

Getting the most out of work

THE SLOVAK  
SPECTATOR  
presents

# CAREER & Employment GUIDE 2005

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



**Traditions and folklore  
not enough**  
No longer mute when a foreigner calls  
Engineers down but not out

Everything you need to know about Slovakia's job market

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## Editorial

SEVERAL myths about the Slovak labour market have been smashed over the last year. None of "old Europe's" fears of a flood of Slovak workers seeking jobs abroad have materialized. The Slovak labour market is much less mobile than the more established members of the EU family thought.

In fact, the lack of labour mobility remains a serious problem that Slovakia will have to address in upcoming years. Disparities between the wealthy West and undernourished East have deepened, and the need for labour migration is imminent.

High unemployment continues to nag the country, but Slovaks today have a clearer idea of how to cure what ails the market. Information on job opportunities is becoming more accessible to the public thanks to technological advances, and it is slowly changing the way people tackle labour issues.

The Career Guide 2005 is designed to help readers understand recent changes in the Slovak employment market. It offers the insights of human resources experts, educators and managers who already see a light at the end of the tunnel.

**Beata Balogová**  
*Editor-in-chief*



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Rok založ. / poč. pobočiek / priemerný čas  
vyhľadávania (týždne) / Year Founded /  
# of Branches / Avg. Search Time (Weeks)

Vyhľad. metódy: Priame vyhľad. /  
inzercia / databáza / Search Methods:  
Direct Search / Advertising / Database

Poč. umiestnení v 2003: vyšší manažment /  
stredný manažment / Total Placements 2003:  
Upper Management / Middle Management

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IT / Infotechnológia

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Rank	Company	Address	Phone	Telefón	Year Founded	Direct Search	Advertising	Database	Upper Management	Middle Management	Training Offered	Telecommunications	Hotel, Tourism	IT	Finance, Banking	Pharmaceuticals	Automotive	Sales	Marketing	Energy Sector	Advertising	Media	Management	Health Care	Insurance	Administrative	Clerical	Secretarial	Personnel Leasing
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5	<b>Appel Counselling, s.r.o.</b>																												
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# Raising the skill factor

Slovakia will soon become a country that attracts skilled labour from abroad

BY BEATA BALOGVÁ Spectator staff

SINCE Slovakia's entry into the EU, fears of massive waves of East European immigrants flowing into the wealthier European Union (EU) countries have turned out to be unjustified.

On the contrary, human resources experts suggest that many Slovaks abroad are expressing interest in returning to Slovakia due to the good prospects they see for applying their experience back home.

*The Slovak Spectator* talked to Paul Binder (Partner - Target Group) Patrik Zoltvány, (Partner of European Affairs & Lobbying services, Amrop Jenewein Group) and Miroslav Poliak (Partner for Executive Search & Human Capital Consulting, Amrop Jenewein Group), Gerard Koolen, (Managing Partner, Luger & Makler) Reinhold Hofman, (Managing Director HIC Slovakia) and Ronald Bastýř, (Branch Manager/ Executive Director of Hudson Slovakia)

***The Slovak Spectator (TSS):*** How has the country's EU entry affected the Slovak labour market?

**Paul Binder:** There is more optimism in the market in the entire Central and Eastern European region. Slovakia continues to be a success story in attracting foreign investors (recent examples are Visteon and Getrag-Ford) and this creates more and more optimism in the local market. We expect more foreign investors to come.

But we do anticipate some

changes, which might be a bit surprising for some people. Slovakia is in a special situation. The new flat tax system, combined with the successful attraction of major investments into Slovakia will lead to a situation in a few years where skilled workers from other countries will migrate to Slovakia. From southern Poland to Žilina for example.

I expect that within 3 years more people will be migrating to Slovakia than the other way around.

But there is another interesting regional trend. There is more and more competition for investors by using lower tax rates. This is coming especially from countries that want to join the EU in the next enlargement round.

Take Romania for example, which introduced a corporate tax rate of 16 percent at the beginning of 2005.

Also, when talking to clients



Courtesy of Binder

PAUL Binder.

informally nowadays, some of them mention that with Ukraine showing some interest in joining the EU in the long run, one has to bear in mind that the labour costs in Ukraine will remain lower than in Slovakia.

