %, followed by general management counting for 20 % and HR roles for 11 %.

**Markéta Moreno**  
Marketing Director  
Košík



**Jakub Petřina**  
Group Chief Marketing  
Officer  
Rohlík



**Marek Dvořák**  
Chief Marketing Officer  
Alza



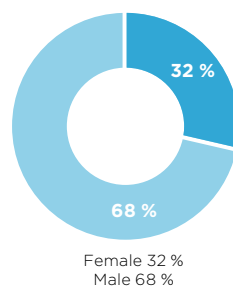
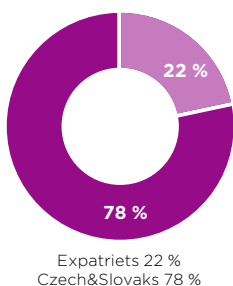
### TOP 2 → IT

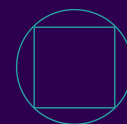
- IT has **not been affected by the pandemic** and has held a constant hiring position since 2018.
- IT changed its management mostly in **General** (24 %), **Sales** (20 %) and **HR** roles (17 %).
- 40 % of senior managers came from a different industry. Most frequently from **Banking and Consulting**.
- Only 33 % of managers were **promoted** to their new role **internally**, which is 11 % less than the market average.
- The most active companies in terms of senior management changes were **IBM, Trask and Microsoft**.



### TOP 3 → FMCG

- The number of **senior management changes** in 2021 has **tripled** compared to 2019.
- FMCG has the **most balanced internal** (54 %) and **external recruitment** (46 %) out of the TOP 5 industries.
- It is also the industry where **expatriates were hired the most** (22 %). Moreover, after E-Commerce, FMCG is the **second most active industry** in terms of **hiring women** (32 %).
- FMCG keeps the knowledge inside, 78% of managers were **recruited within the same industry**.
- The most frequent roles in FMCG were **Marketing** (29 %), **General Management** (22 %) and **Sales** (15 %).



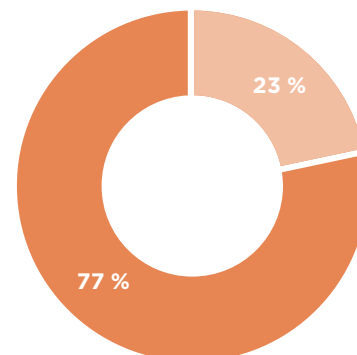


## TOP 4 → COMMUNICATION & ADVERTISING

- In 2021, there were **twice as many senior management changes** compared to 2020.
- Compared to the **market average**, has a much **higher percentage of external recruitment**, a total of 72 %.
- The **most frequently changed** roles were the **general management roles** (30 %) and **Marketing** (21 %).
- 25 % of **senior managers** came from another industry, **most often** from **Financial Services** and **Publishing**.

Internal promotion 23 %  
External hire 77 %

2x ↑



## TOP 5 → MACHINERY & EQUIPMENT

- For the **first time** since 2018 **Machinery has made the TOP 10** in management changes.
- Most **management changes** happened within the role of the **CEO** (28 %) and **Sales roles** (16 %).
- **Internal promotion (53 %) prevailed** over external recruitment.
- In the case of **external recruitment**, **67 % of senior managers transferred from another industry**.
- The most active companies in this industry in 2021 were **Česká zbrojovka Group SE, DAKO-CZ and OTIS**.

**Lukáš Andryšek**  
Chairman of the Board  
of Directors  
DAKO-CZ



**Jan Drahota**  
Chairman  
of the Board of Directors  
Česká zbrojovka Group SE



**Vladimír Bašňák**  
Director, New Installation  
Schindler CZ/SK



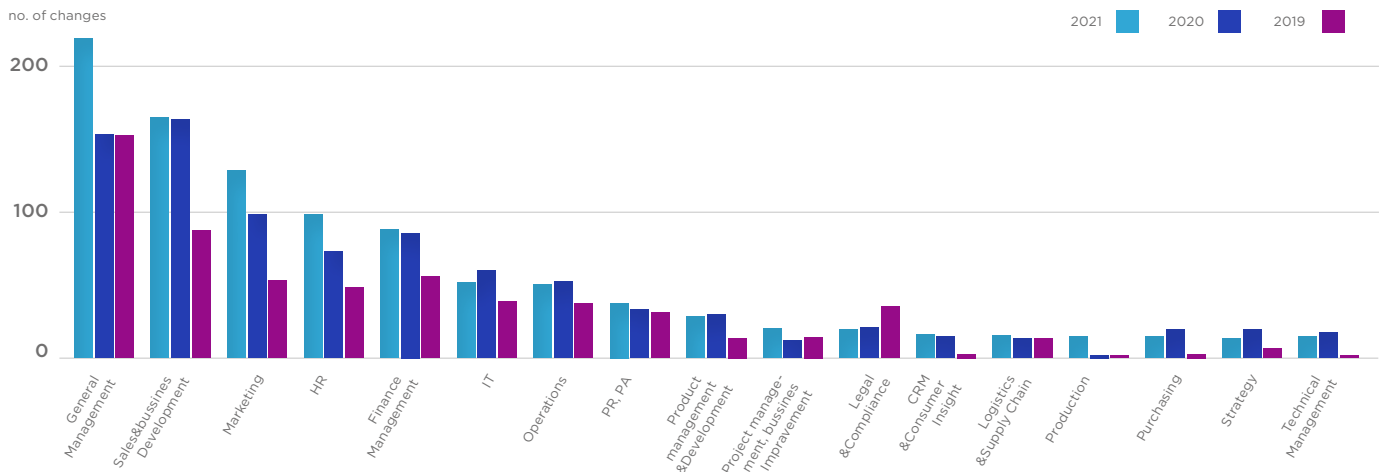


## THE ROLES DURING PANDEMIC

→ The TOP 5 most filled roles have not changed since 2019.

→ The pandemic has disrupted the seasonality in which the roles were recruited.

RECRUITMENT OF ROLES IN TIME /2021 - 2019/



### TOP 5 THE MOST HIRED ROLES

#### → GENERAL MANAGEMENT

→ It is the role with the most **significant growth in 2021 - increased by 37 %** compared to 2020.

