“Companies need to make a profit, just as humans need to breathe, but if it is just about breathing, your life is actually quite boring and you’re wasting it”
Hemofarm is the leading pharmaceutical company in Serbia and the region. Its most important task is to care about people’s health with the core activity of manufacturing high quality, efficient, safe and affordable pharmaceutical products. Hemofarm in brief:

- Founded in Vršac in 1960, since 2006, a part of the German STADA Group, one of the largest generic pharmaceutical companies in the world;
- Hemofarm’s rich product range comprises prescription drugs (Rx), Over-the-counter medicines (OTC) and Consumer Healthcare products (CHC products) the majority of which are dietary supplements. Taking into account the clinical picture of Serbia, Hemofarm covers 11 out of the 14 pharmacotherapeutic groups with its products;
- Manufacturing plants are located in Vršac, Dubovac, Šabac, Beograd, Podgorica, Banja Luka. All Hemofarm’s plants are in the top 20% energy efficient plants in the world in its category;
- Hemofarm is a leader in the Serbian pharmaceutical market with a 17.3% share in financial terms;
- With a 79.1% share it is the leading Serbian exporter of medicinal products, present on 3 continents, in 38 countries;
- Total head count is over 3000;
- Hemofarm produces over 4 billion tablets and capsules a year;
- The production of a considerable number of products for the STADA Group intended for sale in EU countries is evidence of their modern concept of the pharmaceutical industry, top-class technological equipment and staff competence;
- During 2016. Hemofarm continued to develop its business, portfolio and company through significant investments and strategic acquisitions, in order to strengthen its leading position on the local and regional pharmaceutical markets;
- In 2015, the share of recycled cardboard in the annual procurement of packaging and boxes was about 70%.

Although very important for business, technology, manufacturing processes, profits and costs are not Hemofarm’s only focus. Through its products, Hemofarm enters people’s homes on a daily basis, and this is why trust is very important. The overall approach to business in Hemofarm is based on four key values: care, quality, availability and trust, unified in the corporate slogan “All the best!”.

Dr. Ronald Seeliger became CEO of Hemofarm Group in 2012 and has been a member of STADA Group’s management since 2011. He is also STADA’s Vice President for Southeast Europe (SEE) responsible for 10 countries.

His international experience in numerous companies world-wide and in management positions yielded significant results, qualifying him for the leading position in the Hemofarm Group overseeing over 3000 people. A special management challenge lies in the fact that the company manufactures and operates in factories, business centres and a laboratory, all located in several states of the Balkan region. Ronald’s key business task is to improve not only the company’s performance and portfolio, but also the position of the Serbian subsidiary of the STADA Group in the Serbian, regional and global pharmaceutical markets.

He is a President of the German-Serbian Chamber of Commerce, an institution which represents the interests of member companies and advocates for the promotion of German-Serbian trade exchange and cooperation in all economic fields.

Ronald graduated from the Technical University in Berlin where he also worked as an Assistant Professor at the beginning of his career. He attended courses at the London School of Economics and IMD business school in Lausanne and he earned his PhD degree for the thesis ‘Process Oriented Controlling for Media Companies’. He continued his business career as a part of the management teams of large industrial systems in Europe, Australia and Asia. He was also the Director of Controlling in Formula 1. He speaks English, French and Spanish.
Sladana Ginić: You have gained corporate experience in numerous major companies in Europe, Australia and Asia, in top managerial positions. Six years ago, you decided to accept the new assignment to move to Serbia to lead the biggest pharmaceutical company here. What kind of challenges did you meet first, in terms of market and industry? As far as I know, this is your first experience in the pharmaceutical industry?

Ronald Seeliger: Actually, I did an internship between 1986 and 1988 in a pharmaceutical company where I learned the basics. It was indeed quite a challenge, because when I came here, Hemofarm was still very strong on the Serbian market, but we faced a lot of changes in terms of participants. Most clients, and also other producers ceased trading, and totally new clients popped up. So, we basically had to renew all our clients, because 80-90% went bankrupt. We faced some financial difficulties in this transition phase and that’s why I came, because I’m predominantly focused on financial restructuring and such matters.