Overall, however, Slovakia is well positioned in Central Europe



Courtesy of Hoffman

REINHOLD Hofmann.

over the next 5 years. EU entry will certainly stimulate more incoming FDIs [Foreign Direct Investments]. At the same time, Slovakia should bear in mind that those investors moving into the country now, would have reasons to move to other countries in the future. In the long run, it will be crucial for Slovakia to create an environment where healthy small- and medium sized (SME) local companies can prosper. Take, for example, Austria and Germany.

In Germany, larger companies are transferring their production to countries such as Slovakia or the other new EU members. We hear in the news almost every day about problems in Germany. Austria with its SME dominated economy has not lost as many jobs in comparison to Germany.

**Gerard Koolen:** We registered more interest in Slovakia from Western European companies. We have many requests for salary information and several big potential investors are considering Slovakia for setting up businesses over here. This means that more jobs will be created in the near future. Also, the fact that PSA Peugeot Citroen and KIA [carmakers] decided for Slovakia is because of the country's entry into the EU.

Furthermore, we have many requests from blue-collar workers for jobs in the EU. Now everybody might have the idea that they can work in all the "old" EU countries. Unfortunately many governments still have a restricted employment policy for employees from the new member states.

**Reinhold Hoffman:**

There are still well-educated young people who want to leave the Slovak labour market as quickly as possible to find a job in the "West".

What is different now, however, is that many of these people look on it as a temporary thing just to get some western experience

before returning to Slovakia. The further internationalization of the Slovak economy following EU accession and the arrival of new investors may help these skilled individuals to be retained and developed further in Slovakia.

**Patrik Zoltvány:** There have not been any major changes as only a year has passed since EU entry. Only the UK and Ireland fully opened their labour markets. That means that up till now only these countries have been targets for potential job seekers.

From Slovakia, it has been mainly recent graduates and young people going abroad. However, the number of vacancies is rather limited and jobs are available mainly in periphery regions in specific fields where there is a shortage of local labour.

So we cannot expect a big outflow of labour from Slovakia. Our local labour market is changing mainly due to the arrival of foreign investors who create new job opportunities for qualified labour. This puts pressure on already established companies to upgrade their human resources policies. This trend will continue and grow in 2005.

**Ronald Bastýř:** The friendly economic and political climate has brought more investors to Slo-

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podobne ako po minulých rokoch vám aj tentoraz predkladáme výsledky práce poradenskej skupiny Amrop Jenewein Group (AJG), ktoré zachytávajú úsilie nášho početného expertného tímu v uplynulom roku. Dosiahnutý úspech potvrdzuje, že AJG disponuje výnimočnými službami a jedinečnou kvalifikáciou, vďaka ktorým poskytuje najefektívnejšie riešenia v oblasti ľudského kapitálu a európskych záležitostí. Od začiatku sme lídrom v poskytovaní poradenstva v Executive Search pre širokú a rôznorodú škálu klientov. Keďže po celý čas sme sa cielene zameriavali na neustále zvyšovanie kvality, rozvoj našich služieb a budovanie silných tímov, našim klientom dlhodobo slúžime v širšej úlohe ako poradca v oblasti budovania líderstva a s tým súvisiacimi službami a riešeniami. Experti AJG na manažment líderstva a rozvoj talentov, ktoré sú jedným zo základných strategických nástrojov budúceho úspechu, poskytujú poradenstvo pre najvýznamnejšie spoločnosti pôsobiace v strednej a vo východnej Európe, rodinne vlastnené firmy, medzinárodné a európske inštitúcie, vládne organizácie a ďalšie.

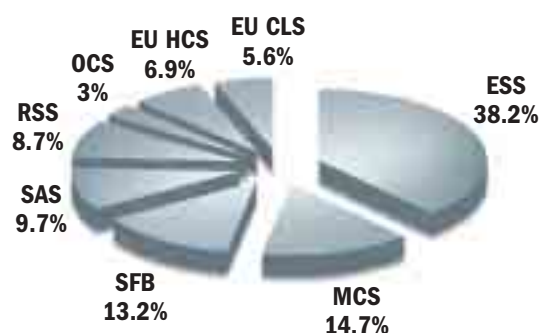
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As in previous years, we would like to share with you results of the human capital consultancy Amrop Jenewein Group (AJG), which reflect last year's engagement and dedication of our experienced consulting team. Achieved success has proven that AJG provides exceptional services and expertise enabling us to deliver the most effective Human Capital and EU affairs solutions to clients. Since the beginning, we have been leaders in providing Executive Search services for a wide variety of clients. For 15 years, we have been emphasizing the quality of our services and building strong customer-focused teams that have enhanced our ability to serve our clients on a long-term basis and play a broader leadership advisory role with complementary services and solutions provided to them. AJG's experts in leadership management and talent development, being one of the substantial strategic tools for further success of an organization, provide consultancy for the leading corporations in Central & Eastern Europe (CEE), family owned businesses (FOB), international and European institutions, government agencies and others.