→ The **tenure of CEO roles has shortened** to 3.7y compared to 4.2y in 2020.

→ A well-established rule is that CEOs are hired mainly at the beginning of the year is disrupted. **Hiring is extended throughout the year.**

→ There was an **increase of expatriates** (from 10% to 17 %), as well as, **females** (from 7 % to 13 %) in **CEO roles** compared to 2020.

→ Most often, CEOs were **promoted internally** and remained **conservative for cross industry hiring.**

→ Industries that changed the CEOs the most are E-Commerce, FMCG, and Communication&Advertising.

#### → SALES&BUSINESS DEVELOPMENT

→ Number of hires in 2021 **doubled** compared to 2019.

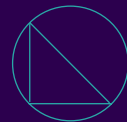
→ In, 2021, Sales & Business Development is the most common resource for **CEO promotions**, followed by **Operations and Marketing** roles.

→ Recruitment remained **external**, often from **other roles** such as Marketing and Purchasing.

→ Most sales hires happened in **IT, FMCG, and Communication & Advertising.**

→ The pandemic affected the **decline of recruitment between July 2020 and January 2021**. Since then it followed the overall recruitment increased.





## → MARKETING MANAGEMENT

- Marketing experienced a **year of active recruitment** from July 2020 to August 2021. In total, 80 more Marketing Directors were hired compared to 2019.
- Major hires took place in **FMCG, E-Commerce, and Communication & Advertising**.
- Most marketing managers were hired externally (67 %) with the requirement of a digital marketing skill set.
- After HR, it was the **second most filled role by women**.

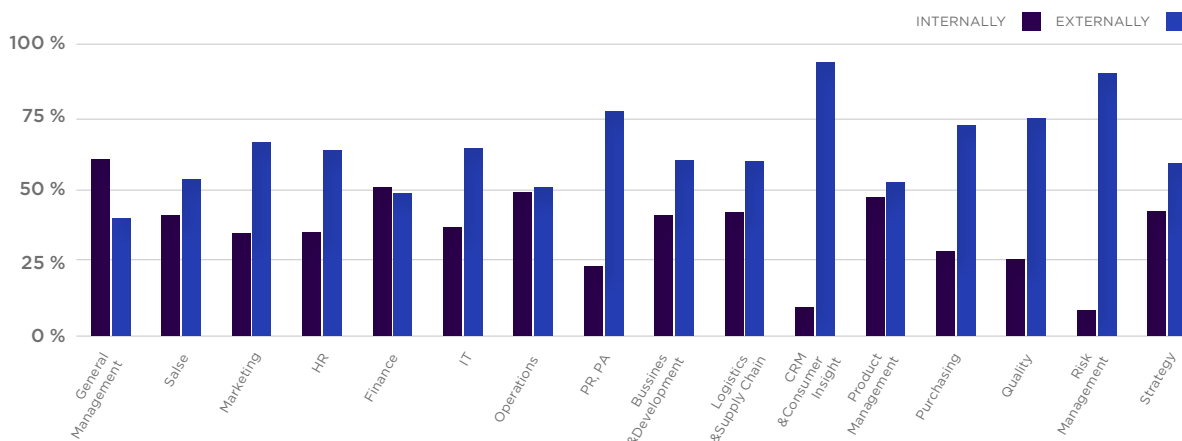
## → HUMAN RESOURCES

- HR roles **tripled compared to 2019**. In 2020, **external recruitment predominates** (64 %).
- HR roles were **mainly hired by IT, Automotive and E-Commerce**.
- HR roles were **actively recruited in April 2020 and July 2020**, then **declined until July 2021**, since then they have gradually increased.
- HR is the only role **dominated by females**.

## → FINANCE MANAGEMENT

- **Financial management roles** remained **stable**, with no decrease or increase during the pandemic.
- Variance between internal promotion and external recruitment remained balanced.
- Finance roles were **mainly hired in Financial Services, Energy&Utility, Banking, FMCG and Real Estate**.

### WHICH ROLES WERE MAINLY HIRED EXTERNALLY OR INTERNALLY?

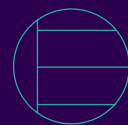


## NEW ROLES APPEARANCE

Since 2019, the growth of roles in Digital, BI, and Data Management continued. The same with multiple roles associated with the transition to agile management. Since 2020, the market has been hungry for CX (customer centricity) roles.

The year 2021 is associated with the sustainable business development and **sustainability focused roles**. Transformational know-how is required skillset for any role.





## FEMALE LEADERS IN THE MANAGEMENT OF COMPANIES

**31%** of total female management changes come from HR; 16 % from Marketing, and 13 % from CEO roles.

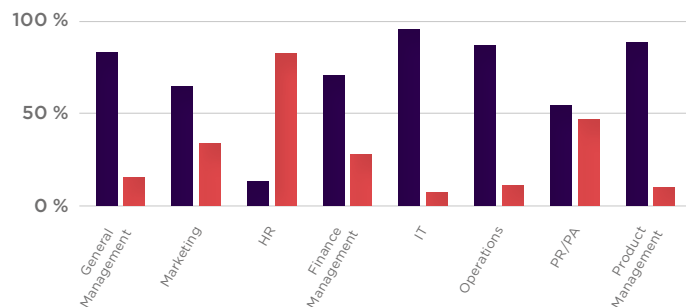
**15%** is percentage of female CEOs growth. Industries hiring or promoting female CEOs were mainly Communication & Advertising, E-Commerce, Publishing and FMCG.

