

Getting the most out of work

# CAREER & Employment GUIDE 2003

Helping international firms understand Slovak labour market legislation and meet employment challenges



## HR management in Slovakia still lags behind West

Slovak companies are often  
unaware of the value of  
their employees

THE SLOVAK SPECTATOR

GENERAL PARTNER: AMROP JENEWEIN GROUP

AJG

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## Editorial

# Planning for work in an unknown future

THIS YEAR, *The Slovak Spectator's* Career Guide has a longer name than usual, to reflect a slight change in the direction of our editorial content.

Our inclusion of the word "employment" signals a move away from providing information primarily aimed at job seekers and towards content that is useful for everyone in the employment game.

So those building their careers will find much of interest - how to search for a new position online, for example, or what opportunities are available to foreigners - while at the same time, employers should pick up a few tips about Slovakia's unique work environment. What are the common cultural clashes in the workplace and how can they be avoided? How will the revised labour code affect business?

Throughout this magazine, a number of key trends are explored in detail. One is Slovakia's famously cheap labour, which has attracted much foreign direct investment over the past few years. But what if Slovak workers don't stay cheap after EU entry in

2004 - or worse, don't stay in Slovakia?

The good news is that wages are not likely to rise enough to drive away investors, but on the downside, much of the country's skilled workforce may be tempted to flee once the doors open, analysts predict.

Another burning issue is the role of Slovakia's organised labour, struggling to reshape in the 21st century. The rail workers' paralysing three-day strike in January was a reminder that the unions can still shout loud enough for people to hear - but who is actually listening? Strikers garnered more criticism than support in their January walkout, raising questions about the effectiveness of their methods.

As Slovakia prepares to enter a new era, employers and employees alike are facing new challenges. In the pages that follow, we take the temperature of the country's labour market, on the brink of Western integration.

Rachel Salaman  
 Editor-in-Chief

The image shows a screenshot of a web browser displaying the AMROP JENEWEIN GROUP website. The page features a blue header with the group's name and a navigation menu. Below the header, there are several yellow and blue boxes containing text in Slovak. The main content area has a blue background with white text and yellow stars. At the bottom, there is a large yellow box with blue text and stars, and a blue box with white text and stars.

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# HR management in Slovakia still lags behind West

Slovak companies are often unaware of the value of their employees

By MIROSLAV KARPATY Special to the Spectator

**H**UMAN-RESOURCES management in Slovakia has developed considerably since the fall of communism in 1989, mainly thanks to the influence of foreign investors. However, significant differences remain between the attitudes of domestic and foreign companies in this area of management.

The roots of these differences can be traced to the days of the communist regime, when HR management in its modern form was practically nonexistent in Slovakia.

"There really wasn't any form of functioning human-resources management in Slovakia in the era before the [1989] revolution," said Miroslav Poliak, a partner with the Amrop Jenewein group.

The reasons for this, Poliak said, were different legislation and different employment procedures than are currently in use.

"There was universal employment [in this country]. Everyone who went through the education system automatically got a job somewhere. As a result, the standards that are upheld today were not common then. You could say that there were no human-resources managers in those days. That role was performed by personnel clerks who focused on administration," said Poliak.

That trend lingered on after the fall of communism, added Dagmar Purová, until recently a human-resources specialist at the Bratislava branch of PricewaterhouseCoopers.

"Immediately after the Velvet Revolution in 1989, human-resources management as such did not exist in Slovakia. It was all about personnel administration, which included documenting the hiring and firing of employees and doing payroll," she said.

## Changes in the 1990s

The face of human-resources management started to change after the centrally planned economic model ceased to exist in Slovakia, and as market forces began to take affect, forcing private companies to consider the economic value of their employees.

"The situation started to change when companies, especially private firms, began to perceive their employees as part of the enterprise, for example with respect to costs. They started to see the relationship between their



File photo

## FOREIGN companies brought a sophisticated concept of human-resources management to Slovakia.

workers and their balance sheet," said Poliak.

But the biggest single influence on Slovak human-resources management was the presence of foreign companies in the country, experts said.

"Foreign companies brought the whole [HR] profession [to Slovakia]. They brought a more people-focused, performance-oriented approach," said Margit Farkas, Ernst&Young's human-resource manager in Slovakia.

"The basic rules of HR management and international know-how in this area were brought here by companies that had operated abroad before," Poliak agreed.

"The first visible changes in the area of HR management took place in the mid-nineties, due to increased presence of foreign companies in the Slovak market," added Purová, explaining that "these companies expected more from their employees than local companies, including in the area of personnel management."

"In the foreign companies that came to Slovakia, the area of human

resources was mostly influenced by top management or HR managers from the parent companies," said Poliak.

"They introduced systems that had been tested abroad, they prepared company policy from a strategic point of view, and they gave local management specific plans and goals in the area of personnel policy. As a result of all that, Slovak managers gradually began to learn," Poliak said.

## New ideas

The changes that took place affected different areas of HR management, as priorities shifted with time.

"While recruitment and selection of the workforce dominated at the beginning, the need to improve employee qualifications became more important later on. This resulted in higher training costs," said Purová.

Poliak added that the idea of employee training barely existed in communist Slovakia. When it was introduced after communism fell, it created a need for consulting companies, which advised

on human-resources issues.

