



Talent management in CEE

An executive's perspective on attracting, identifying, developing and binding high potentials

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Corporate Strategy Circle

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A. Scope and objectives

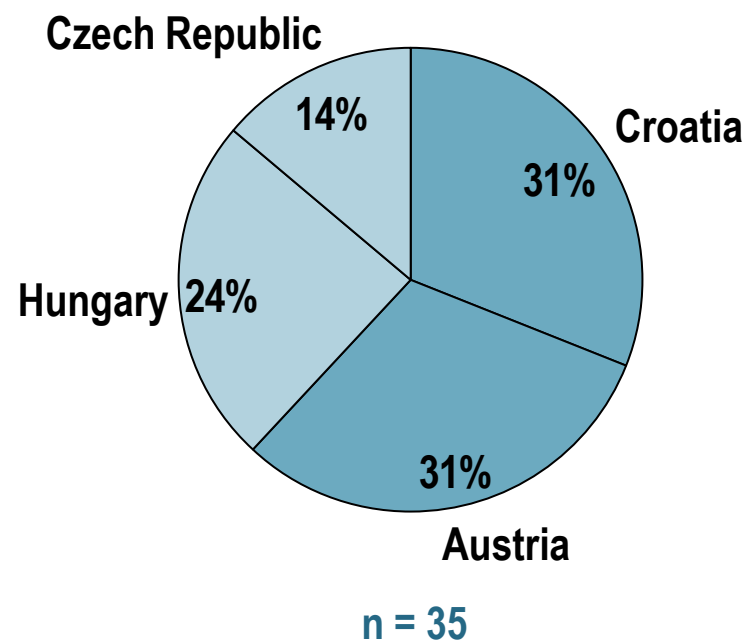
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This study builds onto a well balanced middle-European scope of participants

Scope and objectives

Scope of participants [%]



Objectives of study

- > The so called "**war for talents**" has started in the CEE countries as well. Attracting, identifying, developing and binding **high potentials** is therefore becoming an increasingly important factor of differentiation and business success in CEE
- > As **talent management** is becoming more important, Roland Berger wanted to receive a **first-hand understanding** about it
- > Survey participants comprise **members of our Corporate Strategy Circle** in Austria, Croatia, the Czech Republic and Hungary

The members of the Roland Berger Corporate Strategy Circle in CEE were interviewed for this study

Roland Berger Corporate Strategy Circle



- > **Founded in 2006 as a think tank and forum for networking , with a clear middle European focus**
- > **Participants are corporate strategists and developers of major companies**
- > **The involved countries comprise Austria, Croatia, the Czech Republic and Hungary**
- > **The objective is to discuss topics of strategic relevance which have a major impact on companies' strategies**



B. Key findings

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Key findings (1/2)

- > High potential recruiting is running at a **medium level of easiness** currently and is expected to become even **slightly easier in the near future**
- > While all the classical instruments are used for recruiting (such as ads and partnerships with universities, etc.) the most promising instrument are **personal networks and recommendations** as well as **head hunting support**. Cooperation with international business schools do not play an important role yet
- > The **quality of applicants** is assessed to be rather **high**, international experience is the weakest point
- > **Employers** have a rather **good understanding** of market levels for salaries and social benefits, however, **salary expectations** of high potentials are **rather too high**

Key findings (2/2)

- > High potential applicants are rather willing to **work long and to travel**
- > Employers take mostly (67.7%) care of their high potentials in form of a well defined **high potential program**. While mentoring and trainings are common in such programs, **international staff exchange** is comparably **low**
- > The **loyalty of the high potentials** towards the own company is expected to decrease to a **long time low** in the near future