As I described, the markets were challenging so we invented a new way of doing business (more secure for all participants when their abilities are taken into account). We also faced some challenges regarding payments from the government - which are now settled. They are fine now, but at that time there were long delays financing any kind of business undertakings and this brought liquidity problems to many of our clients and partners. So, we stabilized that. It made us once again aware of our responsibility, which also comes from this role in the market. We took the leading position literally, not only by market share, but also by shaping the market. I think we made good progress, especially in the last few years. We are now involved in more major, let’s say, revisions of legislative or regulative aspects, and I believe that this has made the Serbian market more and more comprehensive globally - because we are not just covering the local market, Hemofarm is exporting quite a lot. We understand who we are – a part of the international group, STADA – and we understand that we are in global competition, so we do things in a proper manner and are improving on a daily basis.
Certainly, one of the challenges was from the cultural point of view. I had never worked in this region before, so it took me some time to adapt to the way of doing business, the way of thinking, the way of acting. But now, after almost six years I think I am almost very much Serbian in many regards.

Sladan Ginić: As a CEO of the biggest exporter of medicals in Serbia and of a company that has operations in 38 countries on 3 continents, you are obliged to have strong cooperation with the State and the Government. How do you see that relationship?

Ronald Seeliger: We established ourselves as a very reliable partner. We are not asking for anything which would favor us. We are more interested in shaping the market in a sustainable manner taking into account the global competition in pharmaceuticals. This way, we use our international experience to facilitate change, and I believe we are respected as a partner in this dialogue with the government, competitors and partners. As I said, we are hardly speaking for Hemofarm, we are speaking for the pharmaceutical industry and ultimately for the patients who are the key focus of all our activities. Yes, we are meant to make good business, but in the end, we are not selling consumables, we are selling pharmaceuticals, and this comes with a special responsibility which we are proud to embrace.

Sladan Ginić: Ten years ago, Hemofarm became a member of STADA Group. In which domains has STADA had the biggest impact on Hemofarm’s structure and business approach?

Ronald Seeliger: Probably, given our current business, the most notable impact is on our production structure. We are the most important production part of STADA Group. Products produced here are sold everywhere in the world, and we are quite proud of that. Because of this, exports increased substantially and we are constantly raising our production. Just this year, in comparison to last year, we have projected an increase of about 30% in production output which is quite a challenge, but we are ready for it, and we are managing it in a very satisfactory way. The other impact is to make this Serbian company (which it already is and always will be) more international in its way of dealing with internal processes, procedures. Also, culture is one of the topics which I am very focused on. Improving the culture, having respectful, open and constructive dialogue, being pragmatic, efficient and compliant with all regulations, I believe and I can say with pride are all implemented here in STADA Hemofarm already.

Sladan Ginić: Ten years after the acquisition, in August 2016, STADA formed the SEE Group and you were appointed Group Vice President responsible for 8 countries. Did you have some impact within the Group for this reorganizational change and what are the first impressions and results six months after?

Ronald Seeliger: It’s actually about 10 countries. Most of the countries we are now governing were already covered by Hemofarm, so we obviously know the market. The market has changed so we are now in a deep dive to get to know it much better. We are very comprehensive in the way of dealing with our clients. Hemofarm STADA is the indisputable market leader in Serbia, Bosnia and Montenegro and we wish to be the market leader in the whole region. We are among the top 5 already, the gap to the first place is quite narrow, and they should be informed that we are very much aiming to overtake them in terms of market share, and being a partner not only to the co-markets.
of Hemofarm but also to the others. We are also facing the challenge of having both EU and non-EU countries within our basket of countries, and the internal structure reflects this. The important matter, of course, are the needs of patients which are quite comparable, and as we have a very comprehensive and wide portfolio, which we are increasingly implementing in other countries, I hope, in due time that we will be more recognized as strong partners in countries such as Croatia, Slovenia, Hungary and others.

