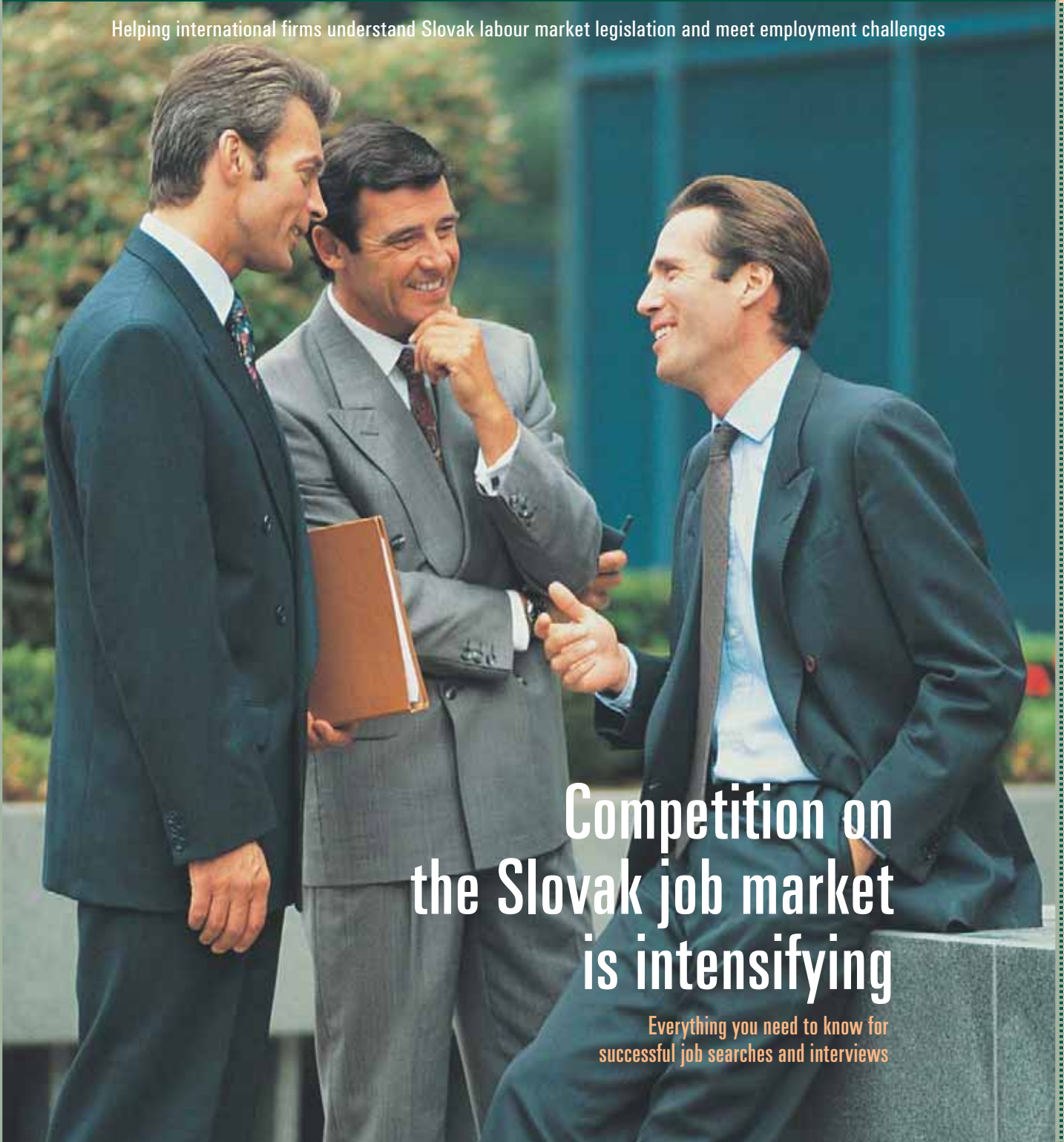


Getting the most out of work

THE SLOVAK
SPECTATOR
presents

CAREER & Employment GUIDE 2004

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



Competition on the Slovak job market is intensifying

Everything you need to know for
successful job searches and interviews

GENERAL PARTNER: AMROP JENEWEIN GROUP

AJG

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Editorial

A job in itself

HAVING a diploma from an acclaimed school is no longer is a guarantee that you will taste the cream of top jobs. Nor will an influential father or even years of hard work open the gates to the best position.

Real advantage comes with the ability to find relevant information and see through the labyrinth of new rules, trends, and challenges.

