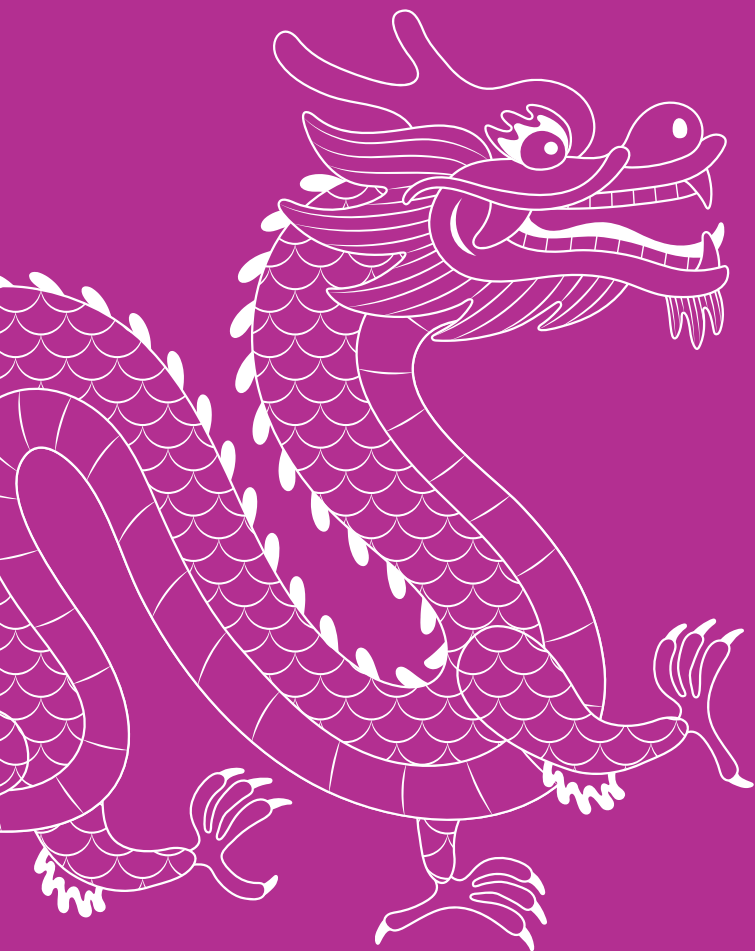


INSPIRATION AND TRENDS IN OUR LEADERSHIP COMMUNITY FOR 2024

Year of the Dragon in
Career and Business



♥ CONTACT US ♥

e: care@andersonwillinger.com
m: +420 731 440 081
andersonwillinger.com

WE ARE IN THE FLOW

The Flow Building
Václavské náměstí 47 / 110 00 Prague 1
Czech Republic



YEAR OF THE DRAGON

Fiery inspiration on the way to inner growth 😊

Late one night, the Greek general Xenophon was walking down an alley between two houses near the Athenian marketplace.

Suddenly, a mysterious stranger hidden in the darkness blocked his way with a wooden stick. A voice came from the darkness and asked him a question:

“Do you know where a person should go when they need to purchase some goods?”

Xenophon answered:

“We are next to Agora, the best marketplace in the world. You can buy anything you want there — jewelry, food, clothes.”

Socrates paused and then asked the question again:

“And where should one go to learn to be a good person?”

According to ancient Chinese astrology and Feng Shui, we don't have to go very far this year to find out. It is believed that **the Dragon symbolizes strength and prosperity. This year, it also represents fire, demanding personal progress without mercy.**

The Year of the Dragon can deliberately put us in situations that will bring out the best in us, our virtues, and our Arete, which are characteristics of the Dragon.

Discipline, Courage, Wisdom and Moderation.

This is precisely why the Chinese emperors considered themselves real dragons and sons of heaven.

May his heavenly fire kindle the goodness in each of us.

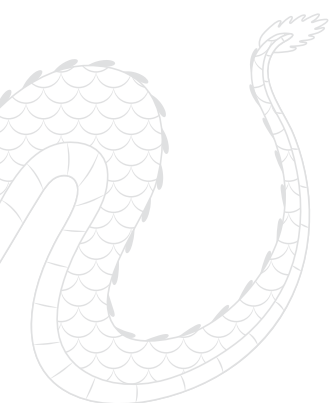
Your AW Team ❤️

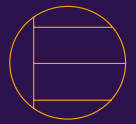




TABLE OF CONTENTS

▶ WHICH TRENDS MAKE US HAPPY?	4
▶ INTERESTING TRENDS FROM OUR CEO COMMUNITY	5
▶ MOST INTERESTING CHANGES IN THE LEADERSHIP COMMUNITY IN SLOVAKIA	9
▶ MANAGEMENT CHANGES IN EXPERT ROLES	10
Commercial & Sales Management, BDVP	11
Finance Management, Controlling & Accounting and Tax	12
HR Management & Sustainability	13
Marketing, Product Management, CRM and PR&PA	15
Digital and Data Management	17
Operations Management	18
IT, Technology & Cyber Security	19
Supply Chain, Logistics & Procurement	21
Strategy	21
Legal & Compliance and Risk	22
▶ WHAT TYPE OF COMPANIES ARE OUR LEADERS GOING TO?	23
Locally-owned	23
PE- a VC-owned	25
Corporations	26
State-owned companies	28
Start-ups	29
▶ SENIOR LEVEL MANAGEMENT CHANGES FROM AN INDUSTRY PERSPECTIVE	30





WHICH TRENDS MAKE US HAPPY?

1

‘When one door closes, another opens’ is proving to be true in the current job market. Recent data shows that many corporations have slowed down their recruitment efforts and are instead focusing on internal promotion. However, this trend has created new opportunities, particularly in the realm of privately-owned companies, which are becoming more visible than ever before.

2

Building a career in local companies is no longer taboo, nor is it unusual to start your own business or get involved in the management of a private fund or investment group during your career. An interesting trend is also the transition of leaders from corporations to foundations, non-profit organizations or state-owned organizations.

3

Privately-owned and local companies have more courage to enter Western markets. At the same time, they realize that they need the right management to succeed.

4

The CEE region is now beginning to establish its own identity and operate independently, due to the outflow of leaders from Western countries. This is evident from the rise in the number of expatriates from this region holding top management roles in our country.

5

Digitization and automation have become integral parts of every management role. Similarly, we are likely to see the incorporation of AI in various fields. However, AI-related expert roles are still in the process of being developed and established as separate entities within organizations.

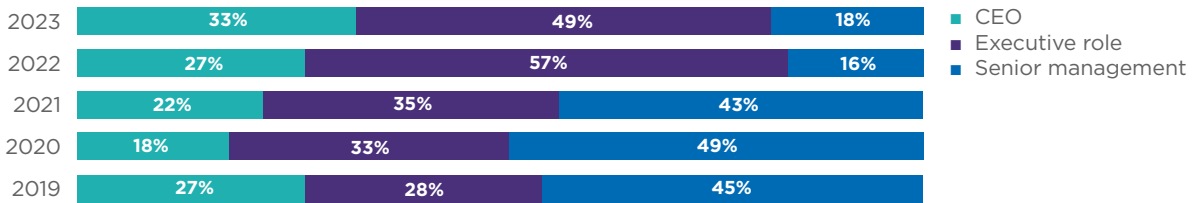




INTERESTING TRENDS FROM OUR CEO COMMUNITY

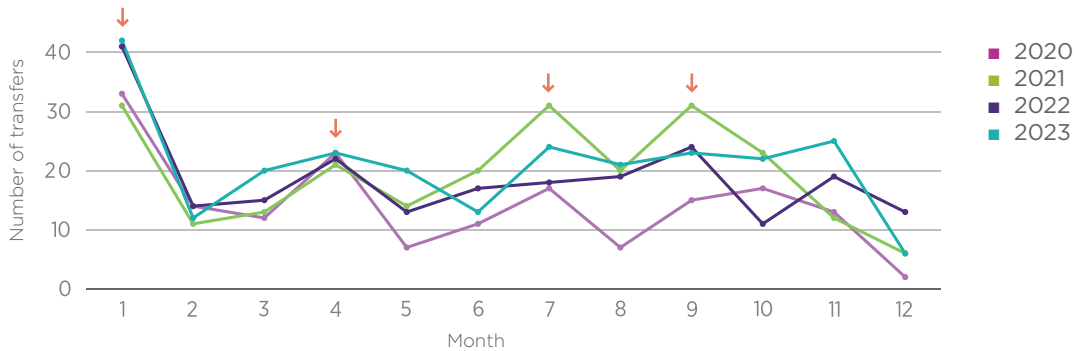
IN TERMS OF OVERALL NUMBERS, THE WORLD OF CEOs REMAINED STABLE. THE NUMBER OF NEW CEOs IN 2023 INCREASED BY 5%.

DISTRIBUTION OF RECRUITMENT BY SENIORITY ACROSS THE YEARS



As in the previous year, the recruitment of CEOs was evenly distributed over the individual quarters.

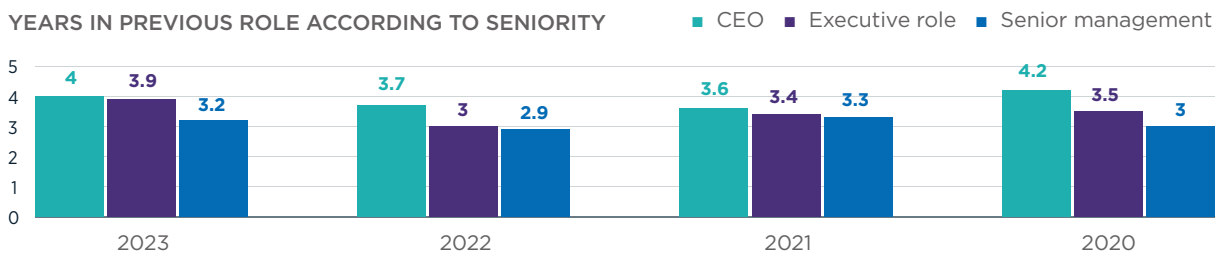
New CEOs assume their roles every quarter, specifically in January, April, July, and September.