**5** active industries of 2021 that hired or promoted female leaders the most.

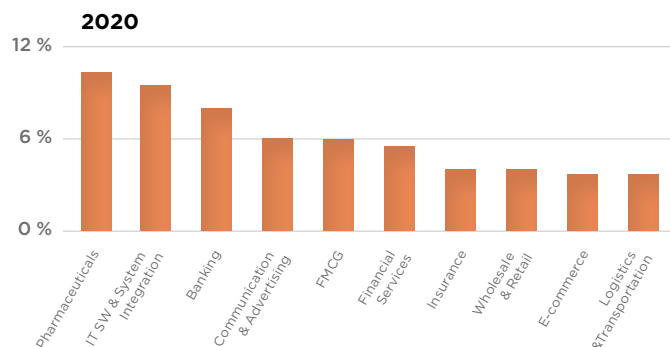
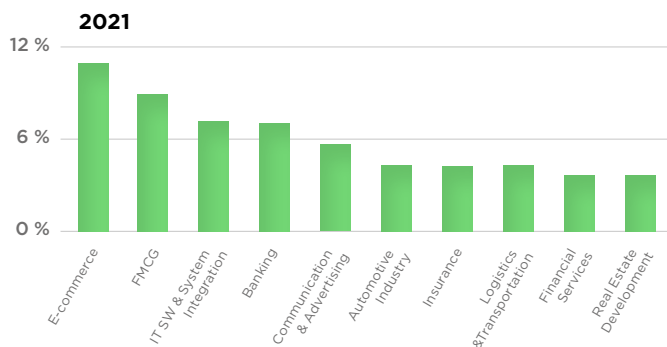
1→ E-Commerce 2→ FMCG 3→ IT 4→ Banking 5→ Communication & Advertising

ARE TYPES OF ROLES DIVERSIFIED BETWEEN MALES AND FEMALES?

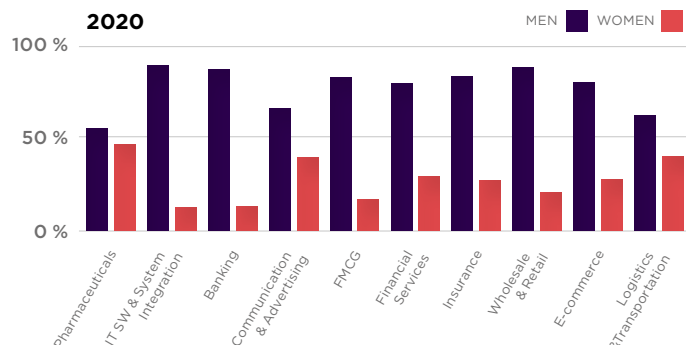
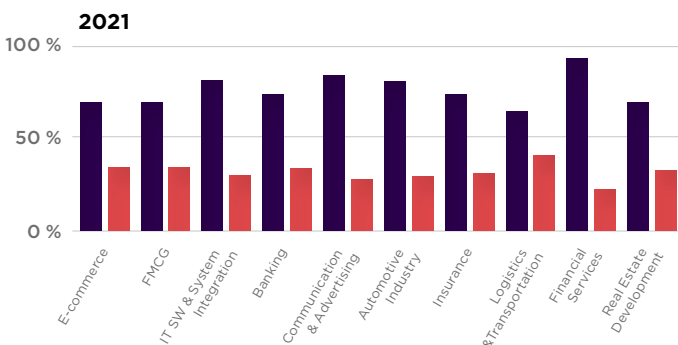
MEN WOMEN



WHICH INDUSTRIES CHANGED THEIR FEMALE LEADERS THE MOST IN 2021 VS 2020?



WHICH INDUSTRIES HAD THE MOST BALANCED RECRUITMENT 2021 VS 2020?

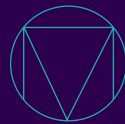


E-commerce is ranked as the first to hire female leaders and reached the most balanced recruitment between both sexes with FMCG, Banking, and Logistics.

The lost position of Pharma in 2021 for balanced gender recruitment is due to the significant decline of overall senior levels of management hires.

Banking, Insurance and FMCG increased their balance in recruitment ratios compared to previous years.





## SELECTION OF TOP 240 SIGNIFICANT MANAGEMENT ROLES OF 2021

83 % of the Top Leaders are Czechs or Slovaks compared to expatriates that are represented by 17 %.

53 % of leaders were hired externally, 47 % were promoted internally.

37 % of the leaders changed their industry compared to 63 % of them who remained in the same field.

HOW DID WE SELECT THE TOP LIST FROM OVER 1,000 NAMES?

- Career track record, including diversity of industries, roles, time length in each role.
- Level of foreign experience, long-term personal development and impact on business
- The current and past company's significance