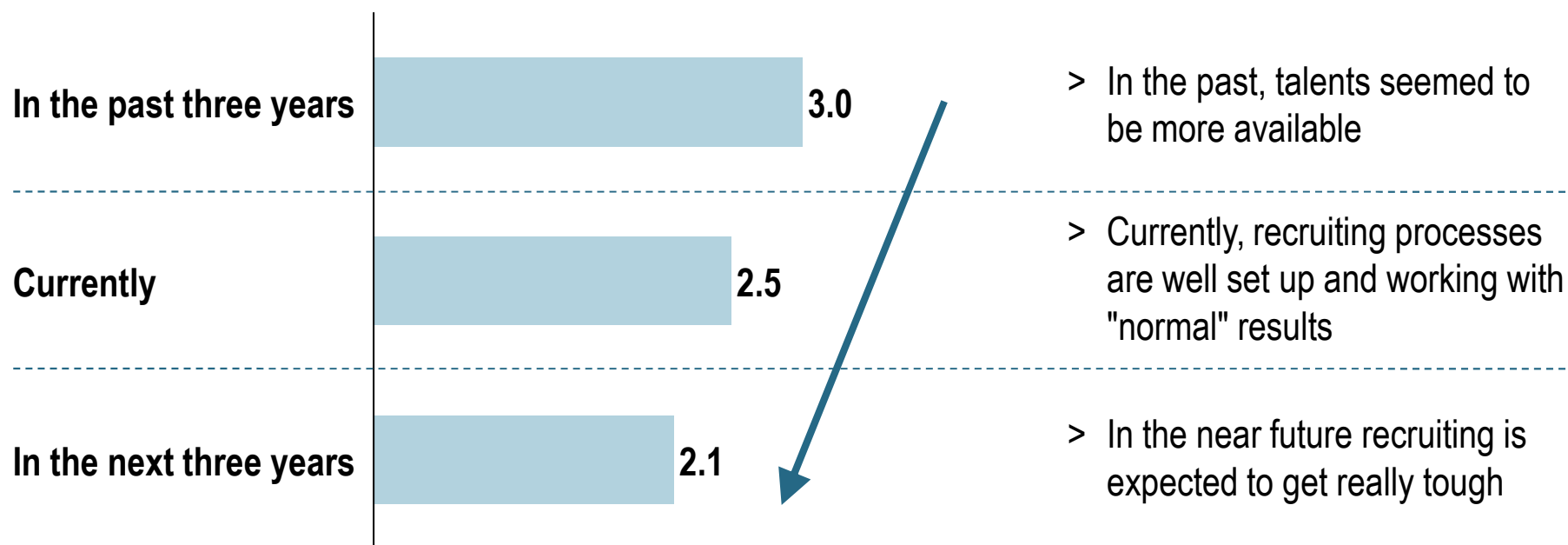
C. Findings in detail

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High potential recruiting seems to become harder in the future

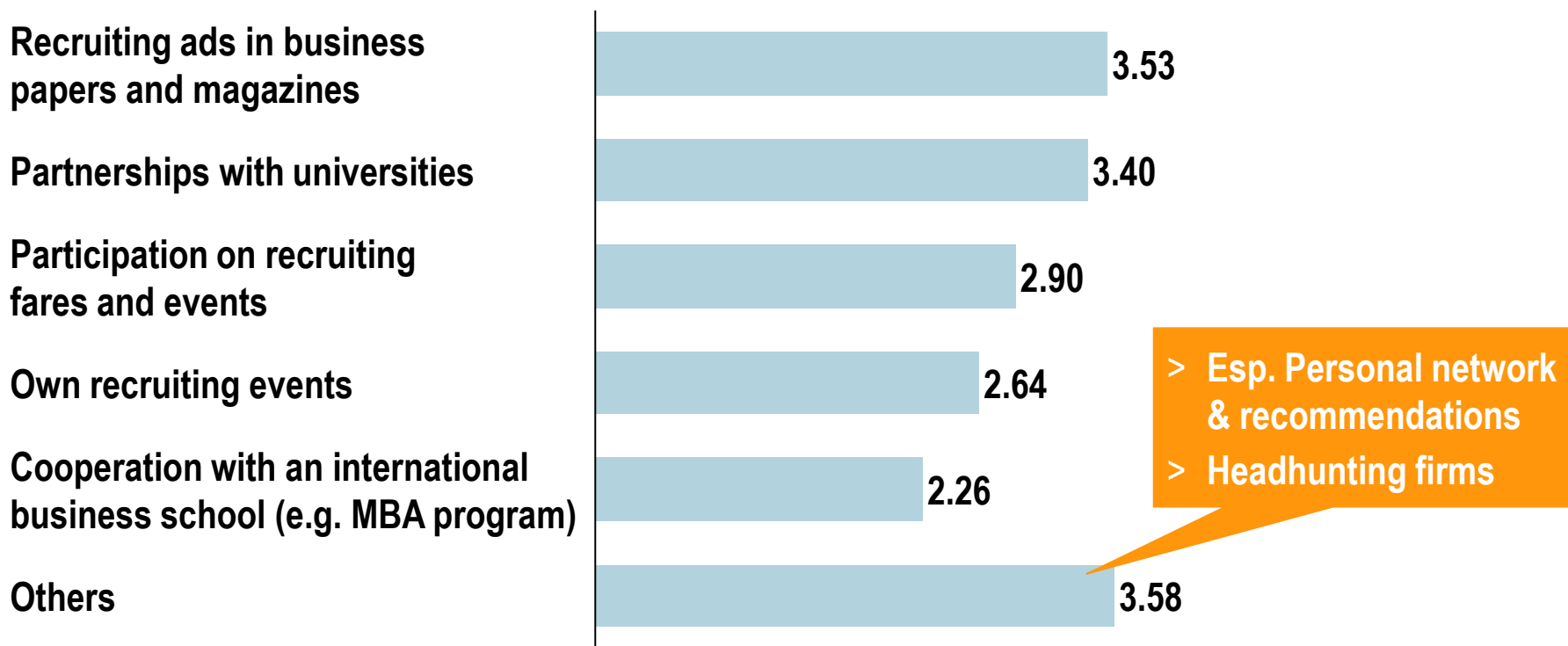
Easiness to recruit the needed number of high potentials