The duration in a previous role remained without major jumps. It has slightly increased from 2021, by approximately a quarter of a year.

- In 2023, 64% of corporate companies promoted their CEOs internally, which is also related to the increasing length of their previous role.
- Compared to other members of TOP and senior management, it is generally above the average, which is 3.8 years.

YEARS IN PREVIOUS ROLE ACCORDING TO SENIORITY





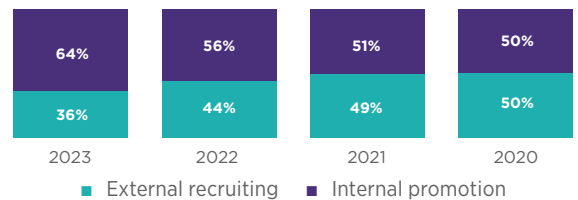
▶ The **representation of women** in CEO roles was stable between 20-25% from the years 2020 to 2023.

▶ The **proportion of expatriates** within the market typically falls within the range of 10-11%. However, in 2020, most likely due to the pandemic, the proportion of expatriates decreased to 6%. However, as the data suggests, this percentage quickly returned to its original values.

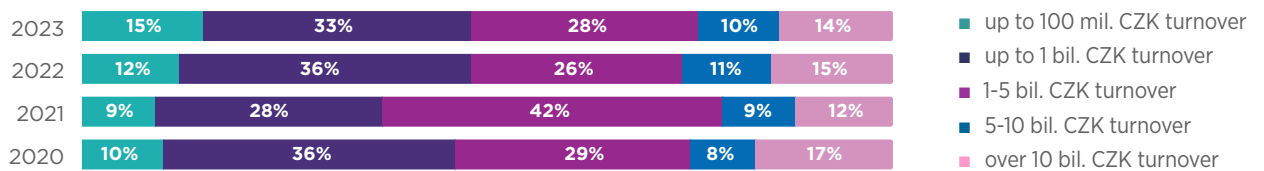
▶ Since the pandemic, there has been an increased number of expatriates in CEO roles in locally owned companies. There were 15% in 2023 (compared to 10% in 2022 and 8% in 2021). However, in corporations, the number of expatriate CEOs has been decreasing over the years. In 2023, it was 18%, compared to 22% in 2022 and 24% in 2021.

▶ **External recruitment** in corporations is slowly losing its breath from 2020. We see this very clearly in the number of CEOs coming internally - **64%**. In contrast, externally selected CEOs remain more prevalent in locally-owned companies, with 61% of external selection.

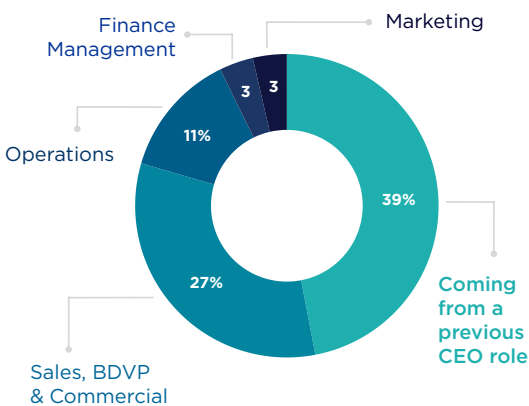
DEVELOPMENT OF EXTERNAL REVIVAL OF CEOs IN CORPORATIONS



▶ The size of the companies that new CEOs join has not changed fundamentally since 2022, and the distribution remains stable. The exception was 2021 when, compared to other years, companies with a turnover of 1-5 billion CZK changed their CEOs more.



Which roles lead to a CEO position in 2023?



In which segments did CEOs change most often?





MOST INTERESTING CHANGES IN THE CEO COMMUNITY



Dušan Švalek
Deputy Chief
Executive Officer
CENTRAL EUROPEAN
MEDIA ENTERPRISES



Pavel Wiesner
Chairman of the Board
& CEO
ČESKÁ PODNIKATELSKÁ
POJIŠTOVNA



Jan Souček
General Manager
ČESKÁ TELEVIZE



Frederic Deman
CEO & Member
of the Board
COMAP GROUP



Adam Kolesa
Managing Director
FOODORA



Anna Szymanek
Chief Executive
Officer
DECATHLON ČR



Jan Žák
Chief Executive
Officer
DR. MAX CZECHIA



David Chmelař
Group Chief
Executive Officer
HEUREKA



Kateřina Barbier
Managing Director
CZ / SK / HU
HP



Radek Pluhař
Group Chief
Executive Officer
HOME CREDIT



Martin Čermák
Chief Executive Officer
HOPI FOODS
HOPI HOLDING



Jaime Martí
CEO & Head of
Wholesale Banking
HSBC CZECH REPUBLIC



Jan Foret
Chief Executive
Officer
INVIA



Gabriela Kastnerová
General Manager CEE
J&J MedTech
JOHNSON & JOHNSON



Marcel Dostal
Chief Executive
Officer
KAPRAIN GROUP



Heiko Koch
Chief Executive
Officer
KAUFLAND



Jiří Jaroš
Chief Executive
Officer
LASVIT



Martin Siebenhandl
General Manager
CZ/SK
THE LEGO GROUP



Adam Miszczyszyn
Chief Executive
Officer CZ
LIDL CZECH REPUBLIC



Pavel Krbec
Chief Executive
Officer
LIVESPORT

Sorted alphabetically by Company





Martin Horčíčka
Chief Executive
Officer
LIVESPORT DIGITAL



Jiří Nehasil
Chief Executive
Officer
MAKRO CASH & CARRY



Ondřej Postránský
Chief Executive
Officer
MATTONI 1873



Yoram Schwarz
General Manager
NN ČR



Marek Ditz
Chief Executive
Officer
PARTNERS BANKA



Florian Jens Naegele
Chief Executive
Officer
PENNY MARKET



Dušan Čížek
Chief Executive
Officer
PORR CZ&SK



Ludvík Baleka
Chairman of the
Board & CEO
PRAŽSKÁ PLYNÁRENSKÁ



František Gregor
Chief Executive Officer and
Managing Director
SPORTISIMO



Rafal Walendzik
Managing Director
CZ/SK
STOCK SPIRITS GROUP



Daniel Grunt
Chief Executive
Officer
TV NOVA



Rastislav Havran
Chairman of the
Board & CEO
UNIQA CZ/SK



Daniel Křištof
General Manager
ÚŘAD PRÁCE ČR



Jozef Belčík
Head of Europe, Japan,
Australia & NZ
BIOCON BIOLOGICS



Steffen Saltofte
Chief Executive
Officer
ZENTIVA

Sorted alphabetically by Company





MOST INTERESTING CHANGES IN THE LEADERSHIP COMMUNITY IN SLOVAKIA



CHANGES IN CEO ROLES

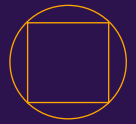
NAME	ROLE	COMPANY
Marián Jánoš	Chief Executive Officer	Dr. Max Pharmacy Chain
Luis Prata	Managing Director	The HEINEKEN Company
Sven Reinhard	Chief Executive Officer	Kaufland
Zita Szlavikovics	Chief Executive Officer	Lidl Slovenská republika
Martin Medveď	General Manager Slovakia	Phillip Morris International
Marek Doležal	Chief Executive Officer	REWE Group
Oliver Felszeghy	Chief Executive Officer, Chairman of the Board	Tipos
Peter Gažík	General Director	TV Markíza
Josef Kausich	Chief Executive Officer	VÚB Banka

CHANGES IN EXECUTIVE ROLES

NAME	ROLE	COMPANY
Lenka Belanová	Regional Manager, Member of the Board	DM Drogerie
Emil Huraj	Chief Commercial Officer	Dr. Max Slovensko
Daniela Skripkova	People Transformation Lead	Eset
Pavol Pitoňák	Chief Sales Officer & Head of SK Branch	Generali Poistovňa
Miloš Nitran	Chief Financial Officer	TV Markíza
Allen David Burkhardt	Chief Financial Officer, Member of the Board	METRO Cash & Carry
Katarína Boledovičová	CXO & B2B Sales & Marketing, Member of the Board	Orange
Zuzana Báto	Customer/Channels Director, Member of the Board	Phoenix Zdravotnicke zásobovanie (BENU)
Simone Conticelli	Chief Financial Officer, Member of the Board	Slovenské elektrárne

Sorted alphabetically by Company





CHANGES IN MANAGERIAL ROLES

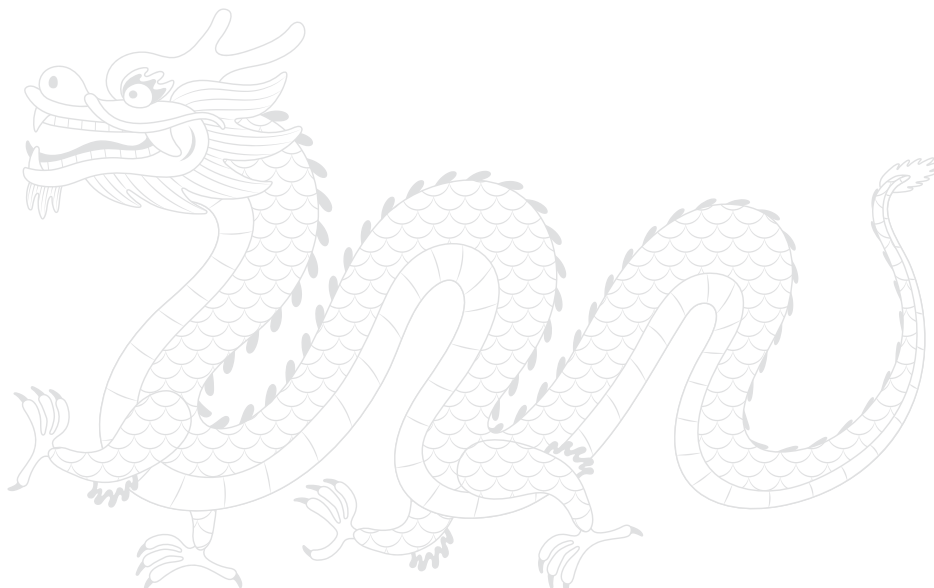
Integration of digital and AI into everyday practice

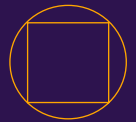
The names of roles remain, but their content changes.