The country's entry to the European Union brings even more complexity to the job market, where competition grows tougher every year.

The Slovak Spectator brings you a publication that highlights the real shape of the market and aspires to outline the changes that readers

might soon feel in their own lives.

We invite you to meet the experts who keep their hands on the pulse of the country's labour trends and share their views on new developments.

Starting with the complexities of the European Union labour legislation, we then bring you a picture of what work is like for Slovaks in the union's administrative capital. Finally, after examining the pains and hopes of Slovak human resources, the publication brings you useful tips on how to start a job search and win over your potential employers.

Beata Balogová
Editor in Chief

The year of 2004 is the year of our membership in the European Union. Amrop Jenewein Group expands its euro-information activities primarily aimed at three target groups:

- general public interested in employment opportunities in the EU countries
- individuals interested in specialized posts in EU institutions
- business sector in its preparation for efficient operation in the single european market

Besides these activities, we will continually extend information related to the EU membership e.g. in area of study opportunities, structural funds, etc.

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Personálne agentúry

Poradie	Názov	Adresa	PSČ	Mesto	E-mail	Telefón	Fax	www	Riaditeľ	Telefón	E-mail	Rok založenia / počet pobočiek / priemerný čas vyhľadávania (týždne) / Year founded / # of branches / Avg. search time	Vyhľad. metódy: Priame vyhľadávacie / inzercia / databáza	Search methods: Direct search / advertising / database	Celkový počet umiestnení v 2002: vyšší manažment / stredný manažment / Total # of placements in 2002: upper management / mid management	Training offered / Zaskolovanie	Telecommunications / Telekomunikácie	Hotel, tourism / Hotelierstvo, turizmus	IT / Infotechnológia	Finance, banking / Financie, bankovníctvo	Pharmaceuticals / Farmaceutický priemysel	Automotive / Automobilový priemysel	Sales / Predaj	Marketing / Marketing	Energy sector / Energetika	Advertising / Reklama	Media / Média	Management / Manažment	Health care / Zdravotníctvo	Insurance / Poisťovníctvo	Administrative / Administratíva	Clerical / Úradníci	Secretarial / Sekretárky			
Rank	Company	Address	ZIP City	E-mail	Phone	Fax	www	Chief Executive Officer	Phone	E-mail																										
1	Activ Agency s.r.o.	Družstevná 18	949 01	Nitra	info@activ.sk	037 655-7841			Igor Ševčovič	037 655-7841	sevcovic@activ.sk	2001	NA	200																						
												1	NA	NA																						
												4	NA	NA																						
2	Agentúra Emka	Belinského 20	851 01	Bratislava	agentura.emka@stonline.sk	02 6224-3759	02 6252-3432	www.agenturaemka.sk	Eva Kališová	0903 201-096	agentura.emka@stonline.sk	1996	75%	22	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
												NA	10%	6																						
												NA	15%	16																						
3	agentúra NOSLUŠ	Staré grunty 53	842 47	Bratislava	noslus@noslus.sk	02 6542-1333	02 6542-4014	www.noslus.sk, www.prace.sk	Róbert Čvapek	02 6542-4017	r.cvapek@noslus.sk	1991	20%	NA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
												25	50%	20																						
												2	30%	250																						
4	Amrop Jenewein Group	Zámocká ul., P.O.Box 283	814 99	Bratislava	amrop@ajg.sk	tel/fax: 02 5292-0110,-4		www.ajg.sk, www.HeadHunter.sk	J. Menkyna, R. Mako	02 5292-0110,-4	info@ajg.sk	1990	60%	412	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
												81	10%	136																						
												2-6	30%	192																						

(NA = Not available)