"Until the revolution, nothing like that existed. [After 1989], the needs of companies, both foreign or domestic, that had Western HR policies created opportunities for [consulting] companies that provided training activities, personnel consultancy, and advice on all other activities related to HR policy," he said.

Among those other activities were programmes that are commonplace in many modern Western companies.

"At the end of last century, it was quite common [for personnel consulting companies] to provide assistance in performance-assessment and reward-system projects," said Purová.

And pay systems changed too.

"Some shifts in the area of remuneration have occurred as well, because companies have become more and more aware of the fact that they cannot offer only fixed salaries if they want to retain key employees. Instead, they have to design and implement complex compensation packages, including a variable part of the salary and employment benefits," Purová added.

### Lasting discrepancies

While modern HR-management practices are being adopted by an increasing number of companies doing business in Slovakia, there is still a huge gap between the attitudes of domestic and foreign managers towards human resources.

"It is not possible to estimate the number of companies operating in Slovakia that consider human-resources management to be a strategic part of their business," said Purová, adding that in her view, "the role of HR management is still underestimated."

Farkas from Ernst&Young agreed: "My impression is that throughout central and eastern Europe, HR management is [still] limited to 'personnel departments'."

"Slovak companies have a more social attitude toward their employees when it comes to assessing and rewarding performances, and firing employees," said Poliak.

This "more social attitude," Poliak explained, often results in overemployment, as Slovak companies are less likely to fire people than foreign companies.

"Slovak managers have not had much experience with optimising the company structure or making it more effective, stabilising human resources and thinking in the long term," Poliak said.

Foreign companies, on the other hand, are focused on making sure that all the positions in the company are filled by the right people.

"This is missing in the majority of Slovak companies. The fact that a [certain] position is filled is considered enough in itself," said Poliak.

In general, experts agree that foreign companies pay much closer attention to their human resources than local firms.

"I would say that the following equation is valid: the bigger the company and the more foreign capital it has, the more it cares about its HR policy and tries to apply accepted principles in this area," said Poliak.

"In general, the quality of HR management is higher in foreign-owned companies, where the transfer of HR know-how from the parent company to the subsidiary frequently occurs," agreed Purová.

"The difference is that most foreign companies consider human resources an essential part of the company and an element that affects the general health of the firm," said Poliak.

"This can be seen in the way foreign companies care for their employees - in their above-standard reward packages, development programmes, in the opportunities they offer employees who want to work abroad, in their

monitoring of interpersonal relationships at different levels, and their regular analysis of the company structure to keep it optimal," he explained.

Among the recent trends in HR management practiced by foreign firms are outsourcing more time-costly activities and implementing highly sophisticated HR software.

Some companies are also modifying the roles of HR team members, said Purová.

"For example, teams often consist of people who are specialists in the areas of education and development, remuneration, search and selection, reporting, controlling, and counselling," she said.

The demand for HR benchmarking and management audit is also growing.

"However, these trends are only to be found in companies that pay attention to personnel-related problems and actively develop their HR management," Purová added.

### Why the gap?

Experts cite many reasons for the gap between domestic and foreign companies in the realm of HR management. One is economic constraints.

"Slovak companies rarely have the money to take care of things that are

not directly linked to their priority activities, so they are little bit neglectful of their human capital," Poliak said.

"It's also true that Slovak companies are not always aware of the importance of their human resources," he added.

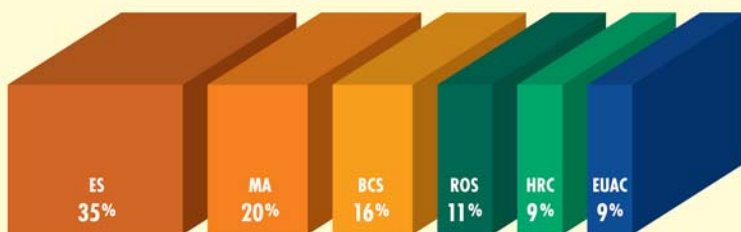
Farkas from Ernst&Young agreed: "It's not their fault really. Managers concentrate on daily business and don't have time to take care of these things. If people don't see a better example, they don't know what benefits other systems might bring and they can't get excited [about HR-management issues]."

In addition to a lack of funds, ignorance, and limited time, the history of Slovak human-resources management is another factor affecting Slovakia's reluctance to adopt Western practices.

"What stops the development of HR management [in Slovakia] is a shortage of specialists in the market. There are not enough people with experience. You could count the people who have been in HR for more than five years on the fingers of two hands," said Farkas.

But the future is not completely bleak, experts say.

