Kienbaum is a world’s leading family-owned provider of senior-level executive search and leadership consulting, serving clients globally for 70 years. Our consultancy services uniquely concentrate on leadership and transformation. In Germany since 1945 and in France for over 20 years, Kienbaum advises large multinational organizations, listed or family-owned medium-sized companies and startups on building, reinforcing and developing their executive and leadership teams.

While continually working in new areas to develop the most creative and independent solutions and concepts for the markets of tomorrow, we focus our expertise on how an individual can have impact on competitiveness. Our job in helping organizations is obviously highly resonant with market trends and company priorities to address both a digital shift and an innovation imperative.

As part of our Search and Leadership Consulting projects, we have ongoing discussions with decision makers among the most innovative and successful in their respective markets. Throughout 2014, we have conducted a series of interviews to gather the views of the key players and reference leaders.

Our goal is to illustrate a sharp picture of the key issues of the digital transition and the modern paradigm; to point out the talents and skills that are and will be essential for success. With the increase consideration of the digital/innovation dimension by executive committees and boards of directors, we observe growing necessities for every company to design and deploy creative management teams prepared to disruptions and muting activities.
CONTENTS

01 Our Research Focus  p.6
02 Introduction to our Leaders  p.9
03 Concepts Exploration  p.16

04 The Identikit CEO  p.30
05 Leaders’ Quotes  p.39
06 Kienbaum Consultants International  p.55
INTRODUCTION to KIENBAUM 2015

Digital & Innovation Leadership Study...

This study gives you an abstract of how traditional organizations face the digital transformation and provides you with an outlook of how and which people successfully grasp and take ownership of the new forces of change in today’s economy.

This study aims at analysing the impacts of the digital shift and the innovation imperative on Corporate Governance Models and Executive Leadership Competency Models.

The digital revolution arguably disrupts the conventional management and organisational framework and overturns the Leadership basics. We believe that the key to a successful transformation and design of a modern organization lies in an human-centric approach to revisit both the leadership and executive skills scheme and the structure of their combinations and partnership.

This study helps understanding how evolving business models are redefining organizational models and talent requirements:
✓ the evolution of how executive teams work in corporate organizations;
✓ the changes in the leadership skills required at the top.

The results of all of our interviews have been aggregated anonymously. We hope our study will enlighten and inspire you by giving you the key facts and figures about the impact of digital on executive organizations and their leaders.
GOVERNANCE AND LEADERSHIP

Digital shift & innovation imperative

Corporate Governance Model

Senior Management Organization
How traditional companies and digital native firms structure their management teams and process in response and in action to the digital shift

Governance - Leadership

Senior Leader Skills and Qualities
What skills, leadership aptitudes and personality traits appear to be critical at the head of shifting organizations and modern digital corporations

Executive Leadership Competency Model
GOVERNANCE AND LEADERSHIP

Digital shift & innovation imperative

Corporate Governance Model

- Preparing for a new governance paradigm fitting modern issues.
- Finding a new balance for Boards, CEOs and Executive Committees.
- Digital & Innovation essentially imply culture and governance matters with HR and organization issues, rather than a technological problem.
- The digital mutation reveals real power-ownership and governance issues.

Executive Leadership Competency Model

- When sponsored by senior leaders and aligned to strategy, competency models are at the foundation of all aspects of strategic HR, including selecting, developing and deploying talent.
- An organization’s executive leadership competency usually covers four parts:
  - Business/Management skills
  - Leadership skills
  - Interpersonal skills
  - Personal Attributes

- We’ll examine and try to understand how these main parts in leadership competency conception are valued and challenged within our current and fast moving context.
INTRODUCTION
TO
OUR
LEADERS
Introduction to our Leaders

110 Leaders interviewed

We chose to maintain the confidentiality of both the identity and the company of the participants. Only free debates and an open discussion would have enabled the sharing of consistent, critical and self-challenging information.