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	Názov	Adresa	Telefón																															
Poradie																																		
Rank	Company			Phone	Fax	www	Chief Executive Officer	Phone	Fax	www	Rok založenia / počet pobočiek / priemerný čas vyhľadávania (týždne) Year founded / # of branches / Avg. search time	Vyhľad. metódy: Priame vyhľadávanie / inzercia / databáza Search methods: Direct search / advertising / database	Celkový počet umiestnení v 2002: vyšší / stredný manažment Total # of placements in 2002: upper / mid management	Training offered / Zaskolovanie	Telecommunications / Telekomunikácie	Hotel, tourism / Hotelierstvo, turizmus	IT / Infotechnológia	Finance, banking / Financie, bankovníctvo	Pharmaceuticals / Farmaceutický priemysel	Automotive / Automobilový priemysel	Sales / Predaj	Marketing / Marketing	Energy sector / Energetika	Advertising / Reklama	Media / Média	Management / Manažment	Health care / Zdravotníctvo	Insurance / Poistovníctvo	Administrative / Administratíva	Clerical / Uradníci	Secretarial / Sekretárky			
Názov	Adresa	Telefón																																
16	Istroconti Consulting, s.r.o.	Ventúrska 18 815 48 Bratislava istroconti@istroconti.sk	02 5443-0779 02 5441-8957 www.istroconti.sk	Lubica Sloviaková	02 5443-0779 sloviakov@istroconti.sk	1993 1 2-6	40% 20% 40%	NA NA NA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
17	Jenewein SpeedRecruitment	Zámocká ul., P.O.Box 294 814 99 Bratislava 10days@speedrecruitment.sk	tel./fax: 02 5292-0110,-4 www.SpeedRecruitment.sk	Martin Resutík	0905 855 586 10days@virtual.office speedrecruitment.sk	2001 10days@virtual.office 10-20	0% 30% 70%	189 121 143	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
18	LOTTY s.r.o.	Mlynské Nivy 31 821 09 Bratislava info@lotty.sk	02 5556-3939 02 5556-5873 www.lotty.sk	NA	NA NA www.pracovne.sk	1991 3 NA	NA NA NA	1,200 1 NA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
19	Lugera & Maklér, spol.s.r.o.	Inovecká 1113 911 01 Bratislava lugera@lugera.com	032 653-8111 032 658-2873 www.lugera.com	G. Koolen, R. Grznár, L. Kováč	032 653-8111 lugera@lugera.com	1986 3 2-4	50% 5% 45%	1,282 53 261	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
20	ManMark ECONOMY, s.r.o.	Michalská 14 811 01 Bratislava bratislava@manmark.sk	www.manmark.sk, 02 5443-0200, 02 5443-0191 www.pracovne.sk	Michaela Trelova	0903 434-667 michaela.trelova@manmark.sk	1993 9 NA	20% 0% 80%	109 79 26	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
21	Neumann & Partners, s.r.o.	Laurinská 3 810 00 Bratislava office.bratislava@neumannpartners.sk	www.neumannpartners.sk 02 5441-1412, 02 5443-3954	Marta Kubinská	0905 611-902 m.kubinska@neumannpartners.sk	2002 7 4-6	50% 10% 40%	NA NA NA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	
22	Person, s.r.o.	Šoltésovej 5 040 01 Košice person@person.sk	055 677-1556 055 677-1556 www.person.sk	Eva Sklenárová	0907 949-499 sklenarova@person.sk	2001 1 2-3	50% 30% 20%	NA NA NA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
23	Personel Efekt, s.r.o.	Slovenská 69 080 01 Prešov presonel.efekt@personelefekt.sk	www.personelefekt.sk 051 771-1648 051 773-1032	Eva Timková, Dušan Timko	051 749-5572 presonel.efekt@personelefekt.sk	1997 3 NA	40% 30% 30%	NA NA NA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
24	PMC International	Štefánikova 22 811 05 Bratislava pmc@pmcint.sk	02 5249-1913,-5 02 5249-1916 www.pmc.at	Anna Maňásková	02 5249-1913,-5 pmc@pmcint.sk	1993 12 NA	95% 5% 0%	NA NA NA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
25	P&P Management-Impulse, spol. s r.o.	Cukrová 14 813 39 Bratislava papmi@papmi.sk	02 5932-4488 02 5932-4487 www.papmi.sk	Eva Strečková	02 5932-4488 streckov@papmi.sk	1993 NA 4-6	NA NA NA	NA NA NA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
26	Profesia, spol. s r.o.	Viedenská cesta 7 851 01 Bratislava info@profesia.sk	02 6241-1663, 6241-1667 02 6241-1681 www.profesia.sk	Dalibor Jakuš	NA NA immediately	2000 NA NA	NA* NA NA	NA NA NA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
27	Recruitment International	Na Vršku 6 811 01 Bratislava info@recruitment.sk	02 5443-5748 02 5443-5702 www.recruitmentint.com	Silvia Kotúčová	02 5443-5748 skotucova@recruitment.sk	2000 8 2-4	60% 10% 30%	NA NA NA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
28	Róbert Koba	Duklianská 1 071 01 Michalovce agenturakoba@post.sk	0905 893-943 056 644-3402 www.koba-mi.sk	Róbert Koba	0905 893-943 agenturakoba@post.sk	2002 NA 1	0% 88% 12%	81 NA NA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
29	SAPA (Slovak Academic & Personnel Agency)	Šancová 108 831 04 Bratislava www.sapa.sk	02 5020-6666 02 5541-0713 www.sapa.sk	Zuzana Karpinská	02 5020-6666 director@sapa.sk	1993 3 4-12	10% 50% 40%	1,300 NA NA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

(NA = Not available, NA* = www.profesia.sk is jobserver specialized in job offers.)