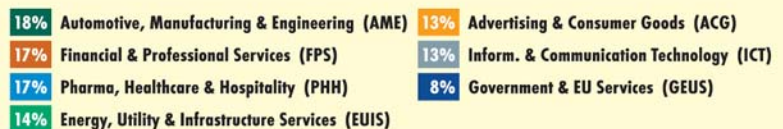
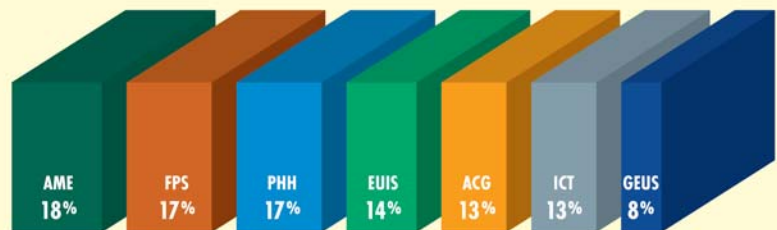
"Of course there are differences between our way of working and that of foreign companies, but this is one area in which we can catch up quite quickly; much faster than our economy will catch up to Western economic levels," said Poliak. ■



Services' Share of AJG's Assignments in 2002



Sectors' Share of AJG's Assignments in 2002



# Slovak CEOs are already world class

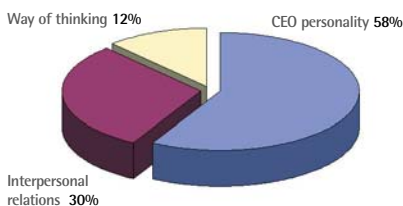
What makes a CEO successful? What kind of personality should he or she possess? How does he or she compare to their colleagues in the rest of the world? A survey recently done by Amrop Jenewein Group (AJG) provides answers to these important questions. The AJG survey indicated that the most successful people are the ones who have been able to adapt to the new opportunities that came after 1989. They are also effective in overcoming the critical and negative voices which appeared at the beginning of the transformation process.

One of the most interesting questions was the one that asked CEOs what they felt was the most important attribute for a company to have. The answers that scored the highest were the willingness to further develop (42 per cent), market leadership (36 per cent) and a top level team of management (36 per cent). Reputation (30 per cent), clear goals (28 per cent) and internal education of employees (28 per cent) were considered important as well.

## Factors of success

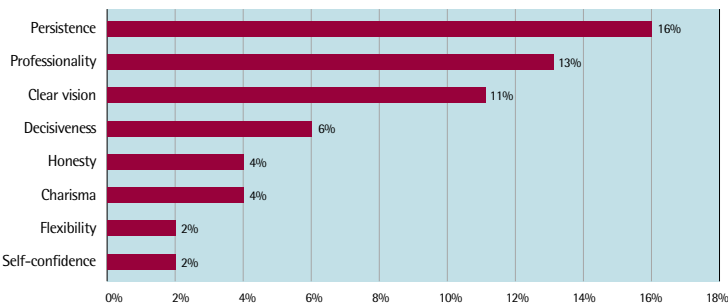
In order to be successful, CEOs regard the following factors as the most important ones: personality, inter-personal relations, and way of thinking.

### Success factors

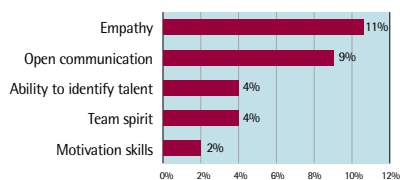


According to the AJG survey, the important features of Slovak CEOs are persistence, the ability to overcome obstacles, professionalism, a clear vision, and the ability to communicate with diverse types of people. Furthermore, a successful CEO should exhibit a charismatic personality, which is an important, positive element in inspiring others to achieve common goals. He or she should be able to make quick decisions, be creative, and utilise and exhibit systematic thinking.

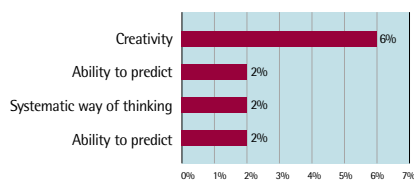
### CEO personality



### Interpersonal relations

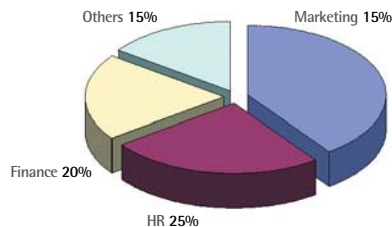


### Way of thinking



The CEOs usually take direct responsibility for marketing decisions and policies.

### CEO responsibilities

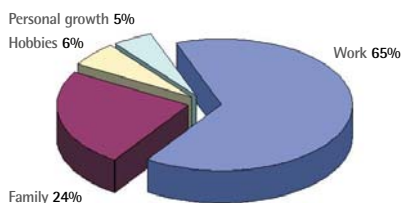


### Motivation and lifestyles of Slovak CEOs

The recent AJG survey indicated that top management focuses mainly on new market opportunities and on the creation and introduction of new ideas. The main focus of a Slovak CEO is "what they have created." The basic motivation is not the meeting of financial plans, control, or the management of employees.

The effective CEO typically spends between 50 and 60 hours a week at work. They also spend their free time, 2.5 to 3 hours per day, with their families. Additionally, they spend time preparing for work and thinking about new projects.

### Time management

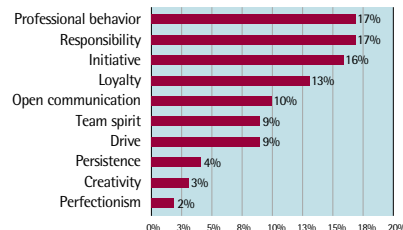


### Teamwork is the focus

More than 60 per cent of CEOs considered themselves to be team players. In human-resources management, CEOs said that it is of the utmost importance to attract the best

talent. Additionally, CEOs usually take direct responsibility for marketing decisions and policies.