The contributors to this study have been selected and queried according to the relevance of their current or recent leadership role and their direct or indirect commitment to Digital & Innovation; through the company they lead, via their function or depending on the industry sector they belong to.
WHO ARE THEY

Introduction to our Leaders

Corporate Digital & Innovation Leaders
Part of the SBF 120 and the largest private companies in France

Pureplayers Business Leaders
Leaders in their competitive field, from national start-ups to global companies

Investors & Venture Capitalists
Technology and Innovation focused Investment Firms

Digital & Innovation Influencers
Strategy Consulting Firms; Independant advisors; Innovation specialists; Digital champions

61% 21% 10% 8%
WHO ARE THEY

Introduction to our Leaders

- **20%** of all the interviewees are women
- **42** average age
- **42%** have a Business and Marketing academic background
- **18%** of women interviewed in the corporate leaders population
- **20%** of women interviewed in the pureplayers leaders population
- **33%** have an engineering background
- **45 years old** is the average age in the corporate leaders population
- **39 years old** is the average age in the pureplayers leaders population
- **25%** have a political and social sciences background

- **45%** of women interviewed in the investors and influencers population
WHAT ARE THEIR ROLES

Introduction to our Leaders

31 CEOs and Managing Directors
- Chairman & CEO
- CEO of a French subsidiary
- CEO of European operations
- Managing Director of a business or of geographical Business Units

28.5%

35.5%

39 Executive Committee Members
- 1 third of them has Profit & Loss responsibilities
  - Chief Information Officers
  - Chief Marketing Officers
  - Chief Digital Officers
  - Chief Innovation Officers

36%

40 Senior Executives in charge of Innovation and/or Digital in their respective companies
All with a direct report to an Executive Committee Member
First Kienbaum C-Level study regarding the implications of Digital/Innovation on Human Resources, executive governance & leadership.

This 2014 investigation is aimed to be updated on a regular basis with a broader research scope within Kienbaum’s European, American and Asian network.

85% are French companies

1 out of 2 of the French companies are multinational groups with an international network

15% are French or European operations of foreign companies:

UK, USA, Germany, etc

A French Firms focus at a European scale for global stakes
WHICH INDUSTRIES DO THEY REPRESENT

Introduction to our Leaders

Industry Segmentation
Industries first concerned by digital rupture are intentionally over represented (Media, Technology)

- **Industrial sectors** (6%)
  - Construction, Electronic, Transportation

- **Business Support Services** (7%)
  - Strategy & Management Consulting, IT Services

- **Consumer Goods** (6%)
  - Automotive, Food & Beverages, Clothing, Personal products

- **Health Care** (6%)
  - Equipment & Services, Pharmaceuticals, biotechnology

- **Retail** (6%)
  - General Retailers

- **Media** (24%)
  - Broadcasting & Entertainment, Media Agencies, Publishing

- **Travel & Leisure** (9%)
  - Airlines, Gambling, Hotels, Recreational Services, Restaurants, Travel & Tourism

- **Telecommunications** (5%)
  - Mobile and fixed line telecommunications

- **Utilities** (6%)
  - Electricity, Gas, Water

- **Banks & Insurance** (6%)
  - Equity and nonequity investment

- **Investment Instruments** (6%)
  - Nonequity investment

- **Technology** (13%)
  - Software & Computer Services, Internet
70% OF THE 2005 FORTUNE 1000 COMPANIES DON’T EXIST ANYMORE

First/ Globalization
- No business is too big to fail
- The world has become flat
- A global market where historical and geographical divisions are becoming increasingly irrelevant

Then/ Digitalization
- No business is too small to succeed
- The world is becoming liquid
- When technology and society are evolving faster than the ability of many organizations to adapt
- This form of digital segregation is accelerating
2 SCHEMATIC ASSUMPTIONS COLLECTED FROM TRADITIONAL BUSINESS FACING THE DIGITAL SHIFT

The invasion of digital barbarians will defeat traditional corporations

Big groups will succeed in leading their own revolution
THE MAJOR SUBJECTS AT STAKE

Innovation

✓ What digital brings to my business model and offers. From a manufacturing economy to a functional economy

Digital transformation of the intern

✓ Changes in the expertise streamline from vertical to transversal
✓ Revisit trust and delegation notions

Client Relationship

✓ These changes feed the *utilization economy*
✓ Urgent need to develop more services than products
4 AXES IN THE DIGITAL URGENCY

1. Modelization/representation of the world
2. Bigdata & data science
3. Belonging to local groups and global communities
4. Massive use of fleets of devices connected to the Internet, locally and globally
The concept of «game changer» is predominantly shared.

Adoption and Rejection

The definition and the adoption of consumption trends and economic tendencies are no longer under the strict control of the company. The company doesn’t decide of what works and doesn’t. The digital is in the hands of the great majority. The company has to get to speed up. It is therefore more challenging for major groups that are often structurally cut from digital realities.
A BUSINESS MODEL CHANGE

A new Orientation

• Business models have changed from a product orientation to platforms for customers.

• We don’t manage products anymore, we manage customers, therefore appears the urgent necessity to use bigdata.