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Company	Názov	Telefón	Phone	Riaditeľ	Chief Executive Officer	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 Accenture, s.r.o.	Mostová 2 811 02 Bratislava bratislava@accenture.com	02 5929-0290 02 5929-0291 www.accenture.sk		Peter Škodný	Peter Škodný		over 240	NA NA	●								outsourcing, IT services, technology solutions	NA	
2 ADDA Consultants, s.r.o.	P.O.Box 1 851 07 Bratislava 57 office@adda.sk		NA NA www.adda.sk	Marián Kubeš	Marián Kubeš		3 3 0	●		●							organizational development, performance oriented company building	DELL Comuter, Chemolak Easter Sugar, Johns Manville, Slovenské cukrovary	
3 Amrop Jenewein Group	Zámocká ul., P.O.Box 283 814 99 Bratislava amrop@ajg.sk, brussels@ajg.sk	02 5292-0110, -4 02 5292-0110, -4 www.ajg.sk		M. Krekáč, M. Novotný, P. Zoltvány	M. Krekáč, M. Novotný, P. Zoltvány		44 21 2	●		●							EU consulting & lobbying services, FDI, Government, FOB* & board services, outsourcing	foreign investors, MNCs** and strong local companies, EU institutions, NGOs	
4 BMB Leitner	Kapucínska 7 811 03 Bratislava bmb@bmb.sk	02 5441-2238 02 5441-2629 www.bmb.sk		Renáta Bláhová	Renáta Bláhová		20 2	● ● ●								NA	civil engineerin industry, legal consulting companies, finance services, wood and lumber industry		
5 D.E.A. Consult, s.r.o.	Hattalova 12/A 831 03 Bratislava deaconsult@deaconsult.sk	02 4445-2029 02 4445-3775 www.deaconsult.sk		Jaroslav Klimo	Jaroslav Klimo		NA NA NA	● ●								NA		NA	
6 Ekon Audit B.M.J., s.r.o.	Nálepková 47 053 11 Smežany, Spišská Nová Ves ekonaudit@ekonaudit.sk	053 443-3655, -9 053 429-8381 www.ekonaudit.sk		Marta Sýkorová	Marta Sýkorová		10 9 1	● ● ● ●								NA		NA	
7 Human Progress Centre, s.r.o.	Sabinovská 14 821 01 Bratislava hpc@hpctraining.sk	02 4363-4442 02 4363-4443 www.hpctraining.sk		Anton Bohumel, Boris Kapucian	Anton Bohumel, Boris Kapucian		16 6 NA	● ● ● ●								NA	Atómové elektrárne Bohunice, Generali, ISS, NUP, Sl. pošta, SLSP, ST, Tatra banka,		
8 IB Grant Thornton Consulting, k.s.	Panská 14 811 01 Bratislava office@ib-gtbratislava.sk	www.ib-granthornton.com 02 5930-0400 02 5930-0410		Fritz Himmer	Fritz Himmer		35 6 2	● ● ●									due diligence, fusion and acquisition	OMV, Billa, Kapsch, VW Financial Services, Rauch, Loreal Slovensko VB Leasing, Xella Porobetón	
9 Ivan Perlaki Consulting	Martinengova 8 811 02 Bratislava info@perlaki.sk	02 6280-1193 02 6280-3017 www.perlaki.sk		Ivan Perlaki	Ivan Perlaki		NA NA NA	● ● ●									business strategy, strategic and organization development, change management	NA	
10 KPMG Slovensko, spol. s r.o.	Mostová 2 811 02 Bratislava info@kpmg.sk	02 5998-4111 02 5998-4222 www.kpmg.sk		Michele Lodi-Fe	Michele Lodi-Fe		200 160 20	● ● ● ●									Internal Risk Management	NA	
11 MARKETIN Consulting & Services	Za hradbami 27 902 01 Pezinok info@marketin.sk	033 643-2190 NA www.marketin.sk		Pavol Kopec	Pavol Kopec		NA NA NA	● ● ● ●									strategic analyses, competitive intelligence outsourcing, market research	NA	
12 MONAREX audit consulting, s.r.o.	Trieda SNP 27 974 01 Banská Bystrica monarex@monarex.sk	048 414-5571 048 414-5572 www.monarex.sk		Ladislav Pompura	Ladislav Pompura		10 3 NA	● ● ● ●								NA		NA	
13 PricewaterhouseCoopers, s.r.o.	Hviezdoslavovo nám. 20 815 32 Bratislava office.general@sk.pwc.com	02 5441-4101 02 5441-4102 www.pwc.com/sk		Gordon Latimir	Gordon Latimir		140 100 7	● ● ● ●								NA	Slovak and foreign companies		
14 Relocation Slovakia, s.r.o.	Cukrová 14 813 39 Bratislava info@relocationslovakia.com	www.relocationslovakia.com 02 5932-4235, 02 5932-4236		Peter Hegyi	Peter Hegyi		NA NA NA										relocation services for foreign companies and individuals	NA	
15 Symsite Research, s.r.o.	Velehradská 35 821 08 Bratislava symsite@symsite.sk	02 5556-5026 02 5556-5024 www.symsite.sk		Vladimír Dohnal	Vladimír Dohnal		NA NA NA	● ● ● ●								NA	SLSP, ČSOB, Tatra banka, DaimlerChrysler, Altheim		
16 WBB Slovensko, s.r.o.	Tomášikova 14 821 03 Bratislava all.bratislava@personneldecisions.com	02 4333-9368, 02 4341-3977 www.personneldecisions.com www.wbb-pdi.sk		Jana Kupkovičová	Jana Kupkovičová		8 7 1	● ● ● ●								NA	Leoni, Alcatel, Gabor, Linde Frigera, Molex Slovakia		