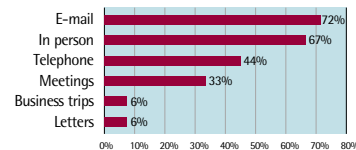
### The most valued features of subordinates



### How do CEOs communicate

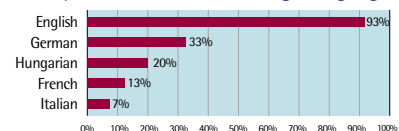
Most executive communication takes place via e-mail, in person, by telephone, or during meetings. The majority of the CEOs stated that they always allocate time for checking and responding to e-mails. On the other hand, e-mail is becoming a burden to many of the CEOs mainly because many senders are unable to formulate their ideas clearly and effectively.

### CEO's communication



One of the interesting findings from the survey was the need for daily communication in foreign languages. The most widely used foreign language is English.

### Daily communication in foreign language



### Managers of change

In the selection or hiring process of CEOs, the survey indicated that there were a few, salient criteria. They considered one of these to be an ability to process information and to think logically. About 80 per cent of companies surveyed had recently undergone significant changes. The owners of companies and CEOs most frequently initiate these changes.

### Reputation is key

According to 90 per cent of respondents, there is a direct link between a CEO's personal reputation and the reputation of the company.

The AJG survey underscores the fact that Slovak CEOs have been able to cope with new challenges and adapt to a dynamically developing market. Furthermore, the findings supported the view that Slovak CEOs possess and exhibit the same skills and knowledge as other world-class executives.

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You can access the complete study at:  
[www.ajg.sk/ceo](http://www.ajg.sk/ceo)

## Personnel Recruiters

Personálne agentúry

Poradie	Názov			Telefón		Riaditeľ	Telefón	E-mail	Rok založenia firmy / Počet pobočiek / Priemerný čas vyhľadávania	Year founded / # of branches / Avg. search time	Vyhľad. metódy: Priame vyhľadanie / inzercia / databáza	Search methods: Direct search / advertising / database	Celkový počet umiestnení v 2001: vyšší manažment / stredný manažment / mid management	Total # of placements in 2001: upper management / mid management	Training offered / Zászkolovanie	Telecommunications / Telekomunikácie	Hotel, tourism / Hotelérstvo, turizmus	IT / Infotechnológia	Finance, banking / Financie, bankovníctvo	Pharmaceuticals / Farmaceut. priem.	Automotive / Automobilový priem.	Sales / Predaj	Marketing / Marketing	Energy sector / Energetika	Advertising / Reklama	Media / Média	Management / Manažment	Health care / Zdravotníctvo	Insurance / Poistovníctvo	Administrative / Administratíva	Clerical / Úradníci	Secretarial / Sekretárky
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	821 09 Bratislava			hill@hill.sk		02 5823-8365	www.hill.sk	35	60%	NA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
	hill@hill.sk			www.hill.sk				4-6 weeks	10%	NA																						
10	<b>HumanAsk.com</b>			Miroslav Poliak		e-recruiting agency	www.HumanAsk.com	NA	2001	0%	NA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
	info@humanask.com			www.HumanAsk.com				NA	0	0%	NA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
								10 days	100%	NA																						
11	<b>InfoWork, spol. s r.o.</b>			L. Dranga, T. Turanský		Saratovská 28	02 6428-5218	0907 771-177	1993	30%	150	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
	841 02 Bratislava			iwsk@appel.sk		02 6428-5218	www.iw.sk	1	10%	15	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
	iwsk@appel.sk			www.iw.sk				1 week	60%	50																						
12	<b>Infowork Slovakia, s.r.o.</b>			Zuzana Drapecká		Námestie mieru 1	051 772-1396	051 771-1396	1997	yes	50	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
	080 01 Prešov			infowork@post.sk		051 772-1396	www.infoworkslovakia.sk	0	yes	15	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
	infowork@post.sk			www.infoworkslovakia.sk				10 days	yes	25																						
13	<b>ISG Catro Consult, s.r.o.</b>			Peter Pliešovský		Štefánikova 19	02 5249-9218	02 5249-9218	1991	85%	NA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
	821 05 Bratislava			pliesovsky@isg.sk		02 5249-9175	www.isg.sk	38	10%	NA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	
	isg@isg.sk			www.isg.sk				NA	50%	NA																						