1 = Very difficult 5 = Very easy

A good personal network is crucial for recruiting success

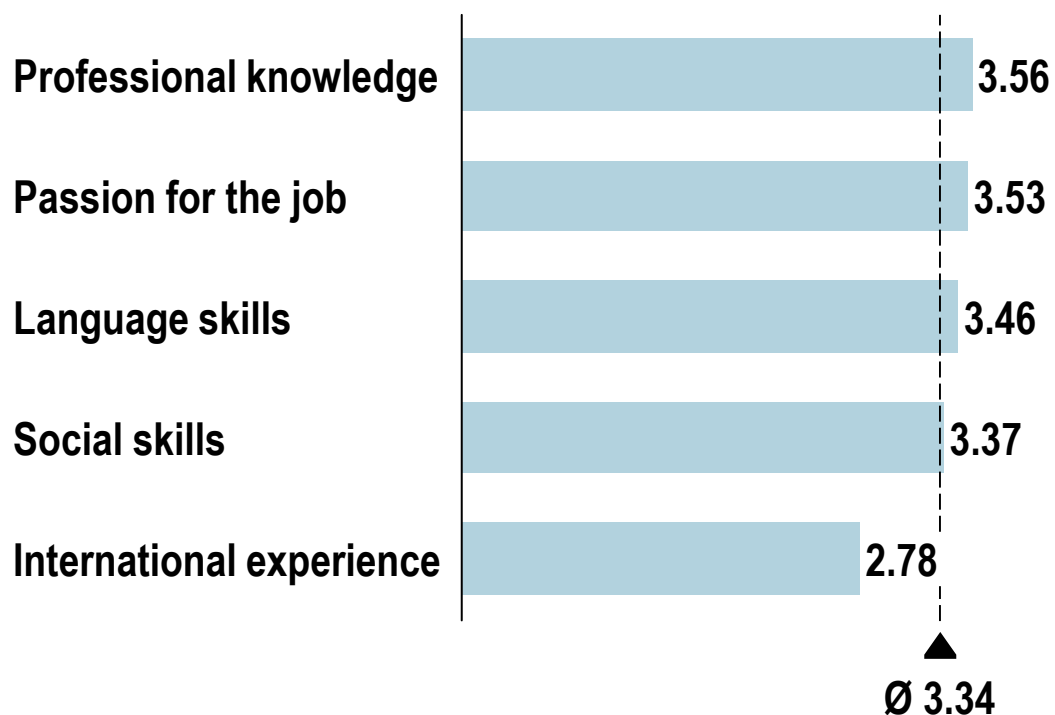
Instruments used for attracting high potentials



1 = Never 5 = Often

The quality of applicants is rather high

Quality of applicants



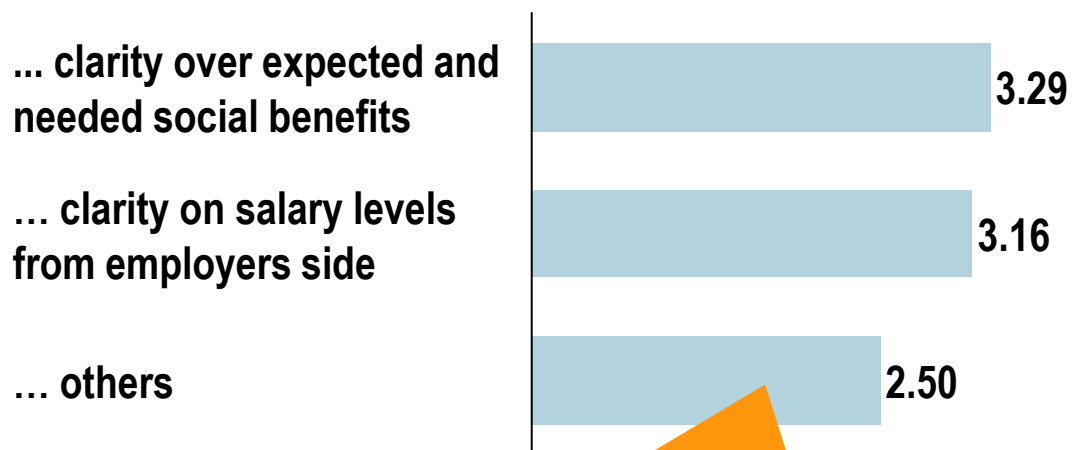
1 = Very low 5 = Very high

Comments

- > Rather high quality
- > International experience is weakest point
- > Professional knowledge, passion for the job and language skills almost equally on top