(NA = Not available, E = English, F = French, G = German, H = Hungarian, N = Norwegian, R = Russian, FOB = Family owned business, MNC = Multinational companies, SLSP = Slovenská Sportiteľia,

NUP = Národný úrad práce, ST = Slovenské telekomunikácie.)

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Vážení obchodní partneri,

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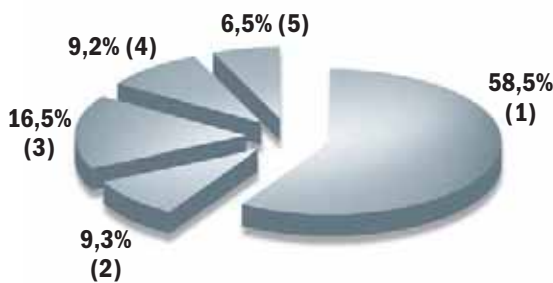
Dear Business Partners,

Last year has proven again that our consultancy company - Amrop Jenewein Group (AJG) has been successfully accomplishing its mission, represented by an ambition to maintain the position of market leader in providing consultancy solutions which at the same time bring benefits and stimulus for long-term growth to our clients. Our success was created by five specialized consulting companies working in the area of human capital and EU affairs, which are personally and financially interconnected. Following our vision we assisted the business sector, government and international organizations in improving their results and preparedness for dealing with new market opportunities and challenges, through increasing the quality of human potential and effectivity of individual activities. Thanks to our effective combination of sector orientation, extensive knowledge of the local market, and permanent contact with the newest developments and trends, we were able to acquire and maintain favor, loyalty and first of all satisfaction of our clients. The trust, which became last year's pillar of long-term partnership, reflected in actual results of the work of Amrop Jenewein team. With pride and respect we come forward with the following short overview.

Podiel Služieb AJG v roku 2003

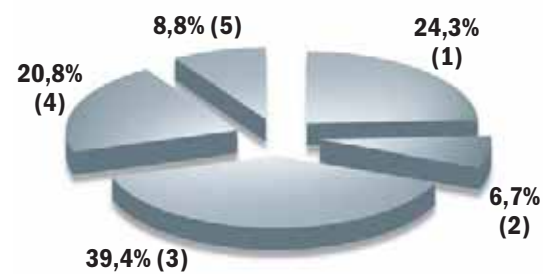
AJG's Services Share 2003

Obrat | Turnover



- 1 - Executive Search
- 2 - Related Management Consulting Services
- 3 - Recruitment & Selection
- 4 - Related Human Resources Consulting Services
- 5 - EU Consulting & Lobbying Services