**Podiel Služieb AJG na obrate v roku 2004**

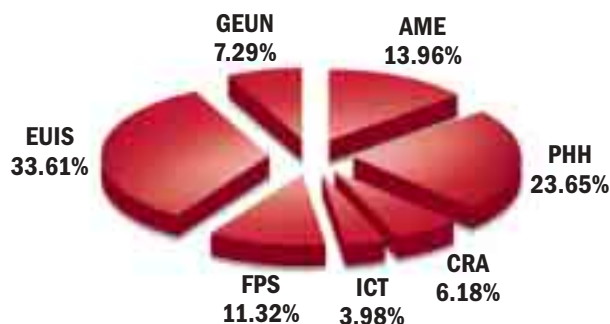
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**AJG's Professional Practices Annual Revenue Share 2004****Podiel Sektorových skupin AJG na obrate v roku 2004**

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CRA - Consumer, Retail & Advertising  
ICT - Info-Communication Technologies  
FPS - Financial & Professional Services  
EUIS - Energy, Utility & Infrastructure Services  
GEUN - Government, EU & Not for Profit

**AJG's Sector Practices Annual Revenue Share 2004****Podiel Funkčných úrovní AJG na obrate v roku 2004**

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**AJG's Functional Practices Annual Revenue Share 2004****Co-founders & Group Chairmen**

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vakia. It has created more job opportunities, giving the job seeker more possibilities from which to choose. This is creating competition within the labour market, so attracting and retaining human capital is an issue, which was not the case 10 years ago.

**TSS: What are the biggest challenges for the human resources market in Slovakia?**

**Paul Binder:** The biggest challenge is currently shifting from finding top and middle managers with foreign language skills suitable for international companies to finding well-trained engineers and technical people with foreign language skills and good development potential.

Of course, new investments will keep the demand for the top and middle managers at a high level. I believe that Slovakia will have to 'import' some technical and manufacturing people.

The new flat tax system, combined with the successful attraction of major investments into Slovakia will lead to a situation that in a few years skilled workers from other countries will migrate to Slovakia.

One has to bear in mind regional developments within the EU. We anticipate that within the EU more and more regional clusters will develop and the labour force will be flexible in a circle of up to 50 kilometres from their home. Western Slovakia, Eastern Austria, Southern Czech Republic and Western Hungary will grow together.

We can expect the same with Eastern Slovakia, which will form another cluster with Northeast Hungary, parts of Southeast Poland and in the medium term Western Ukraine.

Such clusters will also lead to more regional mobility and we might see a more multicultural workforce in Slovakia. This will require some flexibility from the Slovaks.

**Gerard Koolen:** As the Slovak human resources market matures more and more general service providers will look for specialized services. There will be only a handful of general human resources service providers left. Smaller companies will have to find a strong specialization in order to survive. Furthermore, companies will demand a higher



Anton Frič

**RONALD Bastýř.**

level of service from human resources consulting companies and they will have to adopt world standards.

**Reinhold Hoffman:** Workforce mobility, training and the need to develop managerial skills are of course the key challenges we face. For example, while many companies might allow training for their employees, they have no real clear idea of what they want to achieve.

Consequently, it is just an extra cost. Career plans are rarely in place and this seems also to be one of the reasons why young professionals are leaving the country.

Some companies however have a different approach. Training is their form of developing their own skills and they challenge the training company, and the trainer, to supply corporate value.

You can see this, if the responsible manager is actually involved in the training, understanding and executing the personal coaching role. In this case, immediate positive results, either quality improvements or revenue gains, can be achieved.

Slovaks do not lack a reasonable approach. In my experience they enjoy learning. As long as their management will encourage them before and during training, and then let them test and apply new ideas in their day-to-day work.