Employers confirm to have a quite good understanding on salary and benefit levels

Talking about the market environment, how do you describe the...



- > Personal development career opportunities
- > Work-life balance (flexibility)
- > "Illegal Cash" is paid by many companies (i.e. salary part with no taxes)

Comments

- > HR departments (i.e. responsables for recruiting) have build up enough knowledge on the job market
- > Insecurities exist especially on soft factors like work-life balance and irregularities in the markets

1 = Completely unclear 5 = Very clear

Salary expectations of high potentials in CEE are high

Difficulties which occur during the recruiting process

Salary level expectations are for high potentials are too high



Other social benefit expectations



No or low willingness to travel



Expected working time is too long



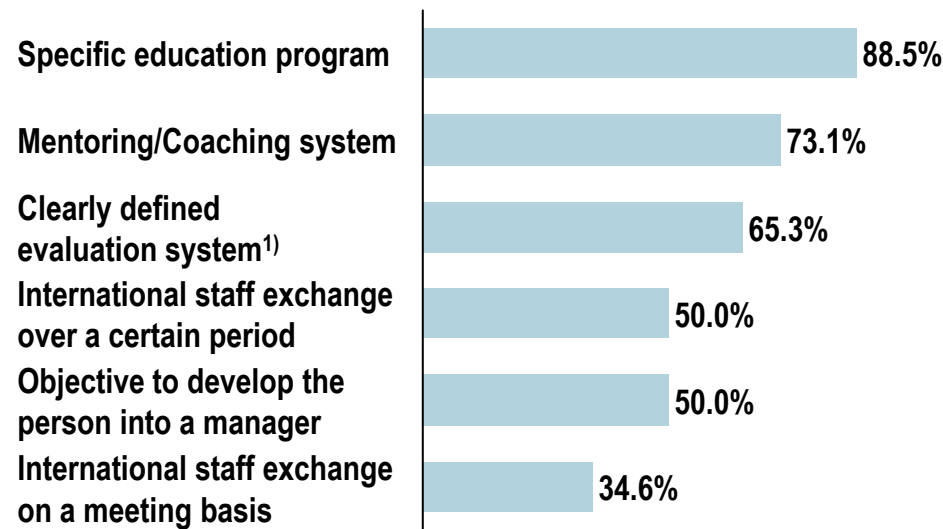
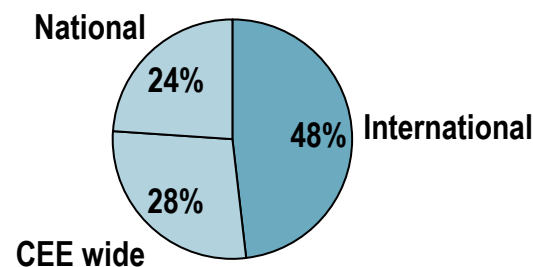
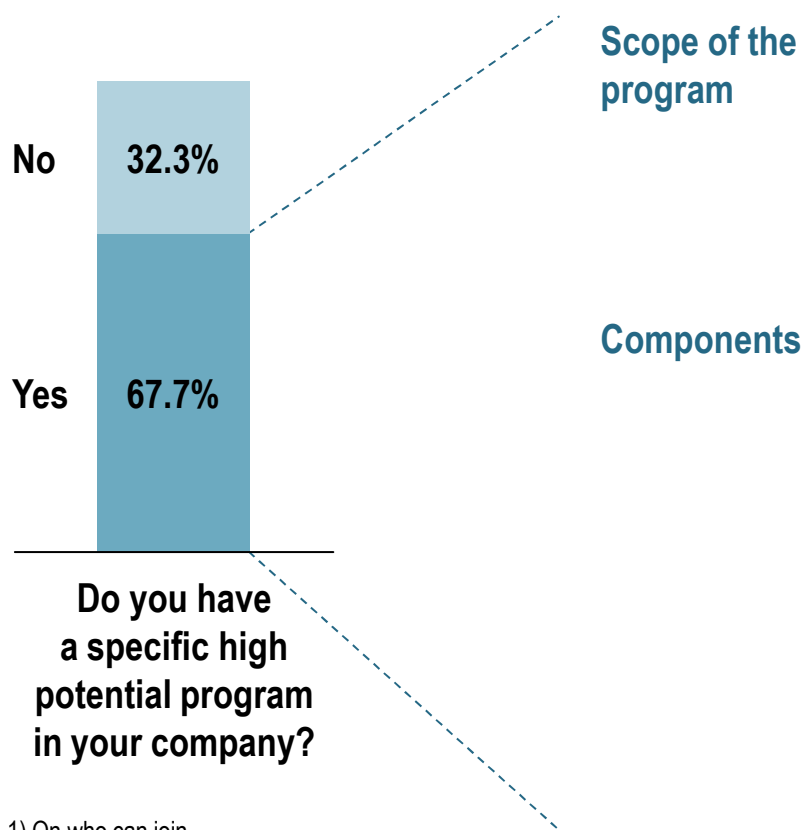
1 = Never happens 5 = Happens very often