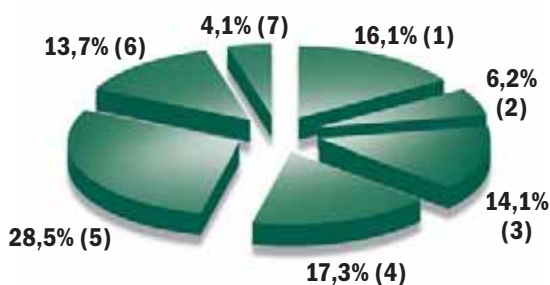
Počet projektov | Number of Assignments



Podiel Sektorových skupín AJG v roku 2003

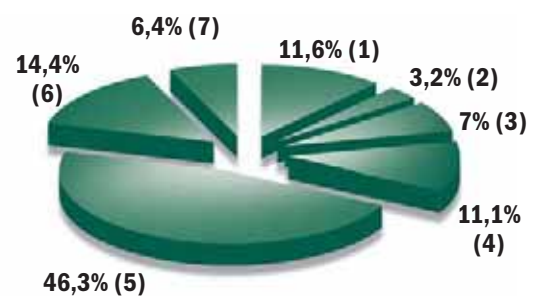
AJG's Sectors Share 2003

Obrat | Turnover



- 1 - Financial - Professional Services (FPS)
- 2 - Energy - Utility - Infrastructure Service (EUIS)
- 3 - Info-Communication Technologies (ICT)
- 4 - Automotive - Manufacturing - Engineering (AME)
- 5 - Pharma - Healthcare - Hospitality (PHH)
- 6 - Customer - Retail - Advertising (CRA)
- 7 - Government - EU - Not for Profit (GEUN)

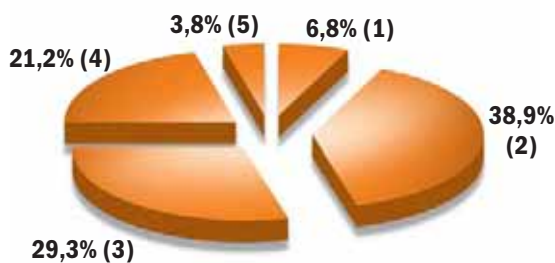
Počet projektov | Number of Assignments



Podiel Funkčných úrovní AJG v roku 2003

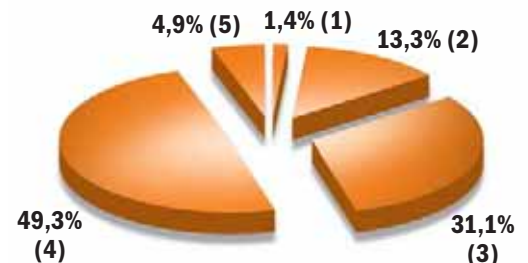
AJG's Functional Level Share 2003

Obrat | Turnover



- 1 - Board
- 2 - C-Level
- 3 - Senior & Mid-level
- 4 - High Potential
- 5 - EU Practice

Počet projektov | Number of Assignments



Co-founders & Group Chairmen

Martin Krekáč, Martin Novotný

Human Capital Consulting Leaders

Ján Menkyna, Radomír Mako - Managing Partners
Miroslav Poliak - Partner

EU Consulting & Lobbying Leader

Patrik Zoltvány - Partner

AMROP JENEWEIN GROUP

AJG

The rush is over; let the struggle begin

New trends in human resources: Competition for positions is increasing

BY ROBERT VALJENT Special to the Spectator

A FIERCE traffic jam at the top, toughening of highfliers' qualifications, the transformation of the state into a good employer, and the increasing prevalence of advertising on web career gateways - these are in short the new trends in Slovak human resources.

The Slovak career ladder is at its freezing point.

After the collapse of communism, people under 30, some of whom were even fresh university graduates, filled many managerial positions, including those at the top.

The main advantage of the newcomers was, in many cases, a good command of a foreign language; the rest they learned on the job. These managers are now between 35 and 40 and feel that they are at a peak in their positions and see no reason to leave.

In the meantime, the next generation has grown up and feels good enough to move one rung up the ladder; but no higher positions are available.

"It is a very frequent condition, a motive that makes people either register at our database or reply to our advertisements. They often



Courtesy Amrop Jenewein Group

MARTIN KREKÁČ

switch employers to move up the career ladder because the situation in their own firm is stable and there is no opportunity for advancement. This applies mainly to well-functioning and stable firms that went through the stage of looking for new people [before]. There were times when there was a shortage of people but that was a long time ago," says Peter Tomasch from Hill International HR agency.

Martin Krekáč, cofounder and

chairman of the Amrop Jenewein Group HR agency, shares this experience. However, he sees a solution to the problem.