Sladana Ginič: In one of your interviews, you clearly mentioned that you would like to change in Serbia the stagnant, slow, rigid and bureaucratic structure that you face here in your daily work. What exactly did you mean by saying that?

Ronald Seeliger: As you know, I am also President of the German Serbian Chamber of Commerce, and very much in contact with other countries. The readiness of these countries to embrace new investors is rising for sure, but if you go through the process of establishing companies, you face a lot of separate authorities. In some ways countries have established some kind of one-stop solution already, which makes it faster, but international investors see this as one of the critical points - how fast they can establish themselves and in what way they can do it reliably. Many approvals, licenses and stamps are needed. Making this process faster would be the cheapest way to attract more investors, also, to attract more locals to establish companies, because what applies for international applies for local entrepreneurs too. I believe this is a big chance for those countries to really get the potential on the road and be recognized in the international field.

Sladana Ginič: Recently, you decided to make some changes in the organizational structure of Hemofarm Serbia by replacing a few of your senior managers. Was that move one of your steps towards changing the business approach?

Ronald Seeliger: After having established the business in a sustainable manner, in the middle of 2015, we decided to change the culture within the company. One of my biggest
objectives is to have this company, or let’s say, this group, this cluster, set up as a modern, inclusive, dynamic and agile organization. We have a long history and the structure was at one point quite rigid, and prevented us from getting our strengths on the road. The change of the senior management team made it easier for us to make decisions with all relevant departments at the table. At least once a month we have a meeting, and there’s more communication. When you have 3500 employees, a lot of projects, actually millions of projects, a lot of initiatives pending, communication is the key to getting things done. And I am not referring to forming committees and setting up rules and procedures, but being straight open and pragmatic in the approach. This is achieved by having the board management group taking care of things. Better communication within the team facilitated us, and now I can say with pride that again we have achieved changes. We are faster, stronger, and we know what we need to work on in the future as well.

Sladana Ginić: How do you choose your senior staff, what are the most important criteria for you?

Ronald Seeliger: Qualification is key, that goes without saying, experience is the must-have and also English language knowledge and international experience. But frankly, one of the key factors in choosing people is to fit into the team. We said we need to cooperate, focus in an aligned way on the subjects at hand, and the team needs to function like this. A company is not a company, it’s a social system with a lot of individuals, and the main thing is to fit. When we are interviewing and hiring people, we maybe put them through a lot of interviews from the applicant’s point of view. By doing this, we are trying to make sure that everybody is aware of who is coming, and can table and discuss their view in order to have a unilateral decision to go with the applicant or not, and it proves to be quite successful. I have also invested quite a lot of time not to describe the profile, this is something we put on paper, that is all fine, but to describe the company in terms of its characteristics and vision. We are not there yet, the change will not happen overnight, the program was set up for three years. Not just me, all senior managers know where the company needs to be by the end of the year, and we are choosing our people with this in mind.

Every company has its own profile, which is also based on the industry, it’s an individual footprint.

Sladana Ginić: Do you think that the Serbian market is still able to provide enough senior, qualified professionals able to face the challenges in STADA/Hemofarm or are you sometimes compelled to extend the search to some other markets in the region?

Ronald Seeliger: Despite the fact that I do believe that there are a lot of well qualified Serbian managers out there, (sometimes I get very impressive CVs), a company of our size can’t only focus on Serbia. But I am German, I am working here, I am actually the only German and I think that’s good because I am not that fluent in your language unfortunately. But the whole region is very much comparable and we are hiring from all over, if they are ready to relocate and able to speak the Serbian language which is the same as the Croatian, Bosnian, Montenegrin with slight distinctions. So, we are not focused only on Serbia.