The trend of having a separate position for Digital Managers has come to an end as **digitization has become an integral part of every managerial role**. Similarly, while we have observed a creation of new Chief AI Roles within organizations in 2023, we anticipate the same future as in Digital - a gradual integration of AI into responsibilities and knowledge of each of the roles.

► Which roles changed the most in 2023?

1.	General Management	33%
2.	Sales, BDVD & Commercial	16%
3.	Finance	11%
4.	HR	10%
5.	Marketing	9%
6.	Operations	4%
7.	PR & PA	3%
8.	IT	3%
9.	Strategy	2%
10.	Product Management	1%
11.	CRM, Consumer Insight	1%
12.	Risk Management	1%





COMMERCIAL & SALES MANAGEMENT, BDVP

- ▶ **IN 2023, 117 SALES, COMMERCIAL, AND BDVP DIRECTORS WERE HIRED**, leading in recruitment after a dip last year.
Sales positions can serve as a stepping stone towards the position of a CEO.
- ▶ On average, directors stay in the same company and role for **3.8 years**.
- ▶ Compared to previous years, **internal promotions for Sales Director roles have increased significantly, from one in three to every second Director**. On the other hand, external selection is prevalent in 70% of BDVP roles.
- ▶ In the case of new hires, **companies were more likely to hire a Sales Director from the same field and competition**, which accounted for 67% of cases. This percentage was slightly lower for BDVP roles.

67%	33%
Change INSIDE field	Change OUTSIDE field
- ▶ **Men dominated recruitment, and women were least promoted among all expert roles in 2023.**



Jakub Šmatlák
Chief Sales Officer
AGEL



Karel Horák
Chief Customer Officer &
Member of the Board
AIR BANK



Martin Jarolím
Retail Executive &
Member of the Board
ČSOB



Blanka Čermáková
Vice President
Consumer & Retail, UK
DEUTSCHE BANK



Marián Zelko
Chief Sales Officer &
Member of the Board
GENERALI ČESKÁ
POJIŠTOVNA



Pavel Štastný
Chief Business Officer
MEOPTA



Marek Bártek
Head of Sales & Marketing,
Member of the Board
NN ČR



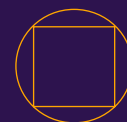
Roman Trzaskalik
Sales Director
PLZEŇSKÝ PRAZDROJ



Emil Fečko
Sales Director &
Member of the Board
SEVEN INDUSTRY SUPPLY

Sorted alphabetically by Company





FINANCE MANAGEMENT, CONTROLLING & ACCOUNTING AND TAX

- ▶ **IN 2023, 88 NEW CFOs WERE RECRUITED**, which is 29 more than in the previous year.
- ▶ **The trend shows an inclination towards selecting complex or group CFOs**, who are frequently involved in strategic decision-making and also serve as acting CEOs.

CFOs are required to constantly expand their knowledge about:

- IPO
- Acquisition and Integration
- Cash-flow Management and Treasury
- Financial and Operational Efficiency; Centralization and automation
- Digitization, AI and the use of data
- Regulations and Compliance
- Cross country financial management; Business performance including tax structures
- ESG

- ▶ **Locally and PE-owned companies placed 57% of new financial managers and directors**, while corporations dominated recruitment in 2021 and 2022.

- ▶ **A majority of CFOs, 51%, were hired from outside their industry in 2023.**

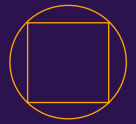


- ▶ **CFO roles are predominantly held by men, particularly in companies with a turnover of over 5 billion CZK.** Ladies in finance management are more common in companies with a turnover of up to 1 billion CZK.



Sorted alphabetically by Company





HR MANAGEMENT & SUSTAINABILITY

▶ IN 2023, THERE WERE **77 PROMOTIONS OR CHANGES AT THE SENIOR AND DIRECTOR LEVELS WITHIN HR**. Among them, 11 were at the Chief People Officer level.

Although HR is predominantly a female role, out of 77 changes we recorded **21 MEN**.

- In 2023, men in HR transitioned to fields such as **IT Software and System Integration, Mechanical Engineering, and Construction**.
- They entered executive director roles primarily with **expertise in “Performance Management”, Compensation, Organizational Design and HR Security area**. Female HR Directors, on the other hand, tend to go more into roles related to Culture Management.

▶ It has been observed that corporations tend to change their HR management more compared to other types of organizations. However, in the year 2023, **locally-owned companies are now realizing the importance of including senior executive HR Directors** into their management, mainly with preferred expertise of “HR Operations” and “Performance Management”.

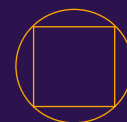
▶ **67%** came to the new role **EXTERNALLY**. This is **12% more than the market average**. Together with Finance, HR ranks among the least internally promoted in 2023.

▶ **17%** growth was seen in the number of new HR roles at the senior management level in corporations compared to the year 2022.

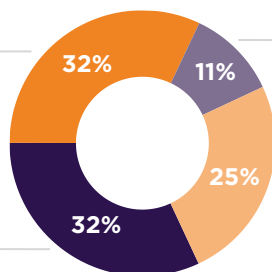
▶ The **area of sustainability** has shifted from HR to either a separate role below the CEO or to Operations or Finance roles.

▶ The **area of transformation** is emerging with a focus on the process, while culture transformation remains a part of HR.





HR leaders changed the most in companies with a **turnover of up to 1 billion CZK** and with a **turnover of 1-5 billion CZK**, where the change took place mainly at the level of HR Directors.



11% of new HR changed in companies with a **turnover of 5-10 billion CZK**, mainly at the level of Chief HR.

25% changed in companies **larger than 10 billion CZK**, where changes took place mainly at the HR management level and at the Head of HR level.



Naida Buljugic
Chief People
& Culture Officer
ALLWYN



Marcela Kosmatová
Head of Group People
Strategy and Culture
ALLWYN



Klára Žižková
CE Human Resources
Director
ASTRAZENECA



Jana Haliček
Head of People & Culture
BURGER KING
SCANDINAVIA



David Vrba
Chief People
& Culture Officer
ČESKÁ SPOŘITELNA



Renata Mrázová
Group Chief
People Officer
FNZ GROUP



Ionuț Lascu
People & Culture
Director
THE HEINEKEN COMPANY



Lucie Edwards
Group Chief
People Officer
HOME CREDIT



Gabriela Kahounová
Group People
& Culture Director
HOPI HOLDING



Tereza Trepáčová
Chief People Officer
CZ, SK & UA
MC'DONALDS



Zuzana Balejová
Human Resources
Director
PLZEŇSKÝ PRAZDROJ



Martin Klika
Chief People Officer
RENOMIA



Alžběta Doležalová
Chief People Officer
ROHLIK GROUP



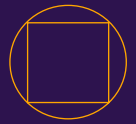
Martina Ježková
Chief Human
Resources Officer
SPORTISIMO



Valentina Stranieri
Head of People & Culture
UNICREDIT BANK
CZ and SK

Sorted alphabetically by Company





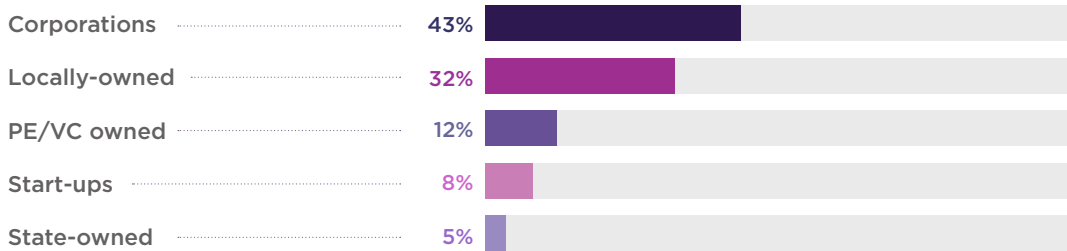
MARKETING, PRODUCT MANAGEMENT, CRM AND PR&PA

▶ **THE NUMBER OF NEW MARKETING DIRECTORS IN 2023 REMAINED UNCHANGED COMPARED TO THE PREVIOUS YEAR**, with **68** at the TOP and Senior levels.

▶ **2.8 years** is the time dedicated to one company, and it is one of the lowest.

▶ **Compared to previous years, the scope of responsibilities and authority is changing.**

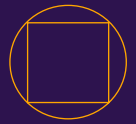
▶ **Where are the new marketers heading in terms of business ownership?**



▶ It's encouraging to see a resurgence in the demand for **PR&PA roles** after years of limited growth. **In 2023, there was a significant emphasis on external communication in this field. State-owned companies are the largest new employers, accounting for 25% of all PR&PA transitions.** The media and financial services sectors continue to be the most dominant fields within this industry.