"Certainly, there is a need to acknowledge this situation, and those who are in their 40s, including myself, have to let younger people into management or assign them some management tasks. They have to delegate responsibility to the new generation and find themselves new roles that are no longer linked to the executive management of their firms but rather to something like strategy management. This means that the older generation has to move to the corporate governance category by operating on an advisory body or board," Krekáč said.

This "traffic jam" at the higher company echelons makes job competition tougher. Foreign language skills and a suitable education are no longer enough, says Tomasch.

To be noticed, candidates now have to demonstrate success within some international firm or higher managerial post.

"A firm with foreign capital is no longer satisfied with someone who used to manage a group of people

in a smaller Slovak company or a state firm. They want people with direct experience in the international environment," Tomasch added.

However, Krekáč is optimistic about the chances of young people with the international experience and high potential to enrich managerial teams with fresh ideas and new perspectives.

The past couple of years have also seen an increasing role for the internet in the search for the job candidates.

"Several years ago, we published job announcements on the internet mainly for the IT sector. Then, we did not expect normal internet or computer users to do a job search through the web. Recently, however, there has been a huge shift in favour of [job hunting on the] internet," Tomasch explains.

According to the HR manager, more than just people active in the IT sector now apply for jobs via the internet, which has become a basic work instrument for many.

"Our customers no longer want to pay high advertisement prices in print media when they know that advertising on the internet is much



TASR

THIS precursor to internet sites cannot keep up with modern technology.

cheaper or almost free," Tomasch added.

Years ago, competition for a post lasted up to three or four months. Today, according to Krekáč, the selection process takes one or one and a half months thanks to the

replacement of paperwork and paper letters with databases and e-mails.

"Modern technologies give us more time for the assessment of candidates," he said.

The experts also say that govern-

mental reforms within state and public administration, and the new tax laws are going to bring considerable changes to employment within the Slovak public and business sector.

People in the public sector will no longer make Sk10,000 (€247.12) and will not have to serve a fixed number of years before getting better pay.

Even young civil servants will have the opportunity to hold important positions and earn more than their colleagues who have worked

within the state administration for 20 years, Krekáč explained.

Tax reforms will attract foreign investors that will create much-needed jobs for the middle and lower classes, specialists, engineers, and other workers, thus calming social tensions for one or two generations, he added.

Hill International's Tomasch also sees increasing integration and globalisation as a new trend in the human resources sector.

"I have the impression that the era of huge international HR firms has arrived. Before, the largest international personnel consultant firms did not operate here, but now they are starting to emerge. There have even been some acquisitions of local firms by foreign companies," Tomasch said.

Only strong companies can overcome the highs and lows of the economy. Small companies have limited chances either for financial reasons or because they cannot offer a broad range of services, he added.

Still, according to the experts, some good smaller companies will survive, though they will have to offer complementary services for smaller businesses. ■



Courtesy Hill International

PETER TOMASCH

Human capital and Slovakia's membership in the EU

For businesses, the most important aspect of Slovakia's membership in the EU might be the quality of human resources at different levels of the corporate and public sector

By PATRIK ZOLTVÁNY Special to the Spectator

BEFORE EU accession, it is important to identify suitable candidates for the key positions that will prepare the strategies for effective functioning in the new economic and political field.

Several big companies operating in Slovakia are heading the right way and, within their top corporate structures, have named a person who will be responsible for the preparation for EU entry. In most cases it is a person responsible for strategic development. The identification of the right person, the coordinator for the EU, or the EU affairs manager, is the right step for the preparation of a "eurostrategy".

The coordinator for the EU should be an internal employee of the company and should be part of the top management or directly below in the company's hierarchy. If he or she is part of top management, it is important that he or she is in close touch with the individual executive bodies of the company. If he or she is directly under the top management, then the most important factor is the support and attitude towards the management of the company. However, it is ideal if he/she is part of top management because in

this case he or she has access to all the plans, including strategic plans, and is therefore able to effectively promote changes related to membership in the EU.

As for the profile of the ideal candidate, he or she should have satisfactory knowledge of the function of the EU and its politics, a basic knowledge of the law and economy, and a very good knowledge of the English language. The most important quality should be his or her way of thinking so that he or she can fully understand all the aspects of membership in the EU and appropriately apply them to the individual processes of the company.

The coordinator for the EU must have a team of people with him or her that would be responsible for activities such as the monitoring of legislative activity and current processes in European institutions, the identification of the corroborative programmes of the EU, searches for partners for cooperation with corporate projects, education of the company about the problems of the EU, communication with the responsible offices in Slovakia and in Brussels, etc.