## GENERAL MANAGEMENT

COMPANY	NAME	ROLE
AERO Vodochody AEROSPACE	Viktor Sotona	General Manager
Alliant Partners	Zbigniew Macura	Chief Executive Officer Czech & Slovak Republic
Anheuser-Busch InBev	Jakub Vrátil	Managing Director Czech Republic
Avial BNP Paribas Group	Alain Polak	General Manager
ASSA ABLIFY Opening Solutions	Pavel Jirasek	Managing Director Czech & Slovak Republic & Hungary
ATALIAN	Daniel Digoň	Managing Director
Aurico	Marek Růžicka	Chief Executive Officer
BankID	Martin Čermák	Country General Manager Czech Republic, Poland, Romania, Adria, Baltics & Belarus
Bell	Dariusz Bator	Chief Executive Officer
Billa CR	Federico Izzo	Chief Executive Officer Czech Republic
BMW Group Czech Republic	Simon Palupčík	Country Chief Executive Czech & Slovak Republic
Bureau Veritas Group	Krzysztof Kwieciński	Managing Director Eastern Europe
CBRE Global Workplace Solutions EMEA	Munir Nang	General Director Czech Republic & Central Europe
Cibank	Petr Šimád	Country Manager Czech & Slovak Republic
Coca-Cola Company	Volkhard Kruse	Country Chief Executive Officer Czech & Slovak Republic
Commerzbank	Eva Kolářová	General Manager South & Eastern Europe
CYBEY	Michal Krapinec	Chairman of the Board
CD Telematika	Jan Dešhla	President, Chairman of the Board
Česká zbrojovka Group	Martin Václavský	Chief Executive Officer & Chairman of the Board
CEZ Energy	Josef Vajnský	Chief Executive Officer
COB Leasing	Lukáš Andryšek	General Manager & Head of Information Technology Risk
DAKO CZ	Lukáš Andryšek	Chief Executive Officer
Deutsche Börse	Petr Šimád	Country Manager Czech & Slovak Republic
E.ON	Claudia Viohl	General Manager Region East
ECCO Europe	Radka Červenáky Nývltová	General Manager Czech & Slovak Republic
Edenred CR & K	Gary Mazzotti	Chief Executive Officer
ELTON	František Málá	General Manager
EP Infrastructure	František Málá	Chief Executive Officer
Euronet Group	Pavel Jirá	Plant Leader
Eviation	Andrea Vogliazzo	Chief Executive Officer
HELENIA Česká republika	David McCabe	Country Manager Czech & Slovak Republic & Hungary & Chief Sustainability Officer
INTERSPORT	Monk Kopřiva	Managing Director Czech Republic
Jan Becher Pernod Ricard	Anna Bierišvilová	Chief Executive Officer
Johnson & Johnson	Eliška Těmlová	General Manager Central & Eastern Europe
JTI	Stephane Bereset	General Manager Czech & Slovak Republic & Hungary
Knight Frank	Richard Cornish	Managing Director
LESTIS Praha	Jiri Polak	Chairman of the Board
MAKRO Cash & Carry CR	Alina Veršien	General Manager Czech Republic
Mail Group	Jan Hamz	Chief Executive Officer
Mars	Michael Riba	Managing Director Czech & Slovak Republic
McDonald's	David Dorák	General Manager Czech & Slovak Republic
MeLIFE	Violetta Luca	Chief Executive Officer & Chairman of the Board
Microsoft	Michael Pupala	Managing Director for Czech & Slovak Republic
Modré pyramid	Manana Lutsuri	Country Manager Czech & Slovak Republic
Molnyc	František Čech	Chief Executive Officer
Olis Česká republika	Roman Kucharski	Managing Director for Czech & Slovak Republic
Partners Banka	Marek Duda	Chief Executive Officer
Perfetti Van Melle	Renata Kourilová	General Manager
PF Nonwovens	Dragos Constantinescu	Chief Executive Officer
Pivovary Staropramen	Klaus Biedermann	Managing Director Czech Republic
Pleziak Prazdroj	Christoph Gruen	Managing Director Porsche Import organization
PORR Group	Christian Gaud	Chief Executive Officer
Porsche Inter Auto CZ	Marek Sládek	Executive Director TMT CEE
PPF	Martin Pacovský	Chairman of the Board
Právník plynárenská	Tomáš Lasko	Chief Executive Officer Central & Eastern Europe
Publicis	Olga Nová	Chief Executive Officer
Quercus	Olga Nová	General Manager
Rohlik Group	Karel Ludvík	Managing Director
Santander	Camille de Lattaille	Country Lead & General Manager Czech & Slovak Republic
Saxk	Alain Vesely	General Manager
Schweppes	Marianna Veselá	Chief Executive Officer
Seznam.cz	Katrina Navrátilová	Chief Executive Officer
Sheraton	Michael Schrewe	General Manager Czech & Slovak Republic
Tesco Stores CR	Klára Havlenová	Country Manager Czech & Slovak Republic
Teva Pharmaceuticals	Pavel Rieger	Chief Executive Officer
The Kraft Heinz Company	František Málá	Branch Director Czech Republic
Trak	Pavel Cempel	Country Manager
VUB Banka		
Western Union Business Solutions		

## HUMAN RESOURCES

COMPANY	NAME	ROLE
AERO Vodochody AEROSPACE	Daniela Filer	Human Resources Manager Eastern Europe
Air Bank	Lubos Toth	Vice President of Human Resources
Albert	Veronika Horavská	Chief People Care Officer
Amazon	Silvan Marz	Human Resources Business Partnering Director
AstraZeneca	Karel Polný	Head of Global People Experience and Technology & Human Resources Engagement
ATALIAN	Tomáš Růžicka	Human Resources Director Central Europe Cluster
AIA Assistance	Zuzana Kozdrovová	Head of Human Resources
Bayer Group	Radana Kostřová	HR Director CEE
Brown-Forman	Lukáš Wolgast	Head of Human Resources Czech Republic
CBRE	Emilio Jimenez	People Operations Hub Leader Central & Eastern Europe & Nordics
České Radiokomunikace	Sofia Scherzová	Human Resources Director
Coca-Cola HBC	Marcela Pavlovská	Human Resources Director Czech & Slovak Republic
Dámě jido	Magdalena Porčíková	Chief People Officer
Emberit	Dennis Pichová	Chief People Officer
Fortuna Entertainment Group	Lenka Vitková Hupatnová	Group Country Human Resources Director Czech Republic
Genertel - Advancing Motion	Linda Mikšavilová	Human Resources Manager
GSK	Irena Fialová Nuvová	Head of Human Resources Group
Hallo Bank	Yvonne Hupatnová	Human Resources Director
Japan Tobacco International	Jan Václav	Human Resources Director
Leif Corporation	Jarmila Simková	People & Culture Manager
LESTIS Praha	Katrina Navrátilová	Country Human Resources Director
Leif Česká republika	Dana Lomová	HR Director
Mail Group	Klára Havlenová	Chief People Officer
Mars	Vladimír Carril	People & Organization Director Czech & Slovak Republic, Hungary, Romania
PF Nonwovens	Alina Petrovská	Chief People & Culture Officer
Pleziak plynárenská	Petr Bala	Chief People & Culture Officer
PPF	Gabriela Šaríková Benesová	HR Strategy & Company Culture Manager
Právník plynárenská	Léon Adamec	Human Resources & Communication Director
Saxk	Marek Graf	Chief of Staff
Seznam.cz	Anna Podgornaya	Board Member, Human Resources
SOLEX HOLDING	Anna Šibřová	Head of Human Resources Czech & Slovak Republic
Škoda Auto	Jakub Jurčík	Human Resources Director, North Europe
UNQA	Magdalena Weyle	Director for People & Property, Vice President
Vodafone	Olga Lehová	Head of Human Resources
Zasilovna		

