



# CxO Technology Survey Analysis

STANTON CHASE



North America

Latin America

Europe/Middle East/Africa

Asia/Pacific

# FOREWORD & METHODOLOGY

We would like to thank the 80+ CxO Technology Executives from various Turkish and International companies that have made this study possible by providing their valuable contributions and sharing their insights as well as foresight. Our analysis includes both the managerial and corporate perspective from the Technology function that has compiled several views on aspects such as their career plans, department strategy, talent gaps, and the growth envisaged for the Turkish market.

The CxO Technology Index published by the Stanton Chase Turkey Office, focuses on the Top Technology Executive function which we see is of strategic importance to the future of companies. It is our intention that this study will deliver added value in the identification and utilization of talent. We truly believe that CxO Technology Executives are defining corporate success as they directly affect profitability and sustainability.

With the aim of our analysis being to understand the variations in tendencies and profiles of senior level executives, Stanton Chase Turkey will be regularly releasing the CxO Indexes every year. In order to give a full complement of C-Suite viewpoints, we are also releasing a CMO and CFO index this year. The Stanton Chase Turkey Office

will continue to demonstrate our determination to better understand the senior level executives that shape the Turkish and Regional Market.

The Stanton Chase Turkey CxO Technology Survey was conducted in February 2014 with the participation of 80+ Technology executives from leading local and foreign companies. Using an online questionnaire consisting of 44 questions, Stanton Chase Turkey addressed issues such as:

- Demographic specifications as a benchmark of each profile
- Sector background to better understand past as well as current experience impacting their careers
- Challenges that they face and manage on a day-day basis in 2014
- Career plans of Top Technology Executives in Turkey with a view to the future
- Talent Gaps that are both impacting their organization and the Turkish Market overall
- Hobbies that the Top Technology Executives enjoy in their free-time

## ABOUT THE AUTHOR



Kevin joined Stanton Chase International's Istanbul office in 2012 and is currently Principal for three Practice Groups: Technology, Professional Services, and Industrial.

He joined the industry in 2005 with The TAL Group in Toronto, where he conducted many technology searches for organizations with highly specialized & mission-critical requirements. By carrying this experience to the rapidly expanding Technology & Telecommunications sector in Turkey, Kevin covers senior positions from Director up to and including C-Level roles in all functions including CIO/CTO.

In the Professional Services Practice, Kevin has a focus on senior positions including Partner level in various sub-sectors including: Management & Strategic/Advisory Consultancy, Real Estate, Corporate In-house Legal Advisors and Compliance Executive roles as well as Private Legal Practice. As Turkey is increasingly an attractive location for foreign investment, these sub-sectors are key for growth to service this expansion.

For the Industrial Practice Group, Kevin brings his experience in managing & executing Industrial and

Manufacturing search assignments in areas such as Automotive, Plastics & Packaging, Heavy Equipment, and Electricity Generation. These assignments have been across EMEA, assisting clients in hard to fill roles in a broad range of locations.

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Kevin graduated with a B.A. in Law and Political Science from Carleton University in Ottawa, Canada. He is also an active member of the Stanton Chase EMEA Technology, Professional Services, and Diversity Practice groups working closely with regional colleagues on developing best practices and promoting the firm both in Turkey and abroad. He also serves as a Board Member of the British Chamber of Commerce of Turkey. Kevin has completed the Co-Active Coach Training Program.

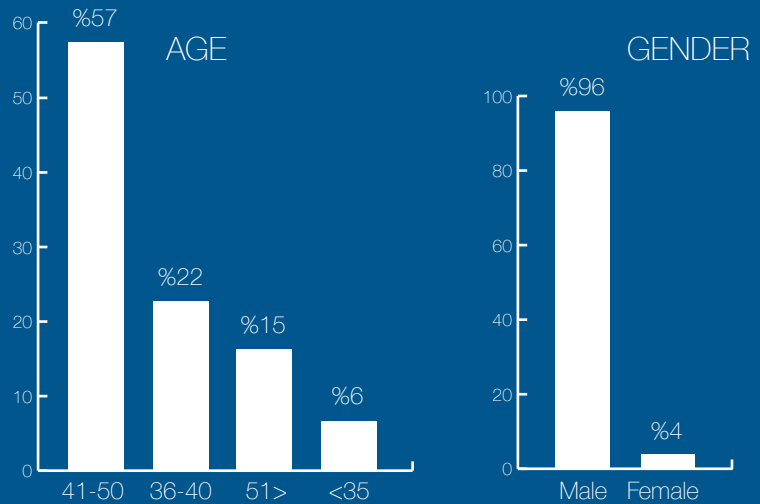
# DEMOGRAPHICS

## AGE - GENDER

The CxO Technology Index has been conducted among the CxO Technology of Turkey's leading companies operating in sectors such as healthcare, consumer, manufacturing and technology.