## Consulting Firms

### Poradenské firmy

Rank Poradie	Company Address ZIP City E-mail	Názov Adresa PSČ Mesto E-mail	Telefón Phone Fax www	Phone Fax www	Riaditeľ Telefón E-mail	Chief Executive Officer Phone E-mail	Jazyky / W-Lang	Počet zamest. / z toho slovenských / zahr. poradcov # of employees / of which Slovak / foreign advisors	Management Consulting	Financial Consulting	Tax Consulting	Legal Advice	Personal Consultancy	Marketing Consultancy	E-Business	Iné Other	Hlavní klienti Major Clients
1	<b>Accenture, s.r.o.</b> Mostová 2 811 02 Bratislava bratislava@accenture.com www.accenture.sk		02 5929-0290 02 5929-0291 www.accenture.sk		Peter Škodný 02 5929-0777 peter.skodny@accenture.com		E	80+ NA NA	●					●	outsourcing, IT	NA	
2	<b>Akont Slovakia, s.r.o. - project CompanyService</b> Maróthyho 6 811 06 Bratislava krechnakova@companyservice.sk		www.companyservice.sk 02 5441-1558 02 5920-0222		NA NA NA		E	NA NA NA	●	●					international accounting optimisation, firm consultancy, etc.	NA	
3	<b>Amrop Jenewein Group</b> Zámocká ul., P.O.Box 283 814 99 Bratislava amrop@ajg.sk		02 5292-0110, -4 02 5292-0110 www.ajg.sk		M.Krekáč, J.Menkyna, P.Zoltvány NA info@ajg.sk		E, G	42 21 0	●		●				EU affairs, foreign investors consulting	foreign investors, multinational & local companies, EU institutions, government	
4	<b>BeneTax, s.r.o.</b> SNP 70-32/18 018 51 Nová Dubnica benetax@stonline.sk		042 444-0460 042 444-0461 NA		B. Krausová 0905 803-129 bkrausova@stonline.sk			7 1 0	●	●	●	●	●		NA	NA	
5	<b>BMB Partners, k.s.</b> Kapucínska 7 811 03 Bratislava bmb@bmb.sk		02 5441-2238 02 5441-2629 www.bmb.sk		Renáta Bláhová 02 5441-2238 bmb@bmb.sk		E, G	20 2 0	●	●	●				NA	NA	
6	<b>D.E.A. Consult, s.r.o.</b> Hattalova 12/A 831 03 Bratislava deaconsult@deaconsult.sk		02 4445-2029 02 4445-3775 www.deaconsult.sk		Jaroslav Klimo 02 4445-0972 klimo@deaconsult.sk			NA NA NA	●	●					NA	NA	
7	<b>Deloitte&amp;Touche</b> BBC, Prievozská 12 821 09 Bratislava deloitte.sk@deloittece.com		02 5824-9111 02 5824-9222 www.deloittece.com		Vladimír Masár 02 5824-9130 vmasar@deloittece.com		E	181 NA NA	●	●	●	●	●	●	seminars trainings, production and logistics, strategy	SPP, US Steel Košice, SE, MNA	
8	<b>Education &amp; Development</b> Pražská 11 811 04 Bratislava ed@ed.sk		02 5245-3065 NA www.ed.sk, www.growth.sk		Peter Prokopec 02 5245-3065 prokopec@ed.sk		E	8 3 5	●		●	●	●		management and business development, project management, etc.	multinational and local companies	
9	<b>Ernst &amp; Young, k.s.</b> Zochova 6-8 811 03 Bratislava NA		02 5922-9111 02 5922-9166 www.ey.com/sk		Peter Chrenko 02 5922-9511 peter.chrenko@ey.sk		E, G, R	55 5 2		●	●	●			accounting, M & A, corporate finance	NA	
10	<b>HIC Slovakia, s.r.o.</b> Matejkova 1 841 05 Bratislava office@hic.sk		02 654-1082 02 6541-1084 www.hic.sk		Reinhold Hofmann 02 6544-0972 reinold.hofmann@hic.sk		E, G	6 2 3	●	●		●	●		project, change management	EuroTel, Compaq, VÚB	
11	<b>KPMG Slovensko, spol. s.r.o.</b> Mostová 2 821 02 Bratislava skmarketing@kpmg.sk		02 5998-4111 02 5998-4222 www.kmpg.sk		Michele Lodi-Fe 02 5998-4111 mlodi@kpmg.sk		E, F, G	220 57 7	●	●	●	●	●		seminar training, business enterprise valuation, MNA	NA	
12	<b>Monarex, k.s.</b> Trieda SNP 27 974 01 Banská Bystrica monarex@monarex.sk		048 414-5571 048 414-5572 www.monarex.sk		Ladislav Pompura 0905 323-949 pompura@monarex.sk		E, G, R	10 1 0	●	●	●	●			NA	NA	
13	<b>PricewaterhouseCoopers</b> Hviezdoslavovo nám. 20 815 32 Bratislava office.general@sk.pwcglobal.com		www.pwcglobal.com/sk 02 5441-4101 02 5441-4102		Malcolm Best 02 5441-4101 malcolm.best@sk.pwcglobal.com		E, G	140 NA NA	●	●	●	●	●		NA	NA	
14	<b>Renaudit Group</b> Janka Kráľa 25 949 01 Nitra nitra@renaudit.sk		037 655-0281-2 037 655-0458 www.renaudit.sk		Juraj Matuška 037 655-0281-2 matuška@renaudit.sk		E, G	16 5 0	●	●	●	●			activity-based costing / management, balanced scorecard	NA	
15	<b>Symsite Research</b> Velehradská 35 821 08 Bratislava symsite@symsite.sk		02 5556-5026 02 5556-5024 www.symsite.sk		Vladimír Dohnal 02 5556-5175 vdohnal@symsite.sk		E	10 NA NA				●			sector analyses, projects	KPMG, Tatra Banka, VÚB, Slovenská Sporiteľňa, ING Bank, J&T	
16	<b>Top Audit Consulting, k.s.</b> Kalinčiakova 27 831 04 Bratislava top@topaudit.sk		02 4437-2696, 4920-5700-1 02 4437-2674 NA		Katarína Bohdalová NA NA		F, G	2 2 0		●	●				accounting consultancy	Carrefour Slovensko, Burza cenných papierov Bratislava	