## COMMERCIAL &amp; SALES MANAGEMENT

COMPANY	NAME	ROLE
Banka CREDITAS	Ivana Pícková	Head of Retail Banking, Board Member
Coca-Cola HBC	Iveta Štákl	Sales Director Czech & Slovak Republic
CSOB	Vladimír Vojtěšek	Manager of Daily Banking
CSOB	Pavel Prokop	Director for Corporate & Institutional Banking
CSOB	Emil Nák	Executive Director for Corporate Banking
Emco	Jan Zapotocný	Commercial Director
E.ON	Robert Tichý	Vice Chairman of the Board
Interact	Radim Panák	Sales Director Czech Republic
Jan Becher Pernod Ricard	Radim Panák	Head of Sales Czech & Slovak Republic
Orsay	Adrian Kondrat	Sales Manager Czech & Slovak Republic
Realty Canin	Martina Běláková	Chief Commercial Officer, Board Member
T-Mobile	Lubos Lukáček	Chief Retail Officer
UNQA	Veronika Brázdlíková	Vice President Vodafone Business
Vodafone	Zdeněk Hejzlar	Vice President of Retail
Vodafone	Veronika Brázdlíková	Country Sales Director
Xiom Technology	Veronika Brázdlíková	Country Sales Director

## FINANCE/RISK MANAGEMENT

COMPANY	NAME	ROLE
2N TELEKOMUNIKACE	Jan Pleskot	Chief Financial Officer
Alza	Jakub Knežič	Chief Financial Officer
Amur	Tomáš Plšek	Chief Financial Officer
Avast	Stuart Simpson	Group Chief Financial Officer
Banka CREDITAS	David Wolski	Chief Risk Officer
CD Telematika	David Wolski	Board Member Finance
Česká spořitelna	Ivan Vondra	Chief Financial Officer, Board Member
CSOB	Ján Lučan	Board Member Finance & Data
CSOB Slovensko	Rudolf Bureš	Chief Financial Officer, Board Member
DAKO CZ	Dagmar Černá	Subregional Finance Director Central & Eastern Europe
Direct pojistovna	Alena Rostyslavová	Chief Financial Officer, Board Member
DS Smith	Michaela Simonová	Chief Financial Officer
E.ON Energy	Beata Přibitová	Chief Performance Officer
Emco	Václav Rehoř	Chief Financial Officer
Essence Assistance	Pavel Špurný	Chief Financial Officer
EUROWAG	Tomáš Trčka	Chief Financial Officer
Farmor Česká	Ladislav Muš	Chief Financial Officer
Footshop	David Alonso	Head of Finance Central & Eastern Europe and Germany, Austria & Switzerland
Hochstet	David Soukup	Group Chief Financial Officer, Board Member
Packeta Group	Jiri Kordelický	Chief Financial Officer
Partners Banka	František Kalivoda	Chief Financial Officer
Partners Banka	František Kalivoda	Chief Risk Officer
PF Nonwovens	Peter Jirasek	Chief Financial Officer
Philip Morris International	Lubos Kratochvíl	Director Finance Czech & Slovak Republic & Hungary Cluster
Právník plynárenská	Kamil Makmudov	Head of Finance
Publicis Group	Yvona Tolnáková	Chief Risk Officer, Board Member
Raffisenbank	Jiri Smekal	Head of Finance External Manufacturing GenMed Europe Hub
Skanska Reality	Marta Prázková	Chief Financial Officer, Board Member
Sodexo Pass CZ	Hynek Šandera	Chief Financial Officer
Telco Pro Services	Laurent Jaumotte	Finance & Risk Leader
UNQA	Jakub Riedel	Head of Actuarial Function
Wolair	Jiri Javůnek	Chief Financial & Strategy Officer

## MARKETING, PRODUCT &amp; CUSTOMER MANAGEMENT

COMPANY	NAME	ROLE
Alza	Marek Dvořák	Chief Marketing Officer
Bel	Sophia Petrova	Marketing Director Central & Eastern Europe
Bein CR	Zlata Uličková	Head of Strategic Marketing
Bonami	Maria Skalická	Chief Marketing Officer
Coca-Cola Company	Martin Smekal	Marketing Manager Czech & Slovak Republic
Czech News Center	Jakub Leos	Head of Marketing Czech & Slovak Republic
Dámě jido	Petr Král	Director of Post Content
Dr. Max Pharmacy Chain	Kristina Poláková	Chief Marketing Officer
Footshop	Adriana Jurdová	Group Head of Customer Relationship Management & Loyalty
Genertel	Monika Orelcová	Chief Marketing Officer
Globus	Jan Veselý	Director of Brand Marketing
GSK	Martin Smekal	Marketing Operations Director
IVCO	Alen Kodat	Marketing Director Czech & Slovak Republic
Jan Becher Pernod Ricard	Anna Daniela Šabatková	Head of Marketing
Kolick.cz	Petr Polák	Marketing Director
Meopta - optika	Giuseppe Mast	Chief Product Officer
Monsieur Minsk	Martina Hlaváčková	Chief Marketing Officer
Packeta Group	Jiri Coufal	Demand Director Central Europe
Partners Banka	Miroslav Nedelc	Chief Marketing Officer
Pivovary Staropramen	Barbara Langer	Head of Marketing Central & Eastern Europe and Germany, Austria & Switzerland
Rohlik Group	Petr Vojtíš	Head of Marketing Cluster
Rohlik Group	David Zapek	Marketing Director Czech & Slovak Republic
Rohlik Group	Lukáš Antoš	Chief Marketing Officer
Rohlik Group	Juliana Hrdá Kristofová	Group Head of Market Insights
Samsung Electronics	Daniel Boek	Group Head of Product
SAXKA	Jakub Petráň	Head of Customer Relationship Management
Seznam.cz	Petr Mastovský	Chief Marketing Officer
Shell	Romana Lichová	Marketing & Communication Manager Central European Region
Schneider Electric	Michal Štěpánek	Head of Marketing Czech & Slovak Republic
SOLEX HOLDING	Jan Chaloupka	Group Head of Marketing & Retail Fundraising
T-Mobile	Jaroslav Párpel	Director of Enterprise Segment Management & Marketing
T-Nova	Jiri Caud	Chief Marketing Officer
UNQA	Jakub Strýček	Head of Marketing Communications & Advertising
UNQA	Jan Chaloupka	Director of Customer Management
UNQA	Petr Bruncík	Chief Marketing Officer