The majority of respondents were between the ages of 41 to 50, while in the second largest group the median age for CxO Technology is relatively young, an indication that these roles are still evolving.

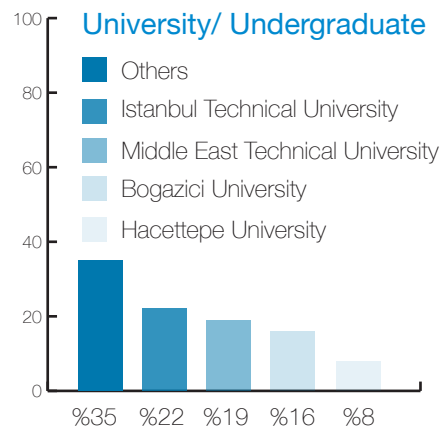
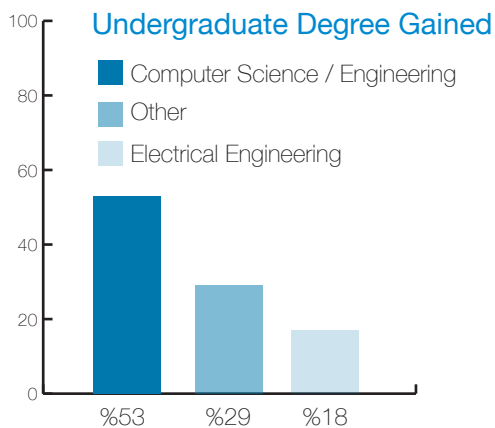
Although 96% of top technology managers today are male, we believe this will shift as more women graduate from Engineering Faculties.



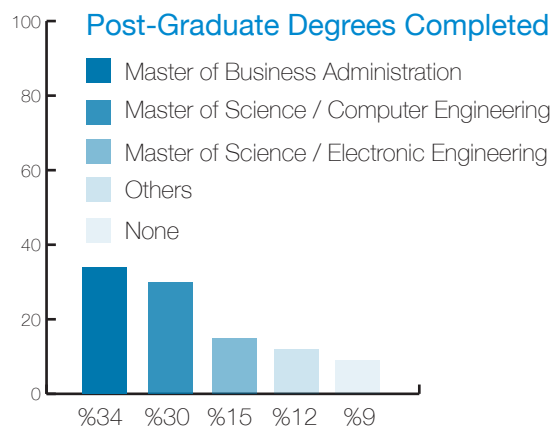
## EDUCATION

The majority of respondents graduated from Istanbul Technical University followed by Bogazici and Middle East Technical University.

Graduates of Istanbul and Ankara-based universities form the majority of those who work in the technology field, with 70% of respondents having specialized in Computer Science / Engineering or Electrical Engineering.

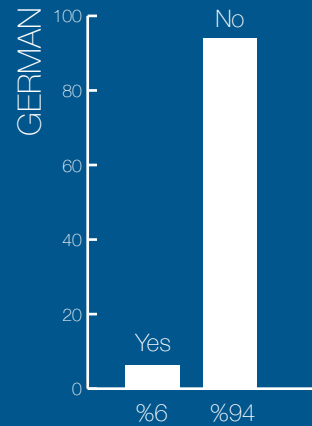
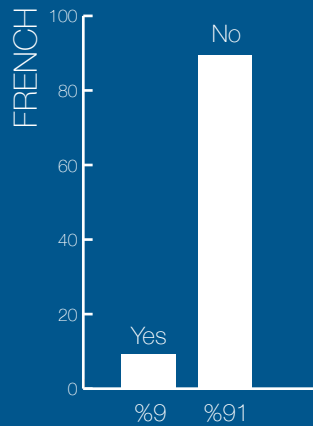
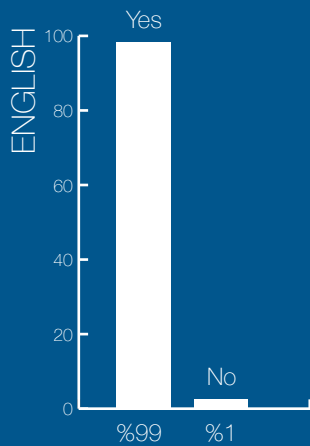
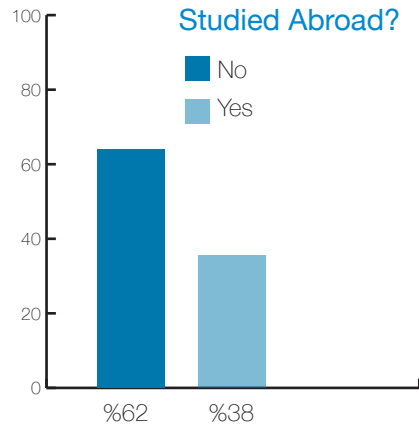