**Miroslav Poliak:** The biggest challenges are tackling regional differences, attracting C-level people [senior executives] and quali-

fied senior level staff to regions where new investors are starting up and developing human resources policy standards in local companies.

**Ronald Bastýř:** We see organizations trying to keep in line with market compensation and benefit levels.

**TSS: The arrival of big investors, especially in the car industry, revealed that Slovakia lacks certain types of workers with a technical education. What are the professions most lacking in the Slovak labour market?**

**Paul Binder:** There is both a qualitative and a quantitative aspect. The quantitative aspect is that in certain areas we face a shortage of production people. More and more foreign investors would like to transfer production to Slovakia and are



Courtesy of AJG

**PATRIK Zoltvány.**

excited about the opportunities here. In terms of quality, production also requires qualified professionals with foreign language skills in the fields of engineering, Research and Development, logistics, quality management. To find a good Slovak Head of Engineering in the automotive industry with good German and English, good leadership skills and some experience in moving production to Slovakia is rare on the market.

**Gerard Koolen:** We are working for PSA Peugeot Citroen, and for KIA, and for many of their suppliers. There is no lack of qualified

workers in this field. Furthermore, we are not experiencing any lack in any profession. Until now the Slovak labour market has shown a high capacity for adapting to new requirements from companies. Also, there is a high level of fresh graduates in this country.

**Reinhold Hoffman:** I believe in the use of training and development. Prior to major investors deciding on Slovakia there was a lack of skills in this country because there was no work in those particular industries. Slovaks who wanted to develop these skills probably went abroad and are working at the moment in Germany or France.

There is certainly a lack of skilled technicians in many areas of production engineering. However, a quick solution to this problem would be a school of automotive engineering, co-sponsored by the big investors. If managed well, this could start operation in September 2005 and probably release the first qualified engineers within one year. I participated in a similar programme in Nigeria with very positive results. I am sure there would be enough qualified Slovaks going through this programme in order to find a good job with prospects with one of the big investors.

There is one more concern: with all these different investors come different work mentalities and ethics. As a consequence we might see high fluctuation and in principle unstable output due to a constant skills issues.

The automotive industry has their key problem with machine operator positions, especially during the initial start-up of a factory. In Slovakia we have no training department to teach the practical aspects of automated production. Further difficulties are in the placement for positions in controlling, quality assurance, metal workers and production supervisors with appropriate practical experience.

**Miroslav Poliak:** The arrival of big investors, especially in the car industry, revealed that Slovakia lacks certain types of technically educated workers. Problems remain in identifying qualified engineers and technologists mainly for research and development positions with several years expe-

rience. The situation with graduates in the field of engineering has improved recently as the number of graduates has increased. They possess the knowledge of at least one foreign language and can work with relevant software packages. The lack of qualified senior staff is caused also by their inability to speak foreign languages and unwillingness to relocate.

**Ronald Bastýř:** We see that qualified and experienced human resources managers are still in demand in manufacturing industry.

**TSS: The lack of labour mobility remains a problem in Slovakia, especially in the poorer regions. What would be the solution, in your opinion?**

**Paul Binder:** The lack of labour mobility can be observed throughout Central and Eastern Europe. It is not particular to Slovakia. "If the people do not come to the work place, the work place will have to come to the people" is probably the motto of all regional development.

I personally think that organizations such as SARIO (Slovak Investment and Trade Development Agency) and the US Steel's Economic Development Center do a great job in bringing investors to different areas in Slovakia. As I mentioned in my previous answer, with the emergence of regional clusters, several regions will develop dynamic growth by themselves. This dynamic process will lead to the creation of more jobs. I don't think that mobility will change dramatically over the next few years.

Economically, we expect that wages will rise in areas with new investments. Some people will have to travel longer distances for economic reasons, but the majority of them will commute on a regular basis. However, we do not expect that too many people will permanently relocate.

**Gerard Koolen:** Increasing labour mobility means having to increase the possibility of affordable housing and for employers to help their employees in this respect. I think this is the only real issue for labour mobility. So if there is enough housing at affordable prices, mobility increases.

**Reinhold Hoffman:** In many aspects, the "poorer" regions are rich in another area: there are strong bonds between the people. They know each other and they help each other. What might be missing is the aspiration for something different. Or they do not have the mental strength to decide against the interests of the family or community. In addition, they might not have any special qualifications; consequently they would only qualify for low-level work, which doesn't pay much more than what they currently have if they are unemployed. Why should they work then? It's a vicious circle.