▶ **The recent changes have shed light on Product and Segment Management.** In 2023, new fields such as manufacturing and media have become more prominent. **In the development of new products, media dominates. The geyser of management changes comes from new senior roles in almost every major media company - Product, Program, Content, and Distribution - Digital.**





SIGNIFICANT CHANGES IN THE MARKETING COMMUNITY



Oldřich Dostál
Chief Marketing
Officer
AIR BANK



Kateřina Šušáková
Marketing &
Communication Director
DELOITTE



Katarína Bobotová
Chief Transformation,
Marketing and Customer
Service & Member of the Board
GENERALI ČESKÁ POJIŠŤOVNA



David Šmahel
Group Brand & CSR
Manager
KKCG GROUP



Klára Tanzerová
Marketing Director
KOŠÍK.CZ



Adriana Jahňáková
Vice President of Global
Marketing
THE LEGO GROUP



Alexander Montchovsky
Brand Marketing
Director - Global
NOTINO



Andrea Dietlová
Chief Marketing Officer
SPORTISIMO



Jan Brejcha
Chief Marketing Officer
VAFO

THE MOST INTERESTING TRANSFERS IN THE AREA OF PRODUCT, CRM AND SEGMENT



Jiří Devát
Head of Product
and Design
ČESKÁ SPOŘITELNA



Tereza Polachová
Director of
Content Division
ČESKÁ TELEVIZE



Jan Moravec
Vice President
of PM & PMO
DOOSAN BOBCAT EMEA



Alex Ruzek
Programming Director
FTV PRIMA



Jan Macek
Head of Innovations,
Emerging Technologies &
Products
PROFINIT



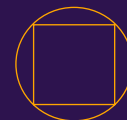
David Schenk
Chief Customer
Officer
SAZKA



Petr Pěcha
Global Chief Product &
Digitalization Officer,
LATAM & EU
SOLEK HOLDING

Sorted alphabetically by Company





DIGITAL AND DATA MANAGEMENT

DIGITAL & OMNICHANNEL

- ▶ **Digital director roles experienced a recruitment “peak” in 2022, when their need gradually increased from 2019.** However, there has been a slowdown in 2023. Interestingly, in contrast to previous years where external recruitment was dominant (71%), this year, **internal recruitment has taken over, with 71% of new Digital & Omnichannel Directors being promoted from within the company.**
 - Over time, every part of digitization and data management is taken over by the Marketing, Sales, and Technology teams themselves, who naturally incorporate it into their practice.
- ▶ **At the same time, compared to previous years, recruitment in Corporate companies dropped dramatically (from 56% to 14%).** In 2023, the majority of new Chief Digital Officers filled a role in locally-owned, PE or state-owned companies.
- ▶ **In 2023, the top recruitment sectors were Media, Financial Services, and Retail.** There was a significant shift in larger engineering groups moving towards digital transformation. The majority of senior positions happened at the Director level. In contrast, during 2021 and 2022, Digital roles were also recruited by the Communication & Advertising sector.

DATA MANAGEMENT, BI, AI

- ▶ In 2023, the recruitment process focused mainly on filling Chief and VP level roles. **These positions were in high demand within corporate companies operating in the Financial Services and Telecommunications sectors, with a turnover of over 10 billion CZK.** Furthermore, in 2022, there was an increase in demand for such roles within Healthcare and Q-Commerce companies. Similarly, CDOs have a longer than average lifespan of 4 years, just like strategic roles.



Dalibor Šajar
Director of Segment
Marketing and Digital
Distribution
ČSOB



Jan Sekerka
Chief Data Officer
DIRECT FAMILY



Václav Dorazil
Vice President of
Data & Digitalization
EUROWAG



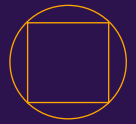
Jakub Valenta
Chief Digital Officer
MONETA MONEY
BANK



Lucie Oravčíková
Digital Director
CZ & SK
TV NOVA

Sorted alphabetically by Company



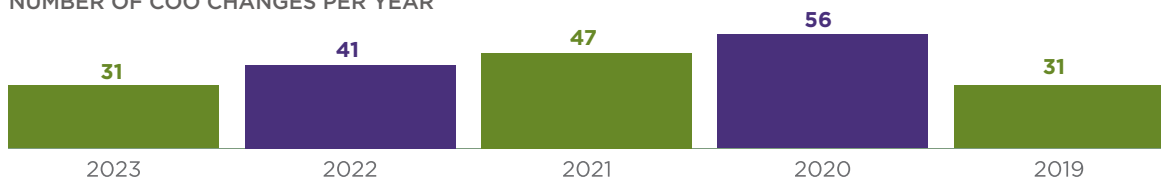


OPERATIONS MANAGEMENT

▶ **THE NUMBER OF OPERATIONS DIRECTORS AND COOs HAS REMAINED UNCHANGED FOR YEARS.** An average of 41 per year.

▶ In 2023, the number of COO roles dropped to 31, which is similar to the situation in 2019. The reason behind this decline is the decrease in recruitment for COO positions in corporate companies. Although the number of new COOs hired by locally-owned companies increased by 24%, the total number of COOs did not reach the average of the previous years.

NUMBER OF COO CHANGES PER YEAR



▶ Unlike other roles, the COO is primarily refreshed from the external market. In 2023, external recruitment even increased by 16%.

▶ **Operational roles offer a great deal of flexibility in terms of background and experience of the individuals who take on these roles.** 61% of newly appointed COOs have come from a different area of expertise, with the majority being from the fields of Sales, IT, Finance and General Management. **Along with Sales, Operational roles are the most common last step for promotion to CEO roles.**

▶ On average, these directors tend to stay in their roles longer compared to others.



▶ **The COO is actively involved in decision-making processes at the top level.** However, due to their responsibility for the internal merging of processes and technologies, they are less involved in managing IT and Cyber Security.



Andreas Jüterbock
Chief Operating Officer
BILLA



Martin Brož
Holding VAS
Operations Director
HOPI HOLDING



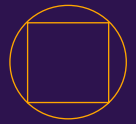
Drasko Lazović
Managing Director,
Chief Operations Officer
PENNY CZ



Erwin Brunner
Group Chief
Operations Officer
ROHLIK GROUP

Sorted alphabetically by Company





IT, TECHNOLOGY & CYBER SECURITY

▶ **THE RECRUITMENT OF NEW CIOs AND CISOs HAS HALVED IN 2023 COMPARED TO 2022.**

▶ **IT Directors changed most often in the fields of:**



→ Financial Services



→ FMCG



→ E-Commerce



→ IT Providers & Developers

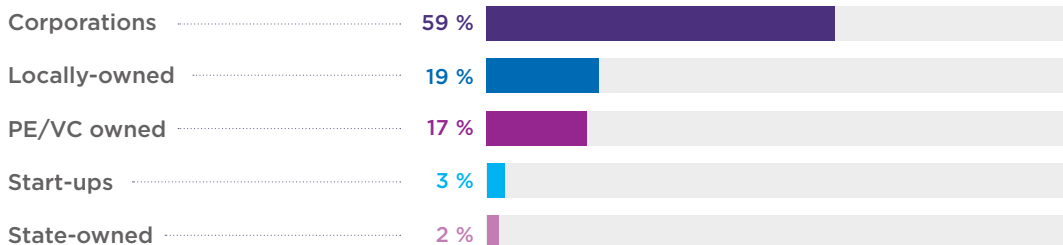


→ Manufacturing

▶ **If coming from an external market, they stay in the new roles for an average of 3 years. In case of internal promotion, it is 1.7 years.**

▶ **Corporations hold the majority of hires**, however, even locally-owned companies have increased new recruitment by half, compared to 2022.

CISO & IT Directors most often hired by:

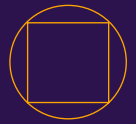


▶ **CIO a CISO are no longer just “technical positions”, but are becoming part of top management and strategic decision-making.**

▶ **The critical challenges for CISOs today are:**

- Prevention and implementation of security measures, technologies and development of security infrastructure within cyber procedures.
- Evaluating the structure, form and economy of migration to cloud solutions.
- Edge computing – the need for fast and efficient real-time data analysis.
- “Low-code” a “No-code” platforms that increase the productivity and agility of IT teams.





THE MOST INTERESTING CHANGES IN THE CIO/CTO COMMUNITY



Ondřej Vaněk
Chief AI Officer
ADAstra



David Udal
Chief Information
Officer
ASAHI EUROPE &
INTERNATIONAL



Branimir Marić
Group Chief Technology
& IT Officer
CENTRAL EUROPEAN MEDIA
ENTERPRISES



Martin Berdych
Chief Technology
Officer
ČESKÁ SPOŘITELNA



Karel Soukeník
Chief Technology
Officer
DIRECT FIDOO



Martin Elsner
Group Head of IT
FEG



Michal Naiman
Chief Information Officer
GENERALI ČESKÁ
POJIŠŤOVNA



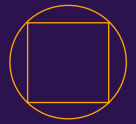
Petr Sochor
Director of IT
IVECO CZ



Jiří Charousek
Chief Information Officer
PARTNERS BANKA

Sorted alphabetically by Company





SUPPLY CHAIN, LOGISTICS & PROCUREMENT

- ▶ **THE DEMAND FOR NEW DIRECTORS IN SUPPLY CHAIN AND PURCHASING REMAINS CONSISTENT WITH PREVIOUS YEARS.** However, companies and fields that require these roles have changed.

2023 → Logistics and Transport, Engineering and Aerospace Industry, FMCG

2022 → Q-Commerce, Wholesale & Retail, FMCG

2021 → Automotive, Engineering, Logistics and Transport

2020 → Pharmaceutical Industry, Logistics and Transport, Automotive

- ▶ **The demand for new directors in 2023 was equally divided between Corporations and Locally-owned Companies.**

- ▶ **Directors of Supply Chain and Purchasing typically maintain their expertise.** In the case of coming from another role, it is mainly from Operations, Sales, Process and Lean.

- ▶ **Duration in one role and one company is shorter than the market average.**

Both automation and digitization are crucial elements of predictive data analytics for both professions.

The pandemic and the war have emphasized the importance of being able to accurately predict and quickly adapt to changes in areas such as supply optimization, supply planning, risk management, and supply chain security. These abilities are essential for achieving success in any organization.