## Training Agencies

Tréningové agentúry

Poradie	Názov	Adresa	Telefón	Riaditeľ	Telefón	Typ školení: otvorené / uzavreté / Počet lektorov / Jazyky / Type of training: open/closed (O/C) / W-Lang	Rok založenia / Počet pobočiek vo svete / Svetové sídlo	Year founded / # of branches worldwide / HQ	Okrúhy školení / Courses	Cieľová skupina / Target group	Tréningy vedené - internými / externými profesionálmi / Training conducted by internal/external professionals
Rank	Company	Address	Phone	Chief Executive Officer	Phone						
		ZIP City	Fax								
		E-mail	www								
1	<b>A.I.P. Consulting International</b>	Starobrnněská 3	+420 5 4221-9604	Pavel Uzel	+420 5 4221-9604	O / C	1996	management skills, leading of HR, communication, sales, personal skills	managers, leaders, salesmen	yes	
		602 02 Brno, Czech Republic	+420 5 4221-8671		info@aipconsult.com	11	3			no	
		okanik@aipconsult.com	www.aipconsult.com			E, G, SI	Kassel, Germany				
2	<b>Agentúra Emka - Consult</b>	Belinského 20	02 6224-3759	Mojmír Kališ	02 6224-3759	C	1990	management, motivational team work, development, negotiating skills	top management, managers	yes	
		851 01 Bratislava	02 6252-3432		agentura.emka@stonline.sk	8	0			yes	
		agentura.emka@stonline.sk	NA		stonline.sk	E	Bratislava, Slovakia				
3	<b>Agentúra J&amp;T</b>	Radničné námestie 1	02 4363-8702	Milka Jančíňová	02 4341-3109	O	1991	economics, finance, accounting, management, controlling	economists, accountants, controllers, managers, secretaries, businessmen	no	
		820 15 Bratislava	02 4342-1702		m.jancinova@jandt.sk	80	NA			yes	
		jandt@jandt.sk	www.jandt.sk			NA					
4	<b>Agentúra J&amp;T Manažment, s.r.o.</b>	Radničné námestie 1	02 4363-8703	Milka Jančíňová	02 4341-3109	C	2001	management skills	managers	no	
		820 15 Bratislava	02 4341-3109		m.jancinova@jandt.sk	80	NA			yes	
		jandt@jandt.sk	www.jandt.sk			NA					
5	<b>BPP International Ltd., o.z.</b>	Grösslingova 45	02 5927-6205	Richard Gibbon	02 5927-6299	O / C	1999	finance, accounting, management development	financial and accounting management	yes	
		811 09 Bratislava	02 5927-6204		bratislava@bpp.com	15	26			yes	
		bratislava@bpp.com	www.bpp.com			E	London, U.K.				
6	<b>CIT, s.r.o.</b>	Prepoštská 8	02 5443-5082	Petr Gallo	02 5443-5082	O / C	1993	IT	IT experts	yes	
		811 01 Bratislava	02 5443-3774		gallo@cit.sk	7	NA			no	
		info@cit.sk	www.cit.sk			E	NA				
7	<b>Dale Carnegie Slovakia, s.r.o.</b>	Šoltésovej 12	www.dalecarnegie.com	György Kiss	02 5021-9200, -2	O / C	2001	business, presentation, leadership	management, sales, public	yes	
		811 08 Bratislava	02 5021-9200, -2		gyorgy_kiss@dalecarnegie.com	10	87			no	
		slovakia@dalecarnegie.com	02 5557-2781			E, H	New York, U.S.A.				
8	<b>Dynargie Slovakia, s.r.o.</b>	Kominárska 2	02 5564-4751	Jaroslav Chronák	02 5564-4751	O / C	1999	management, sales, customer service	NA	yes	
		832 03 Bratislava	02 5564-4752		info@dynargie.sk	6	15			no	
		info@dynargie.sk	www.dynargie.sk			E	Geneve, Switzerland				
9	<b>Education &amp; Development</b>	Pražská 11	02 5245-3065	Peter Prokopec	02 5245-3065	O / C	2002	management skills, team-work, business development, eLearning	managers, leaders, businessmen, teams	no	
		811 04 Bratislava	NA		prokopec@ed.sk	22	3			yes	
		ed@ed.sk	www.ed.sk, www.growth.sk			E	Bratislava, Slovakia				
10	<b>EuroSolutions, s.r.o.</b>	Zámocká ul., P.O.Box 294	02 5292-0110, -4	Patrik Zoltvány	02 5292-0110, -4	O / C	1996	EU integration, project management, export marketing	top/middle management specialists	no	
		814 99 Bratislava	02 5292-0110, -4		euroolutions@ajg.sk	20	NA			yes	
		euroolutions@ajg.sk	www.ajg.sk				Bratislava, Slovakia				
11	<b>HIC Slovakia, s.r.o.</b>	Matejkova 57	02 6541-1082	Reinhold Hofmann	02 6544-0972	C	1997	sales and (project) management training	managers, consultants, sales	yes	
		841 05 Bratislava	02 6541-1084		reinhold.hofmann@hic.sk	7	2			yes	
		office@hic.sk	www.hic.sk			E, G	Ebersberg, Germany				
12	<b>Human Progress Centre, s.r.o.</b>	Sabinovská 14	02 4363-4442	B. Kapucian, A. Bohumel	02 4363-4442	O / C	1995	manager, social and business skills	managers, produce, services, business, marketing experts	yes	
		821 02 Bratislava	02 4363-4443		kapucian@hpctraining.sk, bohumel@hpctraining.sk	15	1			yes	
		hpc@hpctraining.sk	www.hpctraining.sk			E, G, R	Bratislava, Slovakia				
13	<b>Ivan Perlaki Consulting</b>	Martinengova 8	02 6280-1193	Ivan Perlaki	02 6252-9722	O / C	1994	business strategy, strategic and organization development, change manag.	top/upper management	yes	
		811 02 Bratislava	02 6280-3017		iperlaci@perlaki.sk	NA	1			yes	
		info@perlaki.sk	www.perlaci.sk			E	Bratislava, Slovakia				
14	<b>KNO Slovensko, s.r.o.</b>	Trnavská cesta 5	02 5556-8954	Anna Čermáková	02 5556-8954	O / C	1993	interactive trainings, simulations, workshops, coaching	NA	yes	
		831 04 Bratislava	02 5556-8632		cermakova@kno.sk	16	3			yes	
		kno@kno.sk	www.kno.sk			E	Cleveland, Ohio				
15	<b>Maxman Consultants, s.r.o.</b>	Pribinova 23, P.O.Box 83	02 5921-0117	Peter Benkovič	NA	C	1994	sales, management, customer services	top/middle management	yes	
		810 11 Bratislava	02 5921-0361		NA	8	2			no	
		maxman@internet.sk	www.maxman.sk			NA	Bratislava, Slovakia				