Comments

- > Working long times and willingness to travel are no problems
- > Social benefit expectations are medium
- > Salary expectations are assessed to be too high

Two thirds of CEE companies have already started a specific high potential program

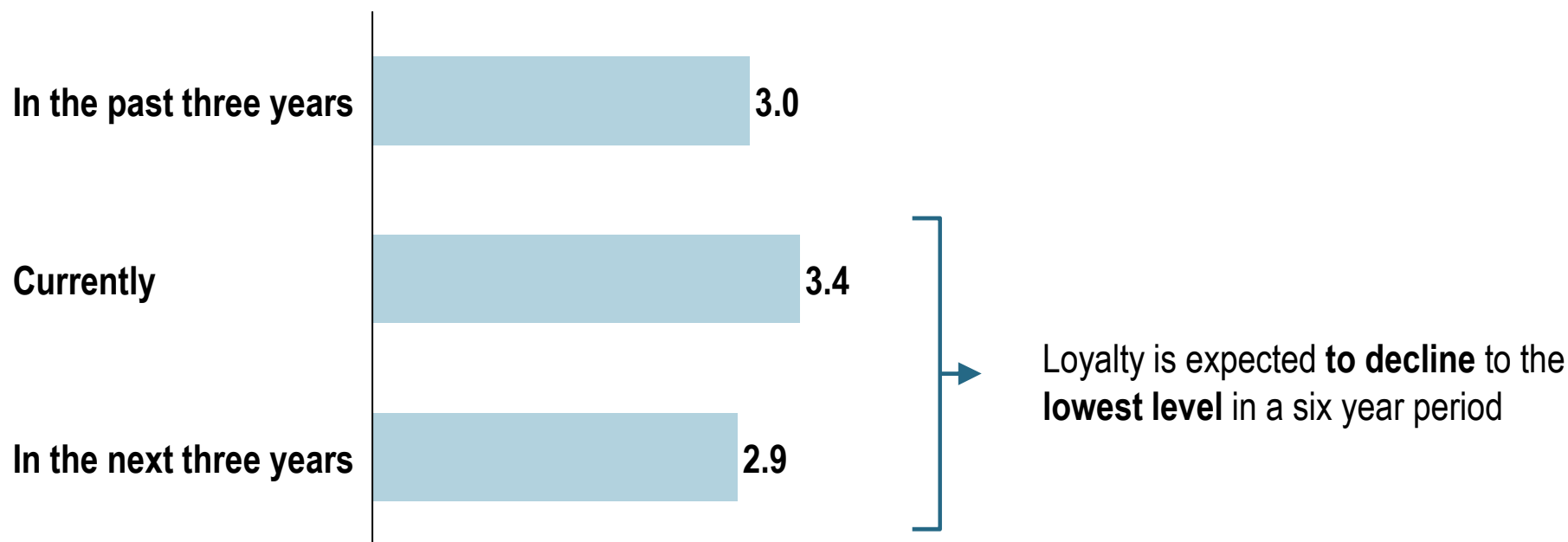
Difficulties which occur during the recruiting process



1) On who can join

Measures to increase the loyalty of the high potentials will become important in the next years

Loyalty of your high potentials



1 = Very low 5 = Very high

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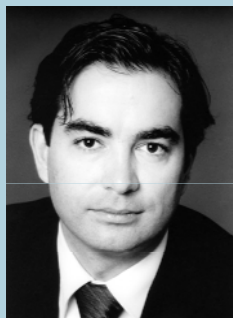
D. Contact

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Creating impact.

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