Glenn Burgess
Supply Chain Director
CZ/SK/DE/AUT
ASAHI EUROPE & INTERNATIONAL



Kateřina Rázlová
Vice President
of Transport CEE
DHL SUPPLY CHAIN



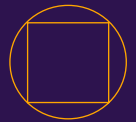
Adriana Pružinská
Logistic and Purchasing Manager
CZ/HU/SK
SCHINDLER CZ/SK

STRATEGY

In 2023, the number of new Strategic Director positions was reduced by half. We observed a trend similar to digital roles, where strategic responsibilities were gradually being incorporated into executive positions. If a company has dedicated Strategy Directors, they typically have experience as former CEOs or Directors in Management Consulting.

The change in recent years is its content, and therefore also the type of companies that need these roles. **Today, the content mainly includes the issue of organic and acquisitional growth of the company.** Therefore, the responsibility often includes the transformation of the company, the building of strategic partnerships, including incubators or investments in start-ups. The second change is the size of the company. Compared to previous years, these companies are smaller, with a turnover of around 1 to 5 billion CZK.





LEGAL & COMPLIANCE AND RISK

- ▶ **LEGAL, COMPLIANCE, AND RISK ROLES ARE SOME OF THE MOST ENDURING IN AN ORGANIZATION**, with an average of 5.8 years in 2023. These roles are also highly stable and do not change frequently.

- ▶ Within organizations over the years, **we note their change most often in Financial Services** – primarily Banking, which also applies to 2023, followed by Consulting and Big4.

- ▶ **More than half of these changes (63%)** are occurring at organizations larger than 500 FTE.

- ▶ **Directors today are faced with:**
 - Increased emphasis on Compliance, especially associated with the increasing complexity of legal regulations.
 - Being pushed to adopt the EU’s more stringent NIS 2 Cybersecurity Directives, which come into effect in 2024 and set mandatory measures to increase the overall level of cybersecurity in organizations.
 - A legal solution of new business models, the use of technology, automation, robotization and AI.
 - The adaptation of legal strategies and processes so that organizations are flexible and able to respond quickly to changes in the legislation and business environment. For technology companies, it is especially the new regulations and directives (DSA, P2B, DAC7) that are coming into force from the EU.



Martin Popík
Chief Risk Officer &
Member of the Board
AIR BANK



Marcela Výbohová
Chief Risk Officer,
Member of the Board
ČSOB



Tomáš Kořínek
Chief Risk Officer
PARTNERS BANKA



Brett Belcher
Chief Risk Officer
TWISTO



Jakub Mertl
Chief Risk Officer &
Member of the Board
UNIQA CZ/SK

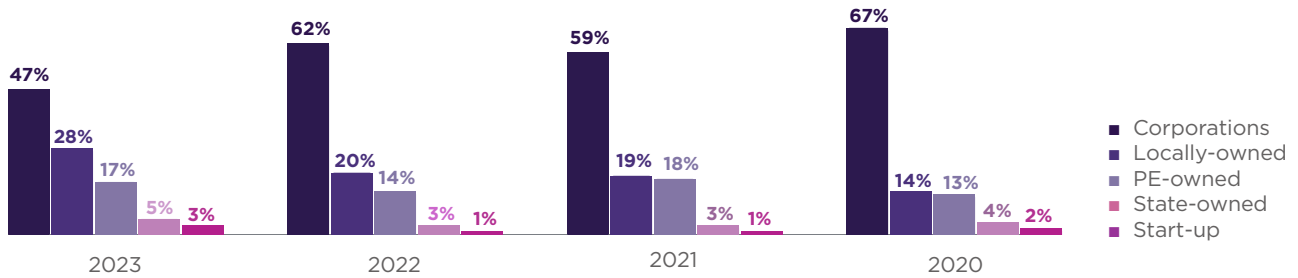
Sorted alphabetically by Company





WHAT TYPE OF COMPANIES ARE OUR LEADERS GOING TO?

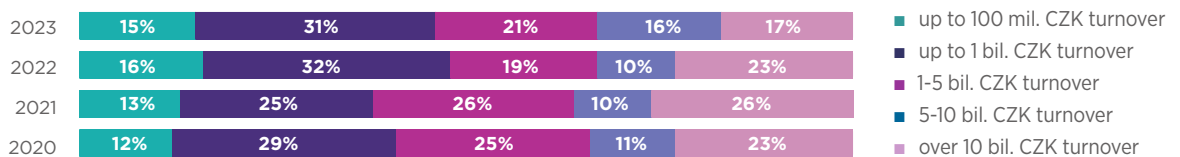
Compared to the year 2020, there has been a **20% decrease in corporate company recruitment in 2023**. Private companies have become more active in recruitment instead.



LOCALLY-OWNED COMPANIES

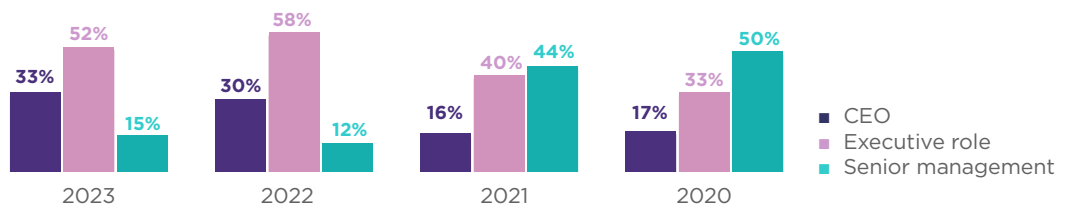
What size?

In the last two years, companies with a **turnover of up to 1 billion CZK** have played a prime role.



In 2023, CEO, Financial and Sales roles were filled most often.

There are significant differences in seniority distribution between 2020/2021 and 2022/2023



In the period of the pandemic, locally-owned companies primarily refreshed their management. In the past two years, CEO transitions have directly influenced top management positions within companies.





This is due to several factors:

- **Generational change**, especially in companies founded in the 90s.
- **By changing the business environment with management**, that is able to manage the company in new conditions and adapt to new trends and challenges in the business world.
- **Growth opportunities** that have arisen as a result of changes in market conditions and expansion into new markets.
- **Investment pressure** that requires a change in strategy or a higher return on investment.
- **The interest of the owner to leave the executive management of the company.**

▶ **External recruitment prevailed, accounting for 65%**, which exceeded the market average by 10%. **At the same time, 76% of these managers originated from fields other than direct competition.** An equal percentage of new CEOs also came from external fields.

▶ **The companies most active in recruitment, in 2023, were in the field of:**

- Manufacturing, especially Engineering
- IT, mainly consulting-software companies, suppliers of data centers and infrastructure and integrators
- Financial institutions – smaller, locally managed banks
- Real Estate
- E-Commerce
- Retail
- Logistics and Last Mile

▶ **Compared to 2022, there were fewer transitions in E-Commerce and Media sectors.**

▶ In 2023, the **average length in a role**, including both internal and external recruitments, stands at **3.8 years**, aligning with the market average. **This duration is slightly longer compared to previous years.**

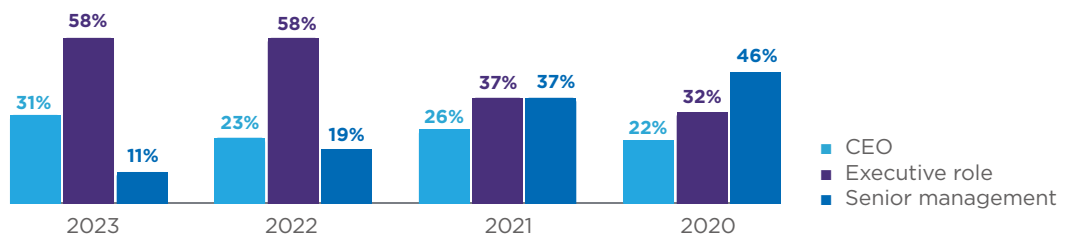
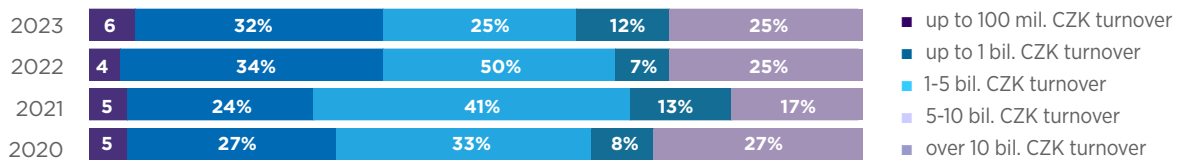




PE A VC OWNED COMPANIES

What size?

The distribution of company sizes based on turnover has remained consistent for several years, with no significant fluctuations or major changes.



In contrast to locally-owned companies, those with higher recruitment activity tend to be larger in terms of both turnover and the number of employees. Over half, 54%, of new directors and senior managers were appointed in companies with over 500 FTE.

Within the direct reporting line to the CEO, there was a notable demand for new CFOs/FDs and Sales Directors - accounting for 30% of all changes. This remains consistent with the previous year.

The ongoing demand for new CFOs may primarily stem from:

- Increased emphasis on financial stability by PE funds.
- Private equity funds seeking CFOs capable of enhancing communication with Investment Directors and instilling confidence in the company's financial outcomes and strategies.
- The ongoing restructuring and reorganization of a company, which requires a change in the area of financial management.
- A response to emerging regulatory requirements.
- improving performance and efficiency especially due to the organic and inorganic growth of the company.
- The growing importance of digital transformation and technological innovation in the finance sector prompts companies to seek CFOs equipped with contemporary expertise in financial management, data analysis, and process automation.





▶ **External recruitment aligns more closely with the market average at 56%.** Similarly, as with locally-owned companies, the majority of managers (72%) came from outside direct competition. The average tenure in the role remains unchanged at 3.7 years.

▶ **In comparison to the market average and locally-owned companies, there was a lesser representation of women,** with 7% fewer than the market average and 9% fewer than locally-owned companies.