We have colleagues who came back from abroad. One is Head of Controlling who worked in Munich before, which is quite handy because he also speaks German, but we don’t mind if somebody wants to work here again. We certainly like to see ourselves as one of the
first employers you should approach. Hemofarm is registered in Vršac and a lot of our employees come from Vršac or Šabac or Banja Luka - where we have production. But in terms of higher management, there is a clear reason why the headquarters of STADA CEE is in Belgrade, because we need urban, international, open-minded people. I’m not saying that we don’t find those in Vršac but I guess we already hired almost 80% of them, so the pull of applicants is just bigger here, and we will certainly prepare ourselves to embrace more good talents in the company.

Sladan Ginić: As a member of STADA Group, does Hemofarm provide opportunities to its employees for international engagements?

Ronald Seeliger: We certainly have this in our cluster, we are sending people from everywhere to everywhere.

Sladan Ginić: When you say cluster, do you mean the CEE cluster?

Ronald Seeliger: Yes, so it’s not that a Serbian will only work in Serbia. For international assignments, I have to admit that because of restrictions and terms of visa and work permits, we don’t yet have a fully established program on the group level on the headquarter level. We have experience especially with our technical experts, because we are the biggest in production and have very experienced people in this regard. It’s not yet implemented as it should be, but we are working on it. If you have more understanding about the market elsewhere, you bring a lot of added value to the company, you are working within the group already.

Sladan Ginić: How would you describe your leadership style? It’s probably a very typical question.

Ronald Seeliger: And it’s the most difficult, because it’s difficult to describe oneself. I hope to be perceived as a very open, pragmatic and supportive person, because in the end, on the top management level our main mission is to support our teams, and let’s say, the productive elements of a company, meaning either the technical part, or sales, in their doing business. This is what we are dedicated to, and this is what we are emphasizing - supporting and developing, setting the strategy and facilitating people to do the job in the right way. So, my door is literally always open. I’m here and he can approach me quite easily, and more and more this offer is accepted. It’s a change of culture, not deeply embedded in the mindset of this region, of the people, because when I came here, I inherited this position from someone who ran this in a very, let’s say, old fashioned manner, and I saw myself as very distant to the employees. I consider myself not as the CEO of this company, but as a colleague among others. Yes, I have a high position and a different job profile to others, but in the end I am nothing special or more extraordinary than anybody else, and I see that this is more and more sinking into the company, being

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“The environment in pharmaceutical industry needs to be put on a sustainable new model.”

taken over by other managers, and this is the environment where I would like to work - I see that more and more people are also embracing this as their favorite model of cooperation.

Sladana Ginić: How do you see the pharmaceutical industry in Serbia – both innovative and generic companies? From your perspective, what kind of changes can we expect in this industry in the region?

Ronald Seeliger: The pharmaceutical industry actually comes from a very protected status. We have domestic suppliers working in their respective regions. In terms of globalization and opening up markets these borders are vanishing, and I see we are doing business everywhere despite historical, political or other restrictions, because we have good products and good and open people to promote them. The environment in the pharmaceutical industry needs a sustainable new model and we are working on this. It has been done in many other countries in, let’s say, the West or other regions and we are very much looking forward to seeing it here as well. As said, we see ourselves as a very strong and experienced partner, and we are doing our best to make this happen. Which is obviously not always in the immediate interest of Hemofarm but in the long run, because it grants a sustainable business model and this is what we are interested in.

Sladana Ginić: What are, from your point of view, the main values of success of a corporate system, if we exclude profit as such?

Ronald Seeliger: I have recently read a quote which says, if I translate it correctly: “Companies need to make profit as humans need to breathe, but if it is just about breathing your life is actually quite boring and you’re wasting it”, and this is something I strongly believe in. We are part of society, we see ourselves as a part of society and that’s why we work on sustainable development and management, we are also actively participating in developing projects for society through our Foundation and corporate communication department, and we are taking big pride in this. Actually, quite often, there are events in my schedule dedicated to these things that obviously don’t make a profit, but I’m participating, and we are contributing to the development of the whole region and of the economy of the countries, and this is what we truly believe in.

Sladana Ginić: Hemofarm pays high attention to the sustainable way of doing business that is aligned with BSCI codex – it even scores 97,6% on BSCI compliance which is the best result in Serbia. Why is so difficult to reach that percentage of compliance?