## IT, TECHNOLOGY, DIGITAL&amp;DATA

COMPANY	NAME	ROLE
Alza	Bedřich Lacina	Chief Technology Officer
ATALIAN	Lubos Pápcin	Group Chief Information Security Officer
CCIA Group	Jan Koc	Regional Information Technology Director Central & Eastern Europe
Central European Media Enterprises	Petr Ladiševský	Chief Technology Officer
CSOB	Daniel Grunt	Head Of Digital
CSOB	Lenka Vrátilová	Executive Director of Innovation & Growth
CSOB	Daniela Štákl	Executive Director of Information Technology
DHL	Jaroslav Šelba	Board Member, Innovations, Digital & Data
Fortuna Entertainment Group	Vladimír Klein	Chief Information Officer, Central & Eastern Europe, Americas, Middle East & Africa
Home Credit International	Radim Štěpánek	Group Chief Technology Officer
Kolick.cz	David Pátek	Chief Technology Officer
Raffisenbank	Gabriela Orelcová	Chief Security Officer
SAXKA	Václav Rehoř	Chief Technology Officer
Vodafone	Petr Bruncík	Information Technology Director

## OPERATIONS&amp;QUALITY

COMPANY	NAME	ROLE
BNP Paribas	François Pirou	Deputy Chief Executive Officer & Chief Operations Officer Hello bank! Czech Republic
CSOB	Markéta Čechman	Director of Operations Processing & Purchasing
HELLA	Pavel Peláň	European Head of Plant Quality
Heurik	Klára Staráková	Chief Operations Officer, Board Member
Moneta Money Bank	Oliver Šatoun	Chief Operations Officer
Sberbank	Olga Pavlovská	Head of Operations
Schneider CZ/SK	Michaila Kizmarova	Field Operations Director Czech & Slovak Republic
Tesco Stores CR	Patric Dojčínová	Chief Operations Officer Czech & Slovak Republic

## PROCUREMENT

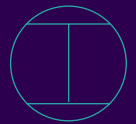
COMPANY	NAME	ROLE
BENTELER Group	Miloš Handke	Procurement Director Europe
HELLA Slovensko	Miroslav Urban	Head of Central & Eastern Europe Purchasing Hub
LESTIS Praha	Tomáš Šava	Procurement Director

## LEGAL&amp;COMPLIANCE

COMPANY	NAME	ROLE
General Česká pojišťovna	Martin Vít	Regional General Counsel Identity & Access Management, Austria, Central & Eastern Europe & Russia
HSBC	Pavel Volheim	Chief Compliance Officer
Vodafone	Jan Klouček	Board Member, Vice President of Legal, Wholesale & Corporate Security

## STRATEGY AND M&amp;A

COMPANY	NAME	ROLE
Avst	Filip Popović	Principal, Mergers & Acquisitions
MTX Group	David Bečvář	Chief Strategy Officer & Vice Chairman of the Board
Právník plynárenská	Petr Kovář	Board Member, Strategy



















## 5 KEY FACTS ABOUT CEO HIRES

- The overall figure is 37 % higher compared to 2020. The number of internal promotions increased compared to previous years.
- Industries that changed the CEOs most frequently - **E-commerce, Communication&Advertising, FMCG and Machinery&Equipment** which was not active in CEOs changes in the past years. IT dropped from no. 1 to no. 4.
- For 67 % percent, promotion was mainly from Sales&Business Development roles (26 %), Operations (10 %), Marketing (5 %) and Finance (5 %). For 33 %, it was a horizontal move.
- 25 % joined from a different industry.
- The number of CEO expatriates increased to 17 % out of all CEO hires or promotions, which is reflecting the 3-year cycle of 2018 (15 %). Years 2020 and 2019 were below 10 % from all CEOs new hires.