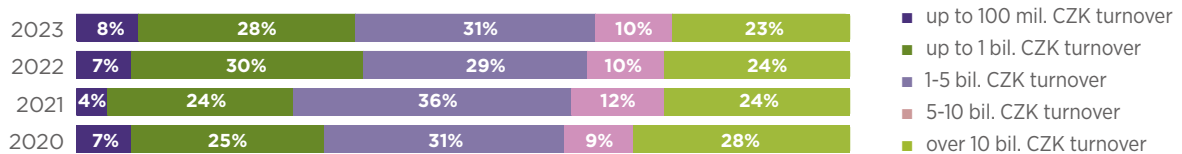
▶ **The most actively recruiting companies in 2023 operated within the following sectors:**

- **Manufacturing**, above all in Engineering and Aviation Technology
- **E-Commerce a Q-Commerce** – especially Marketplace, Comparison sites and Last Mile
- **Media**
- **Financial Services**

CORPORATIONS

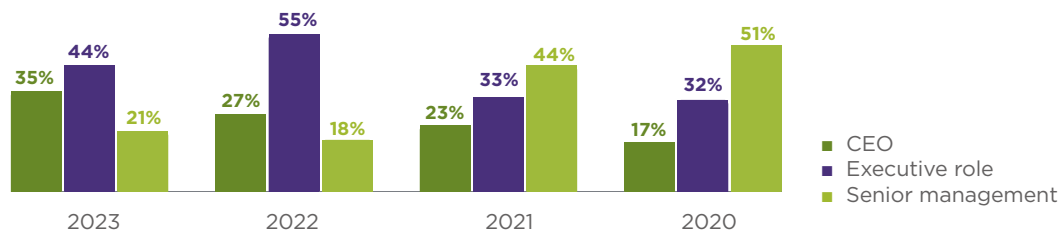
What size?

The distribution of recruitment in corporations, according to their size, remains stable over the years.



▶ **Similar to locally-owned companies, the distribution of seniority in corporations reflects the period of the pandemic, during which companies in 2020 and 2021 exhibited considerable restraint in altering their CEO or top management positions.**

On the contrary, role changes at the management level prevailed. However, this trend has gradually shifted since 2022, with an increase in new CEOs and changes occurring at the TOP Management level.





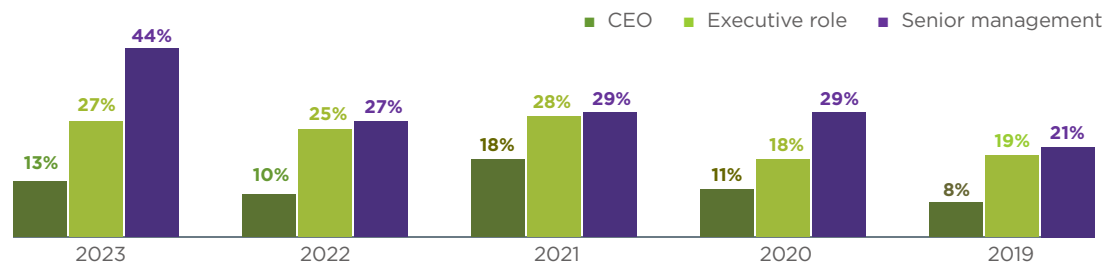
▶ Regarding recruitment size within Corporations, **companies with over 500 FTE dominated**, accounting for 45% of all changes.

▶ **External recruitment in 2023 in corporations was lower than the market average at 47% (average is 55%).** Compared to previous years, we observed a tendency for corporations to promote or change their managers internally. External recruitment has been gradually declining since 2019, when it reached its peak of 59%. **In 2023, majority of corporate CEOs (64%) were promoted internally, with the percentage steadily increasing year by year. In 2021, it was 51%, a year later already 56%.**

▶ Unlike privately held companies, which strive for creativity in director hiring, **corporations largely maintain a preference for recruiting directors from the same or similar field - only 32% originated from a different segment.** This percentage remains relatively stable over the years.

▶ **Corporations are pushing to hire more women.** In 2023, there has been a significant increase in the number of women at the management level compared to previous years, providing corporations with a stronger pool of female talent for future promotions. Both external recruitment and internal promotion were equally considered for women.

PERCENTAGE OF WOMEN OF TOTAL CHANGES IN CORPORATIONS



▶ **For external recruitment, the duration of the previous role aligned with the market average of 3.8 years.** However, for internal promotions, the corporation retained its managers in one role for approximately six months longer.

▶ **In 2023, the most sought-after expert positions in corporations continue to be in Sales, HR, Finance, and Marketing, a trend that remains consistent with previous years.**



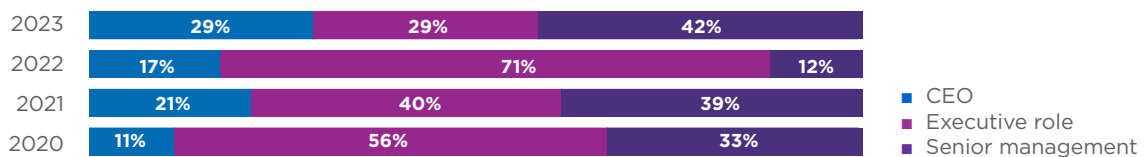


STATE-OWNED COMPANIES

▶ Hiring in state- or city-owned companies increased slightly in 2023, but generally lags behind other organizations. These companies tend to be the most conservative in recruitment practices and exhibit infrequent changes in Director roles.

▶ Recruitment is primarily led by companies with a size of 1 billion CZK or more, attracting 80% of all new managers, while less than half of them are hired by companies with a size exceeding 10 billion CZK.

▶ Contrary to 2022, when recruitment predominantly focused on executive roles, there was a substantial shift in seniority distribution in 2023. Recruitment at the management level notably surged, accompanied by a rise in new CEOs, while there was a decrease in new directors at the top management level.



▶ Significant shifts occurred in the Media sector during 2023, primarily stemming from the CEO change at Czech Television and its consequential management adjustments. Simultaneously, other transformations were observed in the Energy sector.

▶ Apart from CEO positions, roles in the Finance sector dominated recruitment efforts. Additionally, there was an increased demand for new managers in the Communications field. On the other hand, strategic positions experienced a decrease in recruitment activity.

▶ It is the sole type of organization where there is a zero presence of expatriates. Compared to previous years, there was also an 8% decrease in the number of women.

▶ External recruitment nearly aligned with the market average, with 57% of new directors coming from outside the organization. Similarly to corporations, state-owned firms exhibited reluctance in recruiting managers and directors from outside their sector, with only 37% coming from external competition.





START-UPS

- ▶ **Most transfers occurred in companies with a turnover of up to 100 million CZK.**
- ▶ **The roles most frequently requested include those at the CEO, Sales, Marketing, and Operations levels.**
- ▶ **The key area is Technology and E-Commerce.**
- ▶ **Start-ups predominantly enhanced their management team with external hires, with 77% sourced externally.** Additionally, in this dynamically evolving environment, management turnover occurs more frequently. The average tenure in a single role is two and a half years.
- ▶ **Men were more predominant in the management of start-ups, with only 9% being women.**
- ▶ Generally, start-ups encounter the challenge of securing management capable of swiftly adapting to changes, introducing fresh ideas and innovative methods, all while upholding the company's culture and values.





SENIOR LEVEL MANAGEMENT CHANGES FROM AN INDUSTRY PERSPECTIVE

2023	2022	2021	2020
<ul style="list-style-type: none"> Manufacturing IT & System Integration E/Q-Commerce Banking Wholesale & Retail FMCG Utility Services & Energy Financial Services Media & Entertainment Logistics & Transportation 	<ul style="list-style-type: none"> IT & System Integration Communication & Advertising E/Q-Commerce FMCG Banking Wholesale & Retail Insurance Financial Services Automotive Utility Services & Energy 	<ul style="list-style-type: none"> E/Q-Commerce IT & System Integrations FMCG Communication & Advertising Machinery & Equipment Banking Financial Services Automotive Utility Services & Energy Insurance 	<ul style="list-style-type: none"> IT & System Integrations Banking FMCG Pharma Financial Services Wholesale & Retail Automotive Logistics & Transportation Utility Services & Energy E-Commerce

MANUFACTURING

MANUFACTURING 2023	What is the % of external recruitment?	What type of seniority?	What type of roles?	In what type of ownership?	Which companies changed their management most often?	Which fields does it take from?
From total number of changes: 18% Average time spent in a role: 3.71 years	56%	Executive (44%) Senior Management (12%) CEO (44%)	Finance, Sales & Commercial, HR, Marketing, Operations	Corporate (48%) Local (30%) PE/VC (20%) State (2%) Start-up (0%)	Czechoslovak Group Škoda Group Aero vodochody Škoda Auto	Engineering Logistics

- **The Manufacturing sector** exhibited notable activity in 2023, representing **18% of the total number of all transfers.**
- **One of the reasons is the increased activity of our largest Engineering groups** – Czechoslovak Group and Škoda Group.
- **Another reason may be the crisis in the automotive industry**, where we mapped a significant outflow of managers and their transition to the engineering, electrical engineering, metallurgy or aviation industries.
- In 2023, recruitment was primarily dominated by locally-owned companies and those owned by private equity firms.
- **The average time in a role stands at 3.7 years.**



Jan Čáp
Executive Vice President &
Chief Industrial Officer
AERO VODOCHODY



Josef Gross
Chief Executive Officer
BBC BIRCHER
AUTOMATION



Gary Hornbacher
President,
Doosan Bobcat EMEA
BOBCAT EMEA



Lukáš Andryšek
General Manager
CSG MOBILITY



Michaela Horáková
General Manager
THE LEGO GROUP

Sorted alphabetically by Company





Veronika Botková
Managing Director
LINDAB CZ



Michal Satrapa
Chief Executive Officer
MIKROELEKTRONIKA



Miroslav Zítka
Managing Director
MONDI ŠTĚTÍ



Pavel Čechal
Vice President
Operations
PBS GROUP



Jaromír Šimůnek
Plant Manager and
Executive Director
P&G RAKONA



Petr Novotný
Group Chief Executive
Officer & Board Member
ŠKODA GROUP



Roman Heide
General Manager
TRINECKÉ ZELEZÁRNY



Tomáš Nadrchal
General Manager
UMDASCH
THE STORE MAKERS



Pavel Vašíček
General Manager &
Executive Director
VELUX A/S

Sorted alphabetically by Company

IT & TECHNOLOGY

IT & TECHNOLOGY 2023	What is the % of external recruitment?	What type of seniority?	What type of roles?	In what type of ownership?	Which companies changed their management most often?	Which fields does it take from?
From total number of changes: 12% Average time spent in a role: 3.96 years	56%	Executive (50%) Senior Management (20%) CEO (30%)	Sales & Commercial, HR, Finance, Marketing, Operations	Corporate (41%) Local (29%) PE/VC (14%) Owned by The State (2%) Start-up (14%)	Adastra Softec Aricoma Group Etnetera Mews	70 % change in field Big 4 & Consulting