Ronald Seeliger: I remember very well when we started to focus on this or make it a part of our daily operations. It was actually brought to us by clients who assessed us based on how we were doing business to list us as their partners, and we reached 97 percent quite easily because we already did business in a manner prescribed by BSCI structure. We are also following the codex for our sustainable development, and we are audited by an independent company. We are proud to be here setting standards and being one of the leading companies in this region. Once again, I don’t want to work in a company which is here just for profit and I see that colleagues in Hemofarm think in the same way. This somehow adds to our motivation on a daily basis to come to work, not just to send
more money to the headquarters, but just to be a reliable, respected and good partner in society.

It’s really tough to establish that in public perception because, let’s be fair, the market here is not yet fully developed for this to be respected as it should be. In other countries, in America or in more developed economies, you need to be aligned with these standards while doing business. Actually, a lot of investment firms or clients are choosing just by these criteria the companies they want to do business with. We are at the forefront of this, even the STADA Group, and we are proud, because it was not a big deal to us since we focus on these things. I have yet to see long term effects which we have already seen in the short term. I guess, once you start taking this into consideration while doing business things are easier and it just feels more right, and this is something that makes us proud and quite happy.

Sladana Ginić: For the last 24 years Hemofarm has been supporting positive social trends through the Hemofarm Foundation. A lot of great things are covered by it. Can you briefly tell us what its plans for the future are?

Ronald Seeliger: One of the biggest projects was the most important call campaign last year, where we promoted organ donation. I’m a proud holder of two donor cards. Once again, the foundation was primarily set up to serve society. I think we are one of the few foundations who are clearly dedicated to such a thing, and we are also publicizing our activities and ways to make decisions in a most transparent way. We are not shy to open ourselves up because this is done in a good-hearted way. The Foundation is a complementary instrument of ours, by doing business in a sustainable manner and going forward, the Hemofarm Foundation will certainly support, as it currently does, an even healthier way of living, embracing things wholeheartedly and being recognized as somebody who is doing good and not asking any favors in return. This is what I see as a philanthropic approach and we are proud to follow it.

Sladana Ginić: That is also one part that excludes profit and brings value to the company.

Ronald Seeliger: Absolutely. In the end, if you take it long term, we are contributing to profit, because the
more sustainable the economy is, the more healthy and happy the people are, staying here, in this region, which is obviously quite a big issue, and the better we will do the business here. So, I can’t deny that we need to foster these economies in order to make good business, which we are interested in, but if you are just focused on making profit you are missing the big picture.

Sladana Ginić: Since 2012 Hemofarm has been preparing a report on sustainable development. There are only five companies in Serbia preparing this report, and Hemofarm is one among two local companies with the highest mark. In this report, social justice and respect of human rights are one of the main areas. Do you know why there are not more companies preparing this kind of report, and can we expect more companies to start preparing them in the future?

Ronald Seeliger: Let me start with the last question. I would expect more companies to prepare this, it might be coincidental, or it might be that international companies are probably leading in this. If you take a true and fair look at the economy, you can see many companies still struggling to survive. They see this as a luxury which they can’t afford. I believe that it is not a luxury, it’s an integral part of doing business, but certainly companies like Hemofarm can invest a bit more, and by doing this, achieve the results that we do. It also needs to be promoted much more by governmental and institutional bodies, because if you look, just for Serbia, on the accession road to the EU, those subjects are represented in chapters which are meant to be opened, and I think you will have long-term costs and problems if you do not follow the sustainable process. This is a matter of regulatory and legislative matters which need to be set up, but it’s also a matter, of let’s say, re-thinking. We are in the process here in this region, and I’m sure there are many companies that can follow, but once again, sometimes we are even a bit frustrated that our achievements are not recognized in a way they should be. But, we don’t do it to be
recognized or to be reported on. We do it for our own sake, and serving our own true values and beliefs. But, it would be nice if it could actually be more discussed.