## TOP SELECTED CEOS OF 2021, CZECHIA

↓ Sorted alphabetically by company name

 <p><b>Viktor Sotona</b> General Manager AERO Vodochody AEROSPACE</p> <p>Until his appointment, he held the position of CEO in ERA, which belongs to the portfolio of Omnipol. He is a member of several Air Traffic Control groups and chairs the WG-70 group.</p>	 <p><b>Pavel Jirásek</b> Managing Director CZ, SK &amp; HU ASSA ABLOY Opening Solutions</p> <p>Before being appointed to the role, he spent his professional career in Kimberly-Clark. Most recently, he served as General of MENA region in Dubai.</p>	 <p><b>Marek Růžička</b> CEO BankID</p> <p>For the last three years, he had been developing the Czech technology company Datasys as CEO. In BankID, he aims to expand the benefits of BankID among firms.</p>	 <p><b>Martin Čermák</b> Country General Manager CZ, PL, RO, Adria, Baltics, Belarus Bel</p> <p>Mr. Čermák, having extensive experience in FMCG, has spent the last 5 years in Bel. Before his appointment, he acted as Sales Director in Central Europe.</p>
 <p><b>Dariusz Bator</b> CEO BILLA ČR</p> <p>He previously ran Billa in Slovakia. Now, he aims to maintain Billa's position of a modern supermarket and focus on a healthy lifestyle.</p>	 <p><b>Munir Nanji</b> Managing Director - Cluster Head Central Europe and CCO Citi</p> <p>Until his appointment, he held a position of Citi Director for multinational Asia Pacific companies in the Banking Capital Markets and Advisory Division.</p>	 <p><b>Volkhardt Kruse</b> Country CEO CZ &amp; SK Commerzbank AG</p> <p>Mr. Kruse spent the last 7 years on senior positions in Commerzbank in China, most recently as CEO of Hong Kong Branch.</p>	 <p><b>Claudia Viohl</b> CEO &amp; Chairperson of the Board E.ON CZ</p> <p>Previously, she acted as Chief Procurement Officer in E.ON headquarters in Germany. She is the first woman in the CEO role of E.ON Czech Republic.</p>
 <p><b>Dalibor Šuba</b> General Manager Region East ECCO Europe</p> <p>He has been associated with ECCO since 2010. He worked way up from the position of Retail Operations Manager up to General Manager of the whole East European region.</p>	 <p><b>Gary Mazzotti</b> CEO EP Infrastructure</p> <p>Mr. Mazzotti, previously Vice-Chairman of the Board, intends to accelerate transformational change on the company's way to become a European leader in the clean energy market.</p>	 <p><b>František Mala</b> CEO Euromedia Group</p> <p>Mr. Mala, with extensive experience in the telecommunications business, has now joined Euromedia to lead the group towards greater growth and digitization.</p>	 <p><b>Pavel Jaša</b> Plant Leader GE Aviation</p> <p>Mr. Jaša has taken over the responsibility for the production plant of GE Aviation, world-leading provider of jet and turboprop engines. Prior to that he has held several leadership roles in Mechanical Engineering.</p>
 <p><b>Andrea Vogliazzo</b> General Manager HEINEKEN Česká republika</p> <p>Mr. Vogliazzo came to the Czech Republic from a role of the Director for Exports in the USA. His priority is an increase of share of premium products in the HEINEKEN portfolio.</p>	 <p><b>David McCabe</b> Country Manager CZ, SK &amp; HU, Chief Sustainability Officer IKEA</p> <p>Besides being the Country Manager, he also acts as Chief Sustainability Officer. He strives for greater affordability, accessibility and sustainability.</p>	 <p><b>Ana Berishvili</b> Managing Director Jan Becher Pernod Ricard</p> <p>She has been connected with the group Pernod Ricard since 2004. Before being appointed to the new role, she acted as GM of Yerevan Brandy Company in Armenia.</p>	 <p><b>Els Ternoot</b> General Manager CEE Johnson &amp; Johnson</p> <p>Mrs. Ternoot came to Czech Republic from the Johnson &amp; Johnson in Belgium, where she served as Business Unit Director of Ethicon.</p>







## TOP SELECTED CEOS OF 2021, CZECHIA

↓ Sorted alphabetically by company name

### Stephane Berset

General Manager CZ,  
SK & HU  
Japan Tobacco International

He has spent all his career in JTI and experienced different positions in Switzerland, Turkey, Austria, Italy, and recently transferred from the role of Marketing VP in the UK.

### Atila Yenisen

CEO  
MAKRO Cash & Carry ČR

Before being appointed to this role, he acted as CEO of METRO in Bulgaria. He started his career journey 22 years ago with METRO in Turkey.

### Jan Hanuš

CEO  
Mall Group

He joined the Mall group from Telenor Hungary from the role of CEO. He has an extensive experience from FMCG as he held several leadership roles in Emco, Kostecké uzeniny, Yoplait, or Vitana.

### Jan Sikora

General Manager  
Mars

He has more than 15 years of sales and marketing experience in FMCG sectors. Prior joining as GM he assisted the Czech branch of Mars as an external consultant.

### Michal Říha

Site Director, M&M Plant  
Mars (USA)

In USA Mr. Říha manages the largest m&m plant globally. In the past he has held several leadership roles in Mars & Wrigley in USA, UK or Czech Republic.

### Dan Camp

Managing Director CZ&SK  
McDonald's

He came to the Czech Republic from the role of Operations Officer for newly established Long Beach Office in the USA. He has been working in McDonald's for more than 20 years.

### Violeta Luca

General Manager CZ&SK  
Microsoft

She was appointed to this role from her previous position as General Manager of Microsoft in Romania, where she was also ranked as one of the TOP 100 general managers.

### Michael Pupala

CEO & Chairman  
of the Board  
Modrá pyramida stavební spořitelna

He comes to Modrá pyramida from the role of General Manager in Wusterrot. He gained experience also in ČEZ, AXA or Raiffeisen stavební spořitelna.

### Dragos Constantinescu

Managing Director CZ/SK/DE/AU  
Plzeňský Prazdroj

Before being appointed to his new role, he acted as President of the largest local brewery in Romania, Ursus. In the past, Mr. Constantinescu has worked for the British American Tobacco for sixteen years.

### Ladislav Bartoníček

CEO  
PPF

He took control of PPF Group after a tragic decease of Petr Kellner. Since 2018, he has been responsible for strategic investments to telecommunications, media and biotechnologies.

### Marek Sláčík

Executive Director TMT CEE  
PPF Telecom Group

Mr. Sláčík is responsible for Telenor operations in Hungary, Bulgaria, Serbia and Montenegro. He joined the PPF Group in 2018. Before he served as Chief Commercial Officer for Beeline Russia.

### Martin Pacovský

Chairman of the Board  
Pražská plynárenská

Until his appointment, he acted many years in senior management roles in ČEZ - not only in Czechia, but also in Romania, Turkey or Germany.

### Erik Lundgren

General Manager  
Roche

He has been associated with pharma sector for most of his professional career. He comes to the Czech Republic from the position of Lifecycle Leader in Roche, Switzerland.

### Olin Novák

CEO  
Rohlik.cz

Before taking up the role of CEO, he served as Group Chief Commercial Officer and participated in Rohlik expansion abroad.

### Camille de Lataillade

Country Lead & General  
Manager CZ&SK  
Sanofi

Before joining Sanofi CZ&SK she experienced several leadership roles in Sanofi in France, Vietnam, Turkey or as GM of Sanofi Malaysia.

### Aleš Veselý

CEO  
SAZKA

He was appointed as CEO from his previous position of the Chief Marketing Officer. His main task was a company's transformation and modernization.

### Marijana Vasilescu

CEO  
Sberbank

She comes to Czechia from Sberbank Serbia, where she served as CEO since 2016. Besides that, she acted in several senior roles also in Russia, Romania and Kazakhstan.

### Katarína Navrátilová

CEO  
Tesco Stores CR

She filled a newly established role of GM in Czechia as a part of change of Tesco management structure. Before, she served as Product Director.