## Training Agencies

Tréningové agentúry

Rank	Poradie	Company	Názov	Address	Adresa	Telephone	Phone	Fax	Fax	www	www	Executive Officer	Chief Officer	Phone	E-mail	E-mail	Typ školení: otvorené / uzavreté / Počet lektorov / jazyky / Type of training: open/closed (O/C) / W-Lang	Rok založenia / Počet pobočiek vo svete / Svetové sídlo	Year founded / # of branches worldwide / HQ	Okruhy školení / Courses	Cieľová skupina / Target group	Tréningy vedené: internými / externými profesionálmi	Training conducted by internal / external professionals
16		<b>Mercuri International, s.r.o.</b>		<b>Kalinčiakova 27</b>		02 4446-2674	02 4446-2674					<b>Radoslav Simon</b>						<b>1995</b>	sales manag. and planning, leadership and sales skills, communication		NA	<b>yes</b>	
		<b>831 04 Bratislava</b>				02 4446-2677						mercuri@mercuri.sk						45				no	
		mercuri@mercuri.sk								<b>www.mercuri.sk</b>								<b>Sweden</b>					
17		<b>Nadácia City University Bratislava</b>		<b>Búdková 28</b>		02 5479-3400, -2	02 5479-3400					<b>Bohuš Biel</b>						<b>1990</b>	management, marketing, finance		all levels of management	<b>no</b>	
		<b>811 04 Bratislava</b>				02 5479-3390, -1						biel@cup.sk						95	in 40 countries			yes	
		market@cup.sk, cup@cup.sk								<b>www.cub.sk</b>								<b>E</b>	<b>Milton Keynes, U.K.</b>				
18		<b>Non-Profit Consulting, o.z.</b>		<b>Zámocká ul., P.O.Box 283</b>		02 5292-0110, -4	02 5292-0110, -4					<b>Martin Krekáč</b>						<b>1997</b>	management, EU integration, HR development, project management		non-profit sector, government	<b>yes</b>	
		<b>814 99 Bratislava</b>				02 5292-0110, -4						non-profit@ajg.sk						9				yes	
		non-profit@ajg.sk								<b>www.ajg.sk</b>									<b>Bratislava, Slovakia</b>				
19		<b>P&amp;P Management-Impulse, s.r.o.</b>		<b>Cukrová 14</b>		02 5292-5649	02 5292-5649					<b>Eva Strečková</b>						<b>1993</b>	managerial skills, business skills, creative management, training of trainers		managers and experts	<b>yes</b>	
		<b>813 39 Bratislava</b>				02 5292-5606						papmi@nextra.sk						15				yes	
		papmi@nextra.sk								<b>www.papmi.sk</b>													
20		<b>Roman Research, s.r.o.</b>		<b>Letná 45</b>		055 682-9441	0905 337-519					<b>Roman Križalkovič</b>						<b>1999</b>	foreign trade, logistics, EU intergration, export and project management		top and middle management, specialists	<b>yes</b>	
		<b>040 01 Košice</b>				055 682-9441						info@romanresearch.sk						16	1			yes	
		info@romanresearch.sk								<b>www.romanresearch.sk</b>								<b>E</b>	<b>Košice, Slovakia</b>				
21		<b>WBB Slovensko and PDI company</b>		<b>Tomášikova 14</b>		02 4333-9368	02 4333-9368					<b>Jana Kupkovičová</b>						<b>1996</b>	team development, management & sales skills, project & change manag.		management, teams, individuals	<b>no</b>	
		<b>821 03 Bratislava</b>				02 4341-3977						jana.kupkovicova@wbb.sk						8	31			yes	
		all.bratislava@personneldecisions.com																	<b>Minneapolis, U.S.A.</b>				

(NA = Not available, E = English, G = German, H = Hungarian, R = Russian.)

Listed alphabetically. Compiled by Radomíra Smyčková, The Slovak Spectator.