• We don’t run businesses with products and volumes but relevant management of customers: it creates a movement of the KPIs within the company’s organization. How do I incentive and reward people? What do I ask them do to?
THE TYPES OF TRADITIONAL COMPANIES

The one that had transformed itself through constraint
- Sponsorship from the CEO and the Comex is fine but commitment is required to go to the next level, from reaction to action

The one that initiate its movement, it is hard, long and heavy
- It is mostly a people challenge: internal transformation and talent acquisition

The one that does not move and is going to die
- Cultural background can act like a weight
Leadership

Digital

& Innovation

3 MAIN PHASES IN DIGITAL TRANSFORMATION

There are three major corporate transformation phases for a business facing digital/innovation changes. These are the same steps from one industry to another, from one sector to another, the only differentiating factor is time: in terms of market maturity on these topics, company’s exposure and ownership by the leaders in charge.

There is a governance model for each stage of the transformation process and these models are very similar for the majority of the studied sectors.

1st Development stage/

Essential to protect the Digital and Innovative initiative, to entrust it apart from the traditional corporate organization in an incubation mode with a budget and direct report to the CEO.

2nd Deployment Stage/

Two possibilities depending on the maturity of the company and its ambition.

3rd Deep Mutation Stage/

Digital is "mainstream", unique and integrated into the group. Sound mutation with one success condition: the CEO is coming from a digital native company.

Reintegration of digital activities within a Business Unit represented in the Executive Committee with P&L responsibility. The company must be ready to react in case of disruptions from the historic competition and pureplayers.

Positioning the digital activities in a cross-organization to deploy across the group, take and turn the company as a whole. Digital is transversal inside the corporation to carry all the resources in the same way with no left asides.
Timming is EVERYTHING

Temporal situation and maturity point are key factors

- It is mainly a temporal factor and then depends on the industry and where the company stands.
- The key item isn’t in fact the industry nor the corporate culture, it is the temporal dimension and the right timing. Every sector and every company has been, is and will be affected and disrupted by the digital surge and innovation outbreaks.
- The only difference, as it affects every entities and persons with variable intensity degrees, is depending on the company’s and its market’s maturity and exposition.

The suitable organization and the chosen leader depend on the momentum of the business response.
THE SIZE: A CRITICAL FACTOR FOR INNOVATION

If you go for Innovation, you have to accept failure. You must be coherent and act accordingly.

• Major breaks to innovation: organization & culture
• One of the enemy of innovation is the size, it is a deal breaker
• If a company is too big to innovate, then it must proceed to acquisitions: develop acquire-hiring and priming with promising start-ups
Factors to consider when establishing a diagnostic

1. Are the stateholders (shareholders + executive team) ready to transform and spin the company or not? If not, a separated entity should be created.

2. How the digital will influence our business model and what does it represent for us?

3. Do we see ideas, innovations, incoming breakthroughs on the market that could have an influence on us in the foreseeable future?
Drastic decisions have to be endorsed and taken

Failure in the Diagnostic 20%

- Over analyze the situation and the outcomes
- Matrix model & intellectual logical

It’s not only a matter of commitment or content, it is a matter of decision making

- Not enough naïveté
- Absolute search of consensus
- Dilution of the risk taking

80% Step down at the decision moment

FAILURE 2 MOST FREQUENT CASES
IT IS ALL ABOUT CHANGE MANAGEMENT

The new paradigm shared by everyone and everything when it comes to Digital & Innovation is **CHANGE**

- The Digital shift isn’t a tech modernization or a uses revolution but a deep iterative change program.

- Such a transformation must be initiated, driven, accelerated and finalized, over and over again.

- Therefore, it is not an expert specialization or even a strong focus, it is a proper **Leadership Discipline**.
THE IDENTIKIT CEO
SOFT SKILLS MATTER MORE THAN HARD SKILLS

in today’s changing world to successfully lead organizations and people

Social Intelligence & Interpersonal Skills

To lead in a VUCA world (Volatile, Uncertain, Complex, Ambiguous) at different levels of transformation-urgency (whether it is Digital, Customer, Business Model or all at once) and in a never ending puzzle, exceptional interpersonal skills are acclaimed - Build relationships, influence, motivate, guide, communicate powerfully, inspire - together with cognitive horsepower.