- For consecutive years, the **IT & Technology sector has consistently ranked at the top in terms of the total number of changes.**
- **The number of changes in senior management increased**, at the expense of executive director roles, which, on the contrary, decreased by 12% in 2023.
- **In 2023, technological start-ups took center stage.** Locally-owned companies, particularly those owned by private equity, also gained momentum. **Start-ups and locally-owned businesses showed a high demand for sales and marketing roles, while corporations focused on reinforcing their HR teams.**
- **The IT & Technology sector tends to be more conservative**, with individual companies predominantly transferring managers/directors among themselves, accounted for 70%. If someone new enters the field, it is mostly from the Big4 or Consulting fields. Regarding internal promotions, the IT sector aligned with the market average at 44%.
- **The ICT & Technology sector still lacks support for women in roles outside of HR.** Out of a total of 28 new CEOs, only 3 were women. On the contrary, it is very open to expatriates, especially for CEO roles, where foreigners made up almost a quarter (21%).





E/Q COMMERCE

E/Q COMMERCE 2023	What is the % of external recruitment?	What type of seniority?	What type of roles?	In what type of ownership?	Which companies changed their management most often?	Which fields does it take from?
From total number of changes: 10% Average time spent in a role: 2.82 years	63%	Executive (54%) Senior Management (20%) CEO (26%)	Marketing HR Finance Sales & Commercial	Corporate (24%) Local (29%) PE/VC (41%) Owned by the State (0%) Start-up (6%)	Groupon Rohlik Group Wolt Heureka Košík.cz Skupina Srovnajto	IT Financial Services Logistics & Transportation

- While the E/Q-Commerce sector ranks third in terms of the total number of changes, **the actual number of changes in this field saw a slight decrease compared to 2022**, with 12 fewer transfers recorded.
- Compared to 2022, when companies were revitalizing their Sales teams, **Marketing roles dominated recruitment in 2023, followed by HR roles.**
- **In general, management in E/Q-Commerce changes much faster than in other fields.** Directors typically transition to new roles in less than 3 years (2.82), a trend observed in both internal promotions and external recruitments.
- **The E/Q-Commerce sector exhibits high flexibility, particularly regarding recruitment from other fields.** Half of the new managers changed within the field, and half came from elsewhere - mainly from IT, Financial Services or Logistics.
- **During the year, our two biggest players in online food delivery - Wolt and Foodora - changed their CEOs. Additionally, Groupon saw a significant shift in its management, driven by the capital company Pale Fire Capital, aiming to rejuvenate this American discount portal.**

BANKING

BANKING 2023	What is the % of external recruitment?	What type of seniority?	What type of roles?	In what type of ownership?	Which companies changed their management most often?	Which fields does it take from?
From total number of changes: 6% Average time spent in a role: 3.80 years	55%	Executive (50%) Senior Management (36%) CEO (14%)	HR Finance Risk Sales & Commercial	HR Finance Risk Sales & Commercial	Corporate (57%) Local (29%) PE/VC (7%) Owned by The State (7%) Start-up (0%)	Financial Services IT Consulting

- While the overall number of changes remains relatively stable compared to 2022, the **increased activity of smaller banks and locally-owned institutions was significant for 2023.** There was also an increase in turnover of senior managers.
- **Banks primarily revitalized their senior and top management in roles within the areas of HR, Finance, and Risk Management.** Compared to last year, there were fewer Product, Digital and Sales roles.
- **Banking continues to demonstrate limited openness to managers from other sectors. Regarding external recruitment, 61% are sourced from another bank or financial services company.**
- **In 2023, banks have internally promoted their CEOs and Risk Managers, while externally, they also actively sought Financial Directors.**
- **Banks have long been champions of women's recruitment, constituting almost a third of all changes (31%).** Traditionally, the majority are situated in HR roles, followed by Risk Management positions. Notably, there were two new women appointed as CEOs - Max Bank and Creditas Bank.





WHOLESALE & RETAIL

WHOLESALE & RETAIL 2023	What is the % of external recruitment?	What type of seniority?	What type of roles?	In what type of ownership?	Which companies changed their management most often?	Which fields does it take from?
From total number of changes: 6% Average time spent in a role: 3.45 years	57%	Executive (55%) Senior Management (14%) CEO (31%)	HR Sales & Commercial Marketing Operations	Corporate (43%) Local (36%) PE/VC (19%) Owned by The State (0%) Start-up (2%)	Makro Cash & Carry Sportisimo Billa	E-Commerce Healthcare

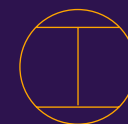
- **The total number of changes remained relatively stable in 2023.** Similarly, there were no fundamental shifts in the distribution of seniority. However, similar to other sectors, locally owned companies are also becoming more active in this field.
- **In 2023, virtually all of the major grocery chains, including Kaufland, Billa, Lidl, Penny, and Makro Cash & Carry, underwent CEO changes,** along with our two largest sporting goods chains, Decathlon and Sportisimo.
- **The majority of these new CEOs are expatriates relocated from abroad by the company.** Typically, this sector sees the highest number of expatriates each year, with one in four new directors being a foreigner in 2023.
- **Similar to banking, there is a significant presence of women in this field.** In 2023, women made up 29% of all transfers, with the majority traditionally gravitating towards HR and Marketing roles.
- **We observed limited flexibility in recruitment from external sources, as 73% of directors are sourced from within the same field.** However, the most common sources of refreshment come from E/Q-Commerce, FMCG, or Healthcare sectors.

FMCG

FMCG 2023	What is the % of external recruitment?	What type of seniority?	What type of roles?	In what type of ownership?	Which companies changed their management most often?	Which fields does it take from?
From total number of changes: 6% Average time spent in a role: 3.78 years	32%	Executive (44%) Senior Management (17%) CEO (39%)	Sales & Commercial Marketing HR Finance	Corporate (88%) Local (10%) PE/VC (2%) Owned by The State (0%) Start-up (0%)	Plzeňský Prazdroj Asahi Mattoni 1873	E/Q - Commerce Wholesale & Retail Logistics & Transportation Healthcare

- **The FMCG sector maintains its share of the total number of changes at 6%, indicating no significant difference in its proportion to the overall market or in the total number of changes for the year 2023.**
- **However, compared to last year, there was a decrease in external recruitment.** In 2023, **68% of new directors and senior managers were internally promoted or transferred from abroad,** compared to 52% in 2022.
- **When managers are sourced externally, 54% originate from a different field,** typically within a similar ecosystem such as E-Commerce, Retail & Retail - Fast Food Chains, Logistics & Transportation, and Healthcare.
- **Corporate companies continue to dominate recruitment, accounting for 88%.** This trend has remained unchanged over the years.
- **The most diverse roles include CEO, Sales, BDVP & Commercial, Marketing, HR, and Finance.** However, compared to 2022, there is a decrease in the recruitment of Marketing roles in 2023 (approximately by half), and there is also a reduction in new finance roles (about a third less).





- Throughout the years, FMCG has consistently ranked among the top 5 fields with the highest female employment. However, **it is the only field where women are not predominantly found in HR roles** but rather in Marketing roles, followed by General Management, and then HR roles.
- **Plzeňský Prazdroj and Asahi led recruitment efforts**, reshaping management across various divisions. **Mattoni 1873** welcomed a new CEO and Group Executive President in 2023. **Rauch** and **Unilever** also witnessed notable changes in CEO and executive roles.

UTILITY SERVICES & ENERGY

UTILITY SERVICES & ENERGY 2023	What is the % of external recruitment?	What type of seniority?	What type of roles?	In what type of ownership?	Which companies changed their management most often?	Which fields does it take from?
From total number of changes: 5% Average time spent in a role: 4.33 year	59%	Executive (44%) Senior Management (21%) CEO (35%)	Finance HR Sales & Commercial	Corporate (36%) Local (26%) PE/VC (10%) Owned by The State (27%) Start-up (1%)	SOLEK Holding ČEZ E.ON Pražská plynárenská Skupina Sev.en	IT & Technology Výroba Financial Services B2B Services

- **In terms of the total number of changes, the Utility sector maintains stability, comprising 5%.** Compared to last year, there were fewer changes in the Telecommunications field, and in 2023, energy suppliers dominate the management changes.
- **In 2023, compared to 2022, there was a 13% increase in management changes in state-owned companies** and a 15% increase in locally-owned companies.
- **Apart from the CEO, the greatest demand was for Financial Directors**, who experienced the highest turnover rate.
- **In external recruitment, 65% managers came from outside the sector.** In this case, companies most often drew their directors from IT & Technologies, Production, B2B and Financial Services.
- **In 2023, both of our largest operators, Vodafone and T-Mobile, appointed female CEOs.**

FINANCIAL SERVICES

FINANCIAL SERVICES 2023	What is the % of external recruitment?	What senior role did this field most often hire?	What type of roles?	In what type of ownership?	Which companies changed their management most often?	Which fields does it take from?
From total number of changes: 5 % Average time spent in a role: 3.19 years	58%	Executive (56%) Senior Management (26%) CEO (18%)	Sales & Commercial Finance HR Marketing	Corporate (61%) Local (18%) PE/VC (16%) Owned by The State (0%) Start-up (5%)	Mastercard Eurowag Twisto	Banking IT