Sladana Ginić: You are recognized with many awards.

Ronald Seeliger: Yes, we are recognized with many awards, and I’m proud of these awards we are collecting, but still it could sink in much more, because, once again, for us it was not a big effort, it was just re-thinking the way of how to do business. That’s not something which costs more - it is just a different approach. And we didn’t give away big margins of our profit for this, quite the contrary.

Sladana Ginić: Is this the impact of STADA, or you think it would be done even if Hemofarm stayed like it was?

Ronald Seeliger: We are actually impacting STADA from our side with this. STADA sees this as one of strategic objectives for the future, but we are somehow more advanced and we are proud.

Sladana Ginić: You have also been President of AHK for the last 4 years. During these years, the organization has become very strong and the number of its members is growing from year to year. What has contributed to that the most? Maybe more German investors entered the market?

Ronald Seeliger: Yes, the German investments are the biggest in this region. The German way of doing business is well respected and embraced, but I think it’s predominantly the way we conduct our activities. We are not the ones to be the loudest about our activities, to make fanciest receptions or whatever, we just get things done. We are providing tangible benefits to our members by providing them with workshops, the ability to discuss things with people in the government, or in power in some other authorities, and I truly believe that by the end of the
year they will be renewing memberships in the Chamber. Hemofarm is also a member of many chambers of course, we always see that this brings most value for money, and will certainly invest more in. We are also promoting the German way of doing business and in the Chamber of Commerce we are focusing, for instance, on dual education which is urgently needed in Serbia to qualify people, not just via university but by really knowing how to do things. It works very well - that’s the spine of the German economy so why not for Serbia and other countries?

Sladan Ginić: I read also that you were working as an assistant in a faculty while preparing your PhD thesis.

Ronald Seeliger: Yes, that’s why I’m focused on education, and I can give really long speeches and lectures. I think education is, once again, something you need to invest in. It’s not that you are graduating from a university and you are fit to work until your pension. That’s gone, and once again in Germany and in other countries there is no distinction between a university graduate and somebody who learned the job of a plumber, or a mechanic in a proficient manner. He knows his job very well and he is respected for this. I think it would be good for the economy here, if this would change as well.

Sladan Ginić: Last year, during the very short period of time, in only 6 months, Hemofarm made two acquisitions: Ivančić & Sinovi and Velexfarm. Do you plan to continue with new acquisitions in future?

Ronald Seeliger: Why not? Why not even more frequently? Yes, we have a long pipeline. This is part of what I said before. By putting all the people and colleagues together, we became stronger, more dedicated and smarter in the assessment of potential acquisition targets. Our pipeline is quite full and we are certainly going to invest more into this area. One of the ideas that came in was discussed for quite a long time, and was implemented in a much shorter way. That’s a matter of coincidence, and I guess we are not going to make one acquisition every quarter, but maybe some bigger ones to strengthen our strategic position in this whole region.

Sladan Ginić: We have three more questions, maybe more personal. Following your demanding high level role in Hemofarm and all other functions that you are responsibly managing, do you have time for some personal hobbies?

Ronald Seeliger: I wish it were more, but on the other hand, I very much enjoy working and working here in Hemofarm STADA. I see myself to be in a very fortunate position to do something I love, so I’m not coming to work, I just do the things I like to do anyway. Besides this, yes, I do have some personal hobbies which I am following in Germany and also here. I’m constantly trying to fix my car which is forty-five years old, and it needs a lot of fixing. I’m travelling a lot, reading a lot, very much enjoying cultural events. For me, a personal highlight every year is the Dance festival organized by Aja Jung. In Serbia, there are highlights like this that make you energized for everything which comes on a daily basis.

Sladan Ginić: If we exclude your business ambitions – you already proved yourself in many different industries, business segments and levels – would you like to share with us some of your personal ambitions for the future?