The CEO’s Personality is critical, that’s his/her job to give sense
#20 LEADERSHIP SKILLS ranking by perceived significance in a CEO personality and profile

<table>
<thead>
<tr>
<th>Executive Skills</th>
<th># of Leaders who believe the most essential skill for a CEO today is ...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bravery &amp; Audacity</td>
<td>93%</td>
</tr>
<tr>
<td>Inspiration &amp; Charisma</td>
<td>91%</td>
</tr>
<tr>
<td>Open-Mind &amp; Humility</td>
<td>90%</td>
</tr>
<tr>
<td>Vision &amp; Path Definition</td>
<td>90%</td>
</tr>
<tr>
<td>People orientation</td>
<td>85%</td>
</tr>
<tr>
<td>Entrepreneurial spirit</td>
<td>82%</td>
</tr>
<tr>
<td>Managerial courage</td>
<td>71%</td>
</tr>
<tr>
<td>Confidence in instability</td>
<td>70%</td>
</tr>
<tr>
<td>Embodiment of the CEO role</td>
<td>66%</td>
</tr>
<tr>
<td>Appeal for risks &amp; taste for rupture</td>
<td>60%</td>
</tr>
<tr>
<td>Transformation Initiative</td>
<td>60%</td>
</tr>
<tr>
<td>Managerial Exemplarity</td>
<td>58%</td>
</tr>
<tr>
<td>Surrounding oneself with great people</td>
<td>50%</td>
</tr>
<tr>
<td>Always questioning oneself</td>
<td>49%</td>
</tr>
<tr>
<td>Rapid decision-making</td>
<td>45%</td>
</tr>
<tr>
<td>Efficient Delegation</td>
<td>40%</td>
</tr>
<tr>
<td>Energy and Dynamism</td>
<td>37%</td>
</tr>
<tr>
<td>Strength of conviction</td>
<td>35%</td>
</tr>
<tr>
<td>Intuition &amp; Analysis capacity</td>
<td>33%</td>
</tr>
<tr>
<td>Technological curiosity</td>
<td>30%</td>
</tr>
</tbody>
</table>
TOP-PERFORMING LEADERSHIP «MAGIC SAUCE»

#10 LEADERSHIP PROFILES built up from the Top 20 major skills selected by our interviewees

- **Self-Motivated**
  - Resilient
  - Goodwill
  - Has strong Beliefs

- **Open & Self-learner**
  - Curious
  - Humble
  - Aware

- **Risk Taker**
  - Audacious
  - Test & Experiment
  - Promotes Failure

- **Tech Adopter**
  - Connects Digital to Business to Marketing

- **Change Agent**
  - Transformation Initiator

- **Customer Oriented**
  - Decides quickly
  - Has convictions

- **Decision Maker**
  - User Centric
  - Services Innovator

- **Inspiring Personality**
  - Incarnates
  - Shows Path
  - Exemplary

- **Talent Recruiter & Developer**
  - Delegates
  - Brings Experts
  - Surrounds with Great People

- **Entrepreneur**
  - Agilie
  - Innovation Capacity
  - Creativity and imagination
  - Accepts a high level of volatility
THE MUST-HAVE LEADERSHIP SKILL-SETS AT C-LEVEL

#4 MAJOR LEADERSHIP DIMENSIONS categorizing all the leadership profiles and skills emphasized

01 Strategic thinking & Execution of tasks
✓ Accept to have a digital strategy and regularly change it
✓ Main challenge is to stop the segmentation in the strategic thinking process
✓ The key is the misbalance: go further enough in misbalance without jeopardizing its business model

02 People focus & Human centric
✓ Learn to live in chaos in a collaborative dimension
✓ Enhance a new human dimension to manage talents

03 Inspirational & Visionary leadership
✓ The CEO is responsible for the vision, he has to take ownership of the digital topics, he needs to demonstrate intuition and transmit a transformation pace
✓ A strong will is imperative, then the allocation of power and authority must allow to organize the CEO’s ideas and initiate change

04 Self awareness & Behavioral adaptation
✓ Key to success: doubt and curiosity
✓ Embrace the possibility to fail
✓ Institute the power of failure’s acceptance
Leadership & Innovation

THE MUST-HAVE LEADERSHIP SKILL-SETS AT C-LEVEL

01 Strategic thinking & Execution of tasks

✓ The appropriate definition of a problem and the differentiation of major objectives from less-relevant concerns.

✓ The anticipation of any obstacles to achieve the objectives and the identification of sensible means to circumvent them.

✓ The critical examination of:
  • the accuracy of underlying assumptions.
  • multiple perspectives to identify probable unintended consequences of various action plans.

✓ The articulation of the strengths and weaknesses of the posed suggestions or arguments.