### Michael Schrewe

General Manager CZ&SK  
Teva Pharmaceuticals

He has been associated with Teva almost 20 years. Before becoming GM of Czechia and Slovakia, he acted as CFO for CEE.

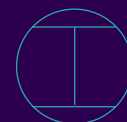
### Andrea Fiori

General Manager  
VÚB

In his role, he manages the Prague branch in VÚB. Previously, he acted in Banca Intesa, major shareholder of VÚB.







## TOP SELECTED MANAGEMENT CHANGES SLOVAKIA

↓ Sorted alphabetically  
by company name

**Andrej Zaťko**

Chief Executive Officer  
365.bank



**Arnd Riehl**

General Manager  
BILLA



**Ivan Schwarz**

Regional Director EMEA  
Budweiser Budvar SK



**Branislav Sandtner**

General Manager SK  
Citibank Europe



**Martin Mašťalír**

General Manager  
Dell Technologies



**Ingrid Furst**

People Services Lead  
CE&SEE  
GSK



**Lucia Haaszová**

Country HR Leader  
IBM



**Irina Bolotová**

HR Director East Europe  
Lenovo



**Miloš Nitran**

Chief Financial Officer  
CZ&SK  
Microsoft



**Igor Tóth**

Chief Executive Officer  
O2 Slovakia



**Milan Morávek**

Chief Commercial Officer  
O2 Slovakia



**Michaela Vadurová**

Country Manager SK  
Orkla Foods Česko a Slovensko



**Petr Šedivec**

General Manager SK  
Philip Morris International



**Gabriel Balog**

Chief Executive Officer  
Prvá penzijná správcovská spoločnosť



**Peter Hollý**

Managing Director&CFO  
Ringier Axel Springer



**Michal Maruška**

Managing Director&COO  
Ringier Axel Springer



**Martin Jakubík**

Chief Financial Officer  
Škoda Auto Slovakia



**Rudolf Urbánek**

Chief Executive Officer  
Towercom



**Peter Cuper**

Chief Sales Officer  
Towercom



**Jaroslav Habo**

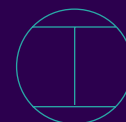
Head of Slovak Branch,  
Board Member  
Unicredit Bank CZ&SK



**Marian Hrotka**

Chief Executive Officer  
Wustenrot Slovakia





## TOP CEO CHANGES IN CEE

↓ Sorted alphabetically by country and company name

**Vigintac  
Shapokas**  
Chief Executive Officer  
BILLA Bulgaria



**Petar Mudrinic**  
Chief Executive Officer  
CETIN Bulgaria



**Dora  
Strezova-Nikolova**  
General Manager  
Coca-Cola Company Bulgaria



**Nikola Gotron**  
Chief Executive Officer  
METRO Bulgaria



**Peter Roebben**  
Chief Executive Officer  
UBB Bulgaria



**Tsvetanka  
Mincheva**  
Chief Executive Officer  
UniCredit Bulbank



**Veronika  
Špaňárová**  
Managing Director  
& Country Officer  
Citi Hungary



**Sonia Dimogli**  
Country Manager  
Coca-Cola Company Hungary



**Nikos Zois**  
Managing Director  
Heineken Hungary



**Peter Klekner**  
Chief Executive Officer  
Kifli.hu



**István Szászi**  
Chief Executive Officer  
Robert Bosch Hungary & Adriatic



**Raffaella Bondi**  
General Manager  
ROCHE Hungary



**Peter Gažík**  
Chief Executive Officer  
Telenor Hungary



**Wojciech  
Lubiński**  
Chief Executive Officer  
Aldi Poland



**Iwona Duda**  
President  
Alior Bank Poland



**Pawel Piatek**  
General Manager  
Danone (& Nutricia) Poland

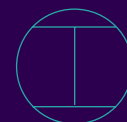


**Magdalena  
Kotlarczyk**  
Country Director  
Google Poland



**Marcin Gajdziński**  
Country General Manager  
IBM Poland





## TOP CEO CHANGES IN CEE

↓ Sorted alphabetically by country and company name

**Adam Sar**

Chief Executive Officer  
ING Lease Poland



**Wojciech Zaskorski**

General Manager  
Lenovo Poland



**Victoria Abramova**

General Manager  
Mars Wrigley Poland



**Dominika Bettman**

General Manager  
Microsoft Poland



**Artur Jankowski**

Chief Executive Officer  
Nestlé Poland



**Agnieszka Grzybowska-Zalewska**

General Manager  
Sanofi Poland



**Wojciech Rowiński**

General Manager  
Scania Poland



**Eran Gorgen**

Chief Executive Officer  
Eastern Europe  
Signify Poland



**Martin Stoebe**

Country Manager  
Romania, Bulgaria, Moldova  
Beiersdorf



**Julien Munch**

Chief Executive Officer  
Carrefour Romania



**Claudia Griech**

General Manager  
E.ON Romania



**Marco Giudici**

Chief Executive Officer  
Lidl Romania



**Bogdan Putinica**

Country General Manager  
Microsoft Romania



**Kostas Papagiannis**

Managing Director  
MSD Romania



**Kuldeep Kaushik**

Chief Executive Officer  
NN Romania



**Thodoris Dimopoulos**

Country President  
Novartis Romania



**Diana David**

Managing Director  
SAP Romania



**Dina Tsybulskaya**

Chief Executive Officer  
Telekom Romania



**Ana Maria Paslaru**

Managing Director  
Unilever South & Central Europe



**Mihaela Stroia**

Chief Executive Officer  
UNIQA Asigurari de Viata Romania



**Achilleas Kanaris**

Chief Executive Officer  
Vodafone Romania



## Can Data help with better selection of your Leaders?

### If you are interested to learn:

- How the responsibility of the roles has changed in time, comparing to your current teams
- How the financial rewards have developed
- What are the recruitment trends particularly in your industry, or for the role you wish to fill in
- Or what are the critical HR areas, you should be aware of



Significant  
Management  
changes, 2020



Significant  
Management  
changes, 2019

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US ON LINKEDIN

#### Lucie Teisler

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