Ronald Seeliger: I’m fifty this year, always a turning point, and somehow it feels strange to believe but I’m quite happy where I am right now, I love what I do, I see myself living
my life in a balanced way and enjoying it, so in terms of personal plans, yes, I have a lot of plans for Hemofarm and STADA for the coming years. I do have my personal goals - still to enrich my experience in education, I’m investing a lot in this - and inviting colleagues to do the same. I’m also enjoying nice weather as summer is coming up, this is always energizing, but, frankly I’m quite happy with my life.

Slađana Ginić: That’s great to hear, not many people are able to say that.

Ronald Seeliger: I think many people don’t look at their lives in the right way. They should be happier with their life as it is, seeing that they are privileged. When you see people who don’t have the advantages and privileges that we have because of being born in Europe, (look at the refugees for example) I think we are very privileged and can be very happy.

Slađana Ginić: As a final question, you have been here for quite a long time and had a chance to meet different people from different industries, managers, young people. What would you recommend to young managers in Serbia?

Ronald Seeliger: Believe in yourself and work for your success. Nothing will come as a given, you have to prove it on a daily basis, be persistent, be patient, but predominantly persistent in what you are doing, and really believe in what you want to achieve. Many people I see think that graduating from a university makes them smart already and they should be granted a lot of rewards and recognitions. Frankly, that is not the way things work. Not here nor elsewhere and you have to roll up your sleeves and get things done. By this you will advance in your career and be happy with what you’ve achieved.

I think that we are really making Hemofarm a special company and this is something in which we are investing a lot of time. Unfortunately, I don’t have a nine to five job here in this company, but every minute invested I hope is well invested and this is something that makes me happy.

"Nothing will come as a given, you have to prove it on a daily basis, be persistent, be patient, but predominantly persistent in what you are doing, and really believe in what you want to achieve."
Amrop advises the world’s most dynamic organizations on identifying and positioning Leaders for What’s Next - adept at working across borders, in markets around the world. With over 70 offices in more than 52 countries, Amrop is one of the world’s largest retained executive search partnerships. Amrop provides Executive Search, Leadership and Board Serves.

Amrop is represented in 17 Central and Eastern European countries and offers essential advantages in terms of providing local support. More than 180 professionals carry out more than 600 executive search assignments each year. This set-up enables us to tailor each search assignment at the partner, consultant and research level to the individual needs of the client.

Amrop has been operating in the Adriatic region for the last 11 years. Through its offices in Ljubljana, Zagreb and Belgrade, with expanded market coverage on the remaining ex-Yugoslav countries - Bosnia & Herzegovina, Montenegro and Macedonia, our 14 professionals conduct more than 70 Executive Search assignments each year, accompanied by Leadership Assessment and Board Advisory services.

Amrop Serbia is celebrating 10 years of successful business this year. The growth of our team and of business volume from year to year is the best picture of our success. Through our full commitment and agile approach, we help our clients to find the best executives for their companies.

Sladana Ginić
Country Manager

Sladana Ginić is Country Manager of Amrop Adria, with responsibility for Serbia, FYR Macedonia, Montenegro and Republika Srpska.

Sladana has almost 15 years of experience in the Amrop relevant business. She started her Executive Search and HR-Consulting career with the Neumann organization in 2003. In September 2012, she joined Amrop Adria as a Country Manager, with the main task to further develop the business, client base and consulting team in the region. Before she moved into HR consulting, Sladana was working as an HR Manager for one of the leading Serbian beverage companies. In 1998, she started her professional career in an international trading company. She was responsible for the coordination of the import and export activities and managed the relationship with clients and suppliers across Europe. With Neumann Sladana played an important role in different client and internal projects. She regularly provided training courses to new employees in various international locations. Sladana has in-depth knowledge of the Serbian market. She furthermore has a solid insight and experience in the overall SEE region and other European countries. She successfully served clients from different industries (FMCG, finance industry, energy/power, telecommunications and engineering industry) especially for high end and C-suite search assignments. Sladana has a MA degree (1998) from the Economic Faculty of the University of Belgrade with a major in Foreign Trade. She is fluent in Serbian and English and has basic knowledge of the German and Russian language.