✓ The recognition of what is known about an issue, what more needs to be known, and how best to obtain the needed relevant and accurate information.
02

People Focus & Human Centric

✓ The recognition and accurate definition of:
  • the conclusions that can be drawn from a particular exchange.
  • the underlying agendas and motivations of individuals and groups involved in a situation.
  • the core issues and perspectives that are central to a conflict.

✓ The anticipation of the probable reactions of individuals to actions or communications.

✓ The appropriate consideration of the probable effects and possible unintended consequences that may result from taking a particular course of action.

✓ The acknowledgement and balance of the different needs of all relevant stakeholders.
THE MUST-HAVE LEADERSHIP SKILL-SETS AT C-LEVEL

Inspirational & Visionary Leadership

✓ The incarnation and application of an inspiring leadership in a non-authoritarian manner.

✓ The appropriate balanced leadership style with authenticity, respect for others and trust building.

✓ The highlighting of:
  • an ethical leadership.
  • a visionary guidance to show a new path, adopt a new strategy.

✓ The impulsion and drive of the leader function and the whole organization to a higher level of performance, efficiency and growth.

Major obstacle to change: lack of commitment and determination
Self awareness & behavioral adaptation: the power of doubt

- The ongoing pursuit of feedback that may reveal errors in the leader’s judgments and results in making appropriate adjustments.

- The recognition of:
  - their personal biases or limitations in perspective and use this understanding to improve their thinking and their action plans.
  - when serious flaws in their ideas or actions require swift public acknowledgment of mistakes and a dramatic change in direction.
  - when it is appropriate to resist others’ objections and remain committed to a sound course of action.

- The appropriate articulation of the essential flaws in others’ arguments and reiteration of the strengths in their own positions.
Leaders' Quotes
About Digital & Innovation
Leverages
Digital flattens the organizations, we assist a reversed pyramidalization.

It starts with an awareness of the CEO.

Transformation mustn’t be entrusted to a non-business leader.

Opposition between the press with an “income from a situation” and Google with an “income from use”.

What really matters is to engage a process of conversion to innovation.

We work bottom to bottom.

Managing Director of the French Subsidiary of a global software and electronic company.
French archaic structure is not compatible with the agility required by digital

At least: digital natives at the board and members of the excom, leaders that have the digital plan at the top of their head

A huge gap exists between leadership team in digital native companies and traditional firms

Digital is not a destination, it is a journey
Our major challenge today, after having turned our organization towards digital, it is the speed. Main issue: to recruit the adequate talents. We need to have an opportunity speech: look for new things; to dig for it: test & learn model.

In large corporations, it is more difficult because there is more resistance from the inside. The perception is that digital must adapt to business when it should be the opposite: adapt business to digital.
The major difference between France and the US: the editor controls the advertising agency.

Most of the historic press titles have failed in rebuilding and regenerating influencing brands on the web.

The main issue in the media sector and in the press is that ten years ago, majors titles were still making a lot of money so they didn’t engage any transformation because there was no sense of urgency.

Don’t make a journal, make journalism.
Digital & Innovation

POINTS OF VIEW

"The organization and the leadership needed depend on the momentum of the response. It is mainly a temporal factor and then it depends on the industry and where the company stands.

Major topic: digitalization of the organizational and HR process

Digital? It brings a new financial culture

What really make the difference is not the technology but the vision

Managing Director of a national TV broadcaster

Chief Information Officer of the global operations of a multinational pharmaceutical company
Our CEO is far from the subject. Necessity to do a lot of *lobbying*, to *evangelize*, to allow time and energy to translate ideas and projects in intern.

The real revolution is that the **client takes the power**

Digital is above all a **great opportunity** to transform the company structure in depth. If it is not embraced that way, it will create a schism within the company.

Companies that don’t transform within 2-3 years will die before 2020
Clients want a **simpler relation**: need to deeply transform the organizations, working process and IT systems to allow the company to answer the clients needs

Very few companies have governance structures ready for the transformation of their customer relationship through digital

**Digital is a change catalyzer, decompartmentalizes the functions and brings down the barriers of translation between professions**
Need to revise the weight of the Excom roles and functions.

There is a generation conflict: in Digital, it is possible to change things with a 10 person team.

In digital, it is the one who does it who is right.

In the CAC40, not enough renewal, the status quo restraints agility.

Less mature companies see the digital as a communication channel when more advanced companies see the digital as a mainstream force.
Need to get out of the pyramidal organization to go to a network and project culture

Digital is just people’s life

Chief Digital Officer is a bandmaster. This function is condemned to disappear. If he is still in function in 5 years, he will have failed.