- **Over the years, Financial Services have remained relatively stable without significant fluctuation.**
- **In contrast to prior years, companies are revitalizing their management** by appointing new Financial Directors, who alongside Business roles, are among the most sought-after positions.
- **Like in the E/Q-Commerce sector, managers in this field also experienced more frequent role changes.** The average time in a role does not surpass three and a quarter years..
- **Financial services draw their talents mainly from the field of Banking or IT & Technology.**





MEDIA & ENTERTAINMENT

MEDIA & ENTERTAINMENT 2023	What is the % of external recruitment?	What type of seniority?	What type of roles?	In what type of ownership?	Which companies changed their management most often?	Which fields does it take from?
From total number of changes: 5% Average time spent in a role: 4.59 years	50%	Executive (68%) Senior Management (10%) CEO (22%)	Sales & Commercial Digital & Omnichannel PR & PA Product Management	Corporate (9%) Local (16%) PE/VC (47%) Owned by The State (28%) Start-up (0%)	Česká televize Central European Media Enterprises FTV Prima TV Nova	IT Telecommunications E/Q-Commerce Big4

- While the Media sector may seem stable in terms of the total number of changes, significant transformations have occurred within companies.
- Throughout 2023, two Television Media companies, TV Nova and Česká televize, changed their CEOs, which also resulted in changes in some executive and senior management roles.
- In addition to Sales roles, significant changes have occurred in the areas of Digital, PR&PA, and Product Management, particularly in Program and Content Management. These changes have been implemented across all our largest TV stations.
- Compared to 2022, Media executives exhibited a higher likelihood of transitioning within the same field, increasing to 50% from 21% the previous year. If that doesn't occur, common sectors include IT, Telecommunications, E/Q-Commerce, and Big4.
- In 2023, women accounted for one out of every four changes in the Media sector.

LOGISTICS & TRANSPORTATION

LOGISTICS & TRANSPORTATION 2023	What is the % of external recruitment?	What type of seniority?	What type of roles?	In what type of ownership?	Which companies changed their management most often?	Which fields does it take from?
From total number of changes: 5% Average time spent in a role: 3.34 years	63%	Executive (46%) Senior Management (25%) CEO (29%)	Sales & Commercial Finance Supply Chain Marketing	Corporate (23%) Local (31%) PE/VC (29%) Owned by The State (17%) Start-up (0%)	HOPi Holding Česká pošta DHL Supply Chain Mailstep Skladon	IT Production E/Q-Commerce FMCG

- Logistics and transport companies typically recruit their managers from the external market.
- This trend is particularly evident in CEO and senior management positions, where it reaches 70%. In contrast, executive management is more inclined to be internally promoted, accounting for 56%
- The majority of managers also came from another field, 57%. The sector primarily attracts talent from IT, Manufacturing, E/Q-Commerce, and FMCG.
- Locally-owned and PE-owned companies predominate in recruitment at the expense of Corporations.
- The roles most frequently subject to change are those within the realms of Sales and Finance.
- In addition to traditional transport and logistics firms, technology companies offering customized fulfillment services gained prominence in 2023. These firms represented a growing trend in the logistics and e-commerce sectors, providing greater flexibility, personalization, and speed in supply chain processes.

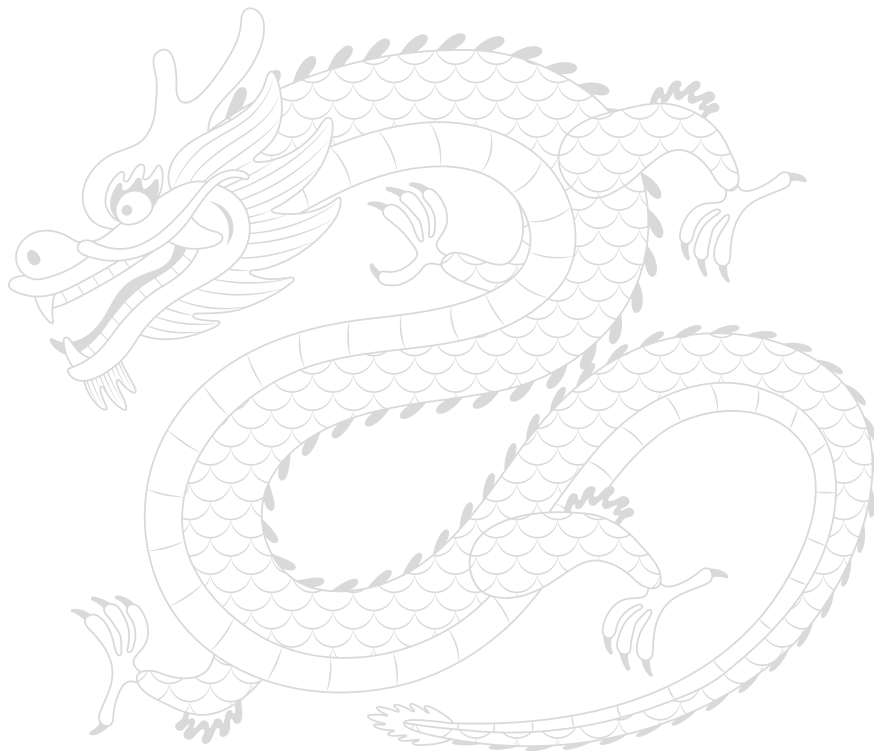




HEALTHCARE & PHARMACEUTICAL

HEALTHCARE & PHARMACEUTICAL 2023	What is the % of external recruitment?	What type of seniority?	What type of roles?	In what type of ownership?	Which companies changed their management most often?	Which fields does it take from?
From total number of changes: 3% Average time spent in a role: 4.22 years	46 %	Executive (50%) Senior Management (17%) CEO (33%)	HR Sales & Commercial PR&PA Data Management	Corporate (79%) Local (17%) PE/VC (4%) Owned by the State (0%) Start-up (0%)	Sandoz Viartis Agel Linet Novartis Boehringer Ingelheim	FMCG

- **The Healthcare industry is generally among the more conservative.**
- This is further supported by the **extended time in the role**, currently standing at **four and a quarter years**, exceeding the market average. For external recruitment, the tenure is even longer, surpassing five years.
- In 2023, **pharmaceutical companies lead in the number of transfers**, followed by Medical Devices & Hospitals.
- In 2023, **one out of every three new positions was filled by a woman**. Similarly to other sectors, roles in HR, Marketing, and PR&PA are predominantly filled in this field.



We are Executive Search.

Business Intelligence is fully integrated into our operations and practices. We consistently monitor and analyze trends within our leadership community.

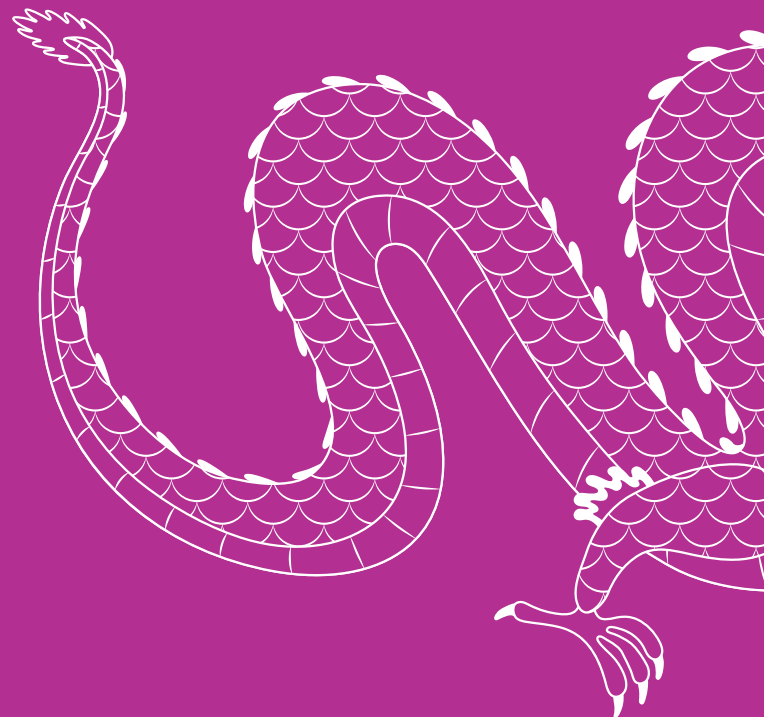
We are in the process of developing a tool based on Artificial Intelligence, designed to forecast the success of a leader in a particular role and business, aligning with the company's culture and values.

A crucial component of our operations involves comprehensive psychological testing, aimed at evaluating and enhancing leaders while facilitating their successful integration. Collaborating with colleagues from INSEAD, Anderson Willinger has identified vital areas, including personality traits, essential for navigating organizations amidst today's turbulent times, whether through external recruitment or internal promotion. Leveraging this insight, the AW team has curated top-tier global tools to discern the current status of both the company and its leaders, pinpointing critical areas for development.

We not only provide our clients with assistance in setting a strategy and selecting key executives; **we also serve as partners in educating and inspiring top management about current global trends.**

In addition to our market research on Executive Education, here is a list of our premium workshops.

- AI, People Analytics, Data Analysis and use of CHatGPT for HR Directorship
- AI, People Analytics for CEOs
- Positive Intelligence Workshop
- Leader 'Shadows Workshop



♥ **CONTACT US** ♥
e: care@andersonwillinger.com
m: +420 731 440 081
andersonwillinger.com



2023 TRENDS



2022 TRENDS



Lucie Teisler
Partner
e: teisler@andersonwillinger.com
m: +420 731 440 080

Zuzana Javořiková
Project & Data Science Lead
e: javorikova@andersonwillinger.com
m: +420 731 440 084

Klára Zelinková
Senior Research Associate
e: research@andersonwillinger.com
m: +420 731 440 081