There are some ways of overcoming this obstacle. Setting up an engineering school with student housing is one example. Or companies could outsource administrative tasks into these areas. For example, we have our accounts department in middle Slovakia. The active use of the Internet



Courtesy of Koolen

GERARD Koolen.

makes this possible. Or reconsider the way shift work is planned. Instead of thinking about the requirements of the machines, think about the requirements of the people. Why not work two 60-hour weeks and then have one week at home? Or source the workforce on the basis of the village, not the individual.

I still believe tourism could be a valuable source of developing the rural areas of Slovakia - but not with expensive hotels. Rather inex-



Courtesy of AJG

MIROSLAV Poliak.

pensive and attractive, service and resource-intensive programmes. In order to move investors further east it is absolutely necessary to complete the highway between Bratislava and Košice.

**Miroslav Poliak:** The lack of labour mobility remains a problem in Slovakia, especially in the poorer regions. There are no short-term solutions for this. The long-term ones are tied to the improvement of the overall Slovak economy, for example solutions to the shortage of affordable housing. Another solution would be the promotion of local partnerships between employers and educational institutions and the adjustment of curricula to meet local employers' needs. This would help to build the necessary local workforce to meet the needs of local labour markets.

**Ronald Bastýř:** Better roads. We believe that people are flexible enough to want to commute. However it's the time that it takes to get to work that is usually the issue. Safety is also an issue. Some roads can be very difficult during winter.

**TSS: In an executive search within the unified European market, what are the qualities that your clients look for the most?**

**Paul Binder:** Currently, the majority of employers still think in terms of nations. But this will change. Having so many well-qualified professionals in Europe,

soft skills have become increasingly important. This includes social competence, flexibility, communication skills and the ability to work with different nationalities.

Personal values such as loyalty, honesty, and dedication are also important, as is the desire and inner drive to reach goals and to get better every day.

At the end of the day, companies expect an executive search to find them the most suitable candidate according to the key competencies required. We encourage clients to consider the regional labour market for searches.

Our offices in Bratislava, Prague and Budapest have cooperated on several cross-border searches. With clients starting to become increasingly aware of the fact that cross-border searches give them the opportunity to see candidates pre-selected from a broader pool, only the candidates with the best professional background and soft skills will get the top jobs in a unified Europe.

**Gerard Koolen:** Interesting question. The perfect executive for our clients is somebody who combines a Western education and working experience with substantial Slovak work experience and Slovak language skills.

**Reinhold Hoffman:** Languages are important. A small country like Slovakia will be able to play a major role within the EU if the inhabitants are familiar with the major languages of the EU. Practical knowledge of at least one of these languages through experience abroad adds high value to an individual.

Having an MBA degree helps. However, just having the degree without any business experience is not very helpful.

Having studied abroad and having good interpersonal skills also add value. Today's executives are expected to be able to communicate their ideas and be able to motivate the workforce.

Specific industry knowledge is vital. You cannot recruit someone for a top position in the telecommunications industry, for example, without that person already having telecommunications experience.

Social skills are also very important. Besides the necessary technical criteria candidates should bring



with them an understanding of their social responsibility.

**Miroslav Poliak:** Our clients expect us to have a thorough knowledge of the local human resources market and provide them professional services that match international standards. Simply put, they expect the same level of service as they get at home. They turn to us because they know they can get added value from us.

**Ronald Bastýř:** Definitely quality work and relevant experience in the given field. As the unified European market has brought the region closer together we're seeing that international clients appreciate cross-border reach so that the recruitment firm can service the client in more than one country.

**TSS: What are the strengths and weaknesses of the Slovak labour market in the EU, in your opinion?**

**Paul Binder:** Slovaks have many strengths. They are usually very well educated, motivated, dedicated, eager to learn new

things, reliable and able to adjust to a changing environment. Foreign language skills are also one of many Slovak people's strengths. Besides English, German is still widely spoken. It is not unusual to find bilingual people with Slovak and Hungarian, plus being fluent in Czech and having a very good command of English and German.

The biggest weakness of Slovaks is that they are very modest. They do a good job, but do not make so much noise about it. They simply do not sell themselves well enough. Some foreigners might

underestimate Slovaks. In my personal experience Slovaks are very efficient in terms of getting results and are very friendly.