Design is very important in an anthropologic sense

Entrepreneurial spirit is required to recreate the innovation climate
To change something: it is not the organization that initiate change but the individuals.

Need to reduce the complexity, to focus on what we do know.

We can have an electricity department but we need to have access to electricity in every room.

Digital is 30% of training and 70% of daily implementation.

What counts today is time: earn time and accelerate thanks to digital.

Chief Operating Officer of a media agency network

Head of Digital of an Energy Supplier
"A matrix organization, when it comes to digital, enables the irrigation of the rest of the group.

Digital create a consumption rupture led by the client service.

Culture eats strategy every morning at breakfast.

Develop a failure culture: launch unfinished projects very quickly.

Digital is a flat world: a big change from the hierarchical and vertical classic corporate structure."
Digital is not nice to have: it’s both a working process change and a business model change in order for the company to create more value, to work in a more efficient way and to serve its clients with innovative methods.

Digital maturity of middle management is very difficult because it changes everything: management model, time relation, working time...

Digital erases all the hierarchical relations, professional as well as social.
For a pureplayer, **culture is very important**, it defines interaction and recruitment. Ours promote the right to fail, the scarcity to deliver on time even if it’s not perfect, to be customer oriented and data driven.

**The CMO role evolves with new skills: Digital - Client Relationship - Data**

**Digital mutation is a client mutation** therefore data mutation

*Elaborate and enhance a collaborative and data driven organization*

*The best companies transform themselves while they are at the top*
Necessity to bring in new and fresh talent from pureplayers

Companies shouldn’t transform by themselves, they should be more open to the world and forget their certainties

"The era of technocratic leaders is over

Innovation is a topic that is not preempted by top executive teams

Digital is the marketing of the supply"
Necessity to have a commitment from the elites to put themselves in the service of their employees.

We need to attract skills that are underrepresented in the finance sector:

- curiosity
- flexibility
- proactivity
- agility

Challenge to revisit our job

Opposition between the intuitive dimension and the analytical dimension

Real challenge is the collaboration of the top executives.
Contact Us

Romain Eyherabide
Consultant
Technology, Digital, Media & Innovation
Kienbaum Paris
romain.eyherabide@kienbaum.com

Carl Azar
CEO & Partner
Kienbaum Paris
carl.azar@kienbaum.com
We advise our French and international clients on building or reinforcing their teams in France in the following fields:

- **Executive search**: CEOs, general managers, non-executive and executive directors
- Search and selection of senior experts
- “First 100 days” integration support (On-Boarding)

We apply a **structured and transparent method** in full compliance with our values of **quality** and **professionalism** and our dedication to maintaining highest standards.

In the area of **People Development**, we do not use standard assessments. Our processes and Assessments are specifically tailored to our clients and their environment. We bring extensive experience in Executive Individual Coaching, Expatriation Coaching, Leadership & Management skills development, CoDevelopment.

Kienbaum advises in management or functional competency design and brings pragmatic skills diagnostic solutions to companies that want to identify, evaluate and capitalize on their existing people skills and align them with their strategy and main future challenges.
Leadership
Digital
& Innovation

KIENBAUM WORLDWIDE NETWORK

American locations
- Brazil
- Mexico
- USA

European locations
- Austria
- Croatia
- Czech Republic
- Denmark
- Finland
- France
- Germany
- Great Britain
- Hungary

Italian locations
- Italy
- The Netherlands
- Poland
- Romania
- Russia
- Spain
- Sweden
- Switzerland
- Turkey

Asian locations
- China
- Japan
- Singapore
- Thailand

630 employees over the world
36 offices in 22 countries

57 offices
22 countries
630 employees

36 offices
22 countries
630 employees

57 offices
22 countries
630 employees
Kienvaum Expertises

Executive Search
- Executive board members
- C-level executives
- Supervisory boards
- Advisory boards
- Leading executives
- Specialists

Strategy & Culture
- Strategy design/reviews
- Corporate principles
- Portfolio management
- Corporate culture/Engagement

Organisation & Management
- Corporate governance
- Restructuring/Cost reduction
- Operational excellence
- Performance management
- Risk management/Sustainability

Human Resources
- Compensation
- Assessment, diagnostics
- Talent management
- Management development
- Coaching and leadership development
- Strategic workforce management

Human Values for Business
KIENBAUM France 2015 Digital & Innovation Leadership Study