**Guard your people!**

WE WILL KEEP ON GETTING THE BEST PEOPLE FOR YOU ALSO AT OUR NEW ADDRESS, EVEN THOUGH THEY ARE WELL GUARDED.

BOARD & CEO SERVICES, EXECUTIVE SEARCH, MANAGEMENT APPRAISAL,  
RECRUITMENT & ONLINE SERVICES, HR CONSULTING, EU AFFAIRS CONSULTING

BUSINESS CENTER SLOVAKIA, ZÁMOCKÁ ULICA, P.O. BOX 283, 814 99 BRATISLAVA, TEL./FAX: +421 2 52 920 110-4, E-MAIL: AMROP@AJG.SK, WWW.AJG.SK

AMROP JENEWEIN GROUP

**AJG**



**Dalibor Jakuš**  
 Chief Executive  
**Profesia, spol. s r.o.**  
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 Tel.: +421 2 5479-3665  
 Fax: +421 2 5479-3665  
 E-mail: jakus@profesia.sk

*Life philosophy:* When one does one's best and puts maximum effort into one's work, one's endeavour almost always leads to a successful outcome.



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 Senior Partner  
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 Fax: +421 2 5556-8632  
 E-mail: steven.kelly@kno.sk

*Life philosophy:* We all create our own reality through thought and deed.



**Gerard Koolen**  
 Managing Partner  
**Lugera & Maklér, s.r.o.**  
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 911 01 Trenčín  
 Tel.: +421 32 658-2941  
 Fax: +421 32 658-2873  
 E-mail: gerard.koolen@lugera.com

*Life philosophy:* Every person has a unique set of skills, and when working in the proper environment (where individuals match companies very well) everybody will enjoy a satisfying career as well as private life.



**Luboš Kováč**  
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 E-mail: lubos.kovac@lugera.com

*Life philosophy:* To help as many people as possible find the job of their dreams.



**Martin Krekáč**  
 Founding Partner  
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 Tel.: +421 2 5292-0110/4  
 Fax: +421 2 5292-0110/4  
 E-mail: krekac@ajg.sk

*Life philosophy:* Being old does not mean refusing to learn from one's grandchildren.  
*Greatest success:* Creating a company with global reach and local influence.



**Marián Kubeš**  
 Senior Consultant  
**Maxman Consultants, spol. s r.o.**  
 Pribinova 23, PO BOX 83  
 810 11 Bratislava 11  
 Tel.: +421 2 5921-0117  
 Fax: +421 2 5921-0361  
 E-mail: kubes@internet.sk



**Jana Kupkovičová**  
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**WBB Slovensko a PDI company**  
 Tomášikova 14  
 821 03 Bratislava  
 Tel.: +421 2 4333-9368  
 Fax: +421 2 4341-3977  
 E-mail: jana.kupkovicova@wbb.sk

*Life philosophy:* Life can only be understood backwards, but it must be lived forwards.



**Silvia Liptajová**  
 Manager  
**Recruitment International**  
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 Fax: +421 2 5443-5702  
 E-mail: sliptajova@recruitment.sk



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 Fax: +421 2 5292-0110/4  
 E-mail: mako@ajg.sk

*Life philosophy:* Life is like sailing a boat: It's not enough to hold the tiller and row. It doesn't become a real boat until you are sailing.  
*Work credo:* Be thoughtful, courteous, and unselfish. Behave in such a way that you will not have to regret what you have done.  
*Greatest success:* At work it's every satisfied client, and in private life it's my satisfied family.



**Eva Megová**  
 HR Managing Director IBM ISC  
**IBM, International Services Centres Ltd.**  
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 811 06 Bratislava  
 Tel.: +421 2 4929-1111  
 Fax: +421 2 4929-1122  
 E-mail: eva\_megova@sk.ibm.com

*Life philosophy:* Tempora mutantur et nos mutantur in ilis.



**Ján Menkyna**  
 Managing Partner  
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 Fax: +421 2 5292-0110/4  
 E-mail: menkyna@ajg.sk

*Life philosophy:* To live in such a way that I am not ashamed of my feelings, thoughts, words, or deeds.  
*Work credo:* Work hard but enjoy the rest.



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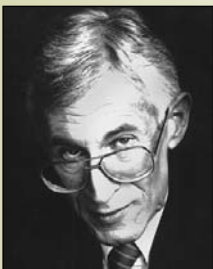
*Life philosophy:* Life taught me to accept success and failure with the same grace.



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*Work credo:* Everybody is able to be successful in his work but not everybody knows the way to success. We are ready to help you.



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*Work credo:* Helping others help themselves.



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*Work credo:* The difference between a successful person and others is not a lack of strength, not a lack of knowledge, but rather a lack of will.



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*Life philosophy:* Life consists of a lot of details.  
*Work credo:* With the right people around me I enjoy my life.  
*Greatest success:* Work is my hobby.



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*Work credo:* Say what you do and do what you say.  
*Life philosophy:* No pain, no gain.  
*Greatest success:* My children.



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*Life philosophy:* "The real voyage of discovery consists not in seeking new landscapes but in having new eyes." - Proust



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*Work credo:* In life you don't get what you are worth, you get what you negotiate.



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*Life philosophy:* Life is too complex to cover it with one philosophy.  
*Work credo:* Professional services with a human touch.