**Gerard Koolen:** The strengths of Slovaks in general lie in the fact that the Slovak working mentality is very good. Furthermore, Slovaks show much more ambition and stamina at work than their Western colleagues. Weaknesses? Well, manual operatives could have bet-

ter foreign language skills, especially in English and German.

**Reinhold Hoffman:** There are quite a few strengths: the willing-

the young and ambitious and a missing openness to new or different ideas.

There are serious problems with labour mobility in Slovakia and short-term solutions are not likely to help.

Promoting partnerships between employers and local education institutions would help.

ness to achieve, good language skills in younger graduates, IT and Internet literacy among the younger people. Slovaks are creative problem solvers if allowed to be. There are some weaknesses too. An education system which has not yet adapted to the development of a flexible and communicative workforce, too many unskilled and inflexible workers in the middle and eastern parts of the country, few "business idols" for

unions are weaker than in most of the EU countries. Problems remain with huge regional differences in the availability of qualified labour and low adaptability and language skills among the older generation.

**Ronald Bastýř:** The relatively low cost base is definitely a strength. However in comparison to Western European countries the experience and skill set levels need to catch up. ■

# Consulting Firms

Poradenské firmy

Poradie	Názov	Adresa	Telefón	Riaditeľ	Telefón	E-mail	Počet zamest. / z toho slovenských / zahraničných poradcov	# of Employees / of Which Slovak / Foreign Advisors	Management Consulting	Financial Consulting	Tax Consulting	Legal Advice	Personnel Consultancy	Marketing Consultancy	E-Business	Iné	Other	Hlavní klienti	Major Clients
Rank	Company	Address	Phone	Chief Executive Officer	Phone	E-mail	Jazyky / Languages												
1	<b>Accenture, s.r.o.</b>	Mostová 2 Bratislava 811 02 bratislava@accenture.com	02 5929-0290 02 5929-0291 www.accenture.sk	Peter Škodný	02 5929-0777	peter.skodny@accenture.com	E	over 500 NA NA	●									outsourcing, IT services, technology solutions	NA
2	<b>Accept Audit &amp; Consulting, s.r.o.</b>	Októbrová 35 Prešov 080 01 bbaca@acceptaudit.sk	051 773-1600 051 772-3849 www.acceptaudit.sk	Ivan Bošela	051 773-1600	ibosela@nexta.sk	E, G F, R Cz, N	6 4 NA	● ● ● ● ● ●								NA		NA
3	<b>AM Consulting</b>	Sinokvetná 25 Bratislava 821 05 amconsulting@amconsulting.sk	www.amconsulting.sk 02 4363-5383 02 4363-5385	Adela Makovinská	0905 961-031	amc@amconsulting.sk	Sk	16 16	●				●					management communication	Siemens a.s., Economy Ministry, Finance Ministry
4	<b>Amrop Jenewein Group</b>	Business Center Slovakia P.O.Box 283, Bratislava 814 99 info@ajg.sk, brussels@ajg.sk	02 5292-0110, -4 02 5292-0110, -4 www.ajg.sk, www.EUlobby.sk	M. Krekáč, M. Novotný, P. Zoltvány	02 5443-6001, -7	info@ajg.sk	E, G F, I	52 26 5	●				●					EU affairs and lobbying, FDI, government, FOB* and board services, outsourcing	foreign investors, MNCs** and strong local companies, EU institutions, NGOs
5	<b>BMB Leitner</b>	Kapucínska 7 Bratislava 811 03 bmb@bmb.sk	02 5441-2238 02 5441-2629 www.bmb.sk	Renáta Bláhová	NA	NA	E, G	50 43 2	● ● ●								NA		NA
6	<b>BeneTax s.r.o.</b>	Bratislavská 354/32 Dubnica nad Váhom 018 41 benetax@stonline.sk	042 444-0460 042 444-0461 NA	Beata Krausová	0905 803-129	bkrausova@stonline.sk	NA	6 2 NA	● ● ● ● ●									accounting	NA
7	<b>Capital Partners Consulting, a.s.</b>	Hattalova 12/A Bratislava 831 03 cpg@cpg.sk	02 4445-3692 02 4445-3127 www.cpg.sk	NA	NA	NA	E	6 6 0	● ●									investment advice and research	mid-sized companies
8	<b>Deloitte &amp; Touche, spol. s r.o.</b>	Apollo BC, Prievozska 2/B Bratislava 821 09 deloitte.sk@deloitteCE.com	02 5824-9111 02 5824-9222 www.deloitte.sk	Vladimír Masár	02 5824-9130	NA	E	160 NA NA	● ● ● ● ● ●									NA	NA
9	<b>Human Progress Centre, s.r.o.</b>	Sabinovská 14 Bratislava 821 02 hpc@hpc.sk	02 4363-4442 02 4363-4443 www.hpc.sk	Anton Bohumel, Boris Kapucian	02 4363-4442	bohumel@hpc.sk, kapucian@hpc.sk	E, G Cz	20 19 1	●				●					training for top and middle management, business people	Bohunice atomic energy plant, Generali, ZSE, Slovenská pošta, Mediatel