Some Slovak companies are trying to solve this problem by redistributing the tasks in this field between individual bodies of the company. One of

the examples is to assign the task of searching for EU corroborative programmes to the department that is responsible for trade. This is a completely incorrect understanding of EU programme problems because these, in most cases, concentrate on the development of either human resources and technologies or on science and research. The identification of the right programmes in these fields requires another type of personality and skills. Traders have these skills.

Another mistake made by many companies is to shift communications with the responsible offices in Slovakia and in the EU to the department that is responsible for contact with the public. Again, this is not the best solution because communication with the offices requires specific knowledge and, in particular, interpersonal skills.

Patrik Zoltvány
Partner
EU Consulting & Lobbying Services
Amrop Jenewein Group

SOURCE: Report about the Condition of the Business Environment in SR 2003 - chapter Human Capital
(c) Composed by the advisory group Amrop Jenewein Group (AJG) for the Slovak Business Alliance (PAS)

SHORT REPORT

EUROCHAM will represent the interests of Slovak entrepreneurs in the EU
Amrop Jenewein Group - integrated Human Capital & EU Affairs Consulting Group
one of the founding members of the original

EUROCHAM association - European Business Club. Its main goal is to represent the interests of Slovak companies in the EU and to help with foreknowledge about the impact of EU membership on the business sector. Besides regular informal meetings, seminars, and conferences in Slovakia, EUROCHAM will organise thematic missions to Brussels for representatives of the business sphere.

www.eurocham.sk, eurocham@eurocham.sk

The biggest investments in Slovakia and their impact on human capital

Concerning the inflow of foreign investments, the automotive sector is currently the most progressive sector of the country's economy, while further increases can be expected in the upcoming years

By **MARTIN NOVOTNÝ** Special to the Spectator

ONE of the biggest investors in the automotive sector is the Volkswagen company, which has also managed to attract many subcontractors to Slovakia. The French automobile company PSA Peugeot Citroen - the new foreign investor in the Trnava region - will positively influence the Slovak national economy and Central European Economic Area as well as individual companies and the so-far most intense labour flow and labour market development. It is estimated that the entry of the French and their subcontractors into Slovakia will provide almost 10,000 new job opportunities.

The fact that adequate conditions for industrial parks have been

established by the Slovak legislature is definitely positive. These have enabled towns and villages to apply for and participate in projects supplied with foreign investments and significantly contribute to regional development.

The automotive industry, due to its intense and continuous improvement, requires the targeted search for and selection of candidates for mid-level and specialised positions. Complicating this search seems to be the lack of qualified candidates for various technically demanding and specialised positions, while especially exposed areas include logistics, quality assurance, technology management, and process engineering.

The lack of specialists in certain fields is connected with the absence of a sufficient automotive tradition in Slovakia and the disproportion between the study fields and the market requirements is only slowly being changed by the present educational system. Certain complications when acquiring quality employees for middle management or highly specialised technical positions not offering as attractive a salary or benefits package as the positions in top management are caused by the low mobility of the Slovak labour force. The sector is unique due to the fact that many foreign investors tend to substitute foreigners for Slovak managers in top

positions. Generally, the strength of the labour force in the automotive sector is the appropriate readiness of graduates concerning technical and foreign language abilities, which is a good prerequisite for finding employment in Slovakia as well as within the EU.

Martin Novotný
Founding Chairman
Practice Leader International & FDI Services
Amrop Jenewein Group

SOURCE: Report on The Slovak Republic's Business Environment 2003 - Human Capital Chapter

(c) Compiled by Amrop Jenewein Group (AJG) for The Business Alliance of Slovakia - Podnikateľská Aliancia Slovenska (PAS)

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Life philosophy: If you have a target, you can achieve anything you want.
Work credo: Do my best.

**Martin Krekáč**

Co-Founder & Group Chairman

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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.

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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.

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HR Managing Director IBM ISC

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Life philosophy: Tempora mutantur et nos mutantur in ilis.

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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.

**Martin Novotný**

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

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



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Work credo: The customer is the most important person in the company.
Life philosophy: Carpe diem.



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Life philosophy: Treat others like I want to be treated. Always listen first and keep smiling!
Work credo: Nothing is impossible, everything can be achieved if I believe in it.
Greatest success: Creating and leading TARGET Executive Search Group.



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Life philosophy: To do good things for good people, to help them solve problems, to make their lives better.



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Life Philosophy: Destiny is no matter of chance. It is a matter of choice. It is not a thing to be waited for, it is a thing to be achieved.