10	<b>IB Grant Thornton Consulting, k.s.</b>	Panská 14 Bratislava 811 01 office@ib-gtbratislava.sk	www.ib-gran Thornton.com 02 5930-0400 02 5930-0410	Fritz Himmer	02 5930-0400	f.himmer@ib-gtbratislava.sk	E, G	40 9 3	● ● ● ● ●									due diligence, fusion and acquisition, company appraisal	NA
11	<b>Ivan Perlaki Consulting</b>	Martinengova 8 Bratislava 811 02 info@perlaki.sk	02 6280-1193 02 6280-3017 www.perlaki.sk	Ivan Perlaki	02 6252-9752	iperlaki@perlaki.sk	E	NA NA NA	●				●					business strategy, strategic and organization development, change management	NA
12	<b>KNO Slovensko, s.r.o.</b>	Trnavská cesta 5 Bratislava 831 04 kno@kno.sk	02 5556-8954 02 5556-8632 www.kno.sk	Steven Kelly	02 5556-8954	kno@kno.sk	E	8 4 4	●				●					strategic and organizational development	NA
13	<b>KPMG Slovensko, spol. s r.o.</b>	Mostová 2 Bratislava 811 02 info@kpmg.sk	02 5998-4111 02 5998-4222 www.kpmg.sk	Michele Lodi-Fé	02 5998-4200	mlodife@kpmg.sk	E	240 185 25	● ● ●									risk advisory services	NA
14	<b>MARKETIN Consulting &amp; Services</b>	Za hradbami 27 Pezinok 902 01 info@marketin.sk	033 643-2190 033 643-2190 www.marketin.sk	Pavol Kopec	0907 158-001	kopec@marketin.sk	E, G	3 3	●				● ●					strategic analyses, competitive intelligence, market research	Hella-Behr Slovakia, IFNE Slovakia, LG Phillips-Displays, M&G Spedition, P&I Personal
15	<b>Maxman Consultants, s.r.o.</b>	Viglašská 12 Bratislava 851 07 maxman@maxman.sk	02 5263-1515 02 5263-1552 www.maxman.sk	Peter Benkovič	02 5263-1515	maxman@maxman.sk	E, R	8 6 2	●				● ●					NA	Frantschach Coating, Alcatel, Intersnack, Rademaker, SlovPos, Imerial Karlovy Vary



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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.



**Radomír Mako**

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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.



**Ján Menkyna**

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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.



**George Miklas**  
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*Life philosophy:* Life is about creating a balance between a healthy mind and body, adding constant growth to relationships, and making a beneficial contribution to the social, economic, and political environment.

*Work credo:* Be a good listener, and use innovative thinking while considering all the options, and selecting the solution in order to meet mutual success.



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



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*Life philosophy:* There is always something good out of something bad.



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*Work credo:* Helping others help themselves.



**Peter Pliešovský**  
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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.

# Who's who

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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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*Work credo:* Love your work, and you will be successful.

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*Life philosophy:* Wherever I am, to show my feelings about the importance of kindness, love, compassion and tolerance.

*Work credo:* The same as the L&M credo: ...fall in love with what you do and sell this love to the world...

**Martin Straka**

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*Life philosophy:* To make each day rich.

*Work credo:* To constantly contribute to the success of our customers, colleagues and other stakeholders.

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*Life philosophy:* Live and let others live.

*Work credo:* The crown had to be put on the top.

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*Life philosophy:* Justice, friendship, trust.

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*Life philosophy:* Today is cash in your hands, spend it.

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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.