Post-graduate study among the respondents is 66%, which exceeded expectations. The Master of Business Administration Degree was most popular for technology respondents similar to other management positions.



# DEMOGRAPHICS

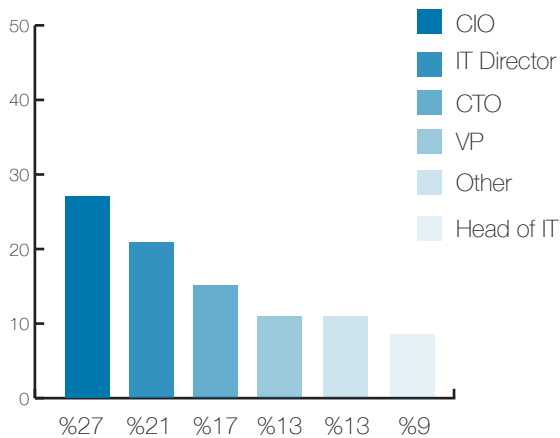
The majority of respondents stated that they had not studied outside Turkey, while 31% had pursued some part their post-secondary education in North America or Europe.



Almost 100% of the respondents have a good knowledge of English, followed by French and German. This shows that CxO Technology positions require English as a minimum second language, in addition to Turkish.

This would be the case due to technical documentation in English, as well as the requirement of business travel abroad where the primary language is English.

# CURRENT TITLE



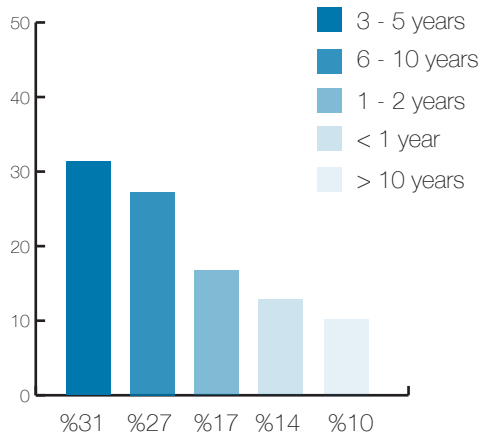
The predominant titles for the Top Technology position amongst the respondents are CIO and IT Director. This highlights the current focus of the Top Technology executive in Turkey as being operational rather than innovative.

50% of respondents have been appointed to an executive role for the first time and have previously worked for another company.

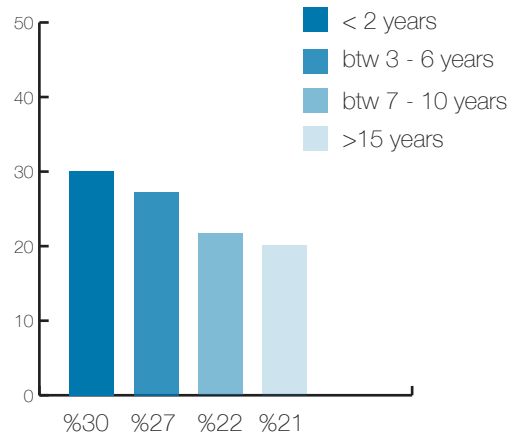
This is an indicator of the growing Turkish economy with organizations bringing the Technology function to a very senior level.



# CURRENT TITLE



The majority of respondents have worked in their current position between 3-5 years followed by those with 7-10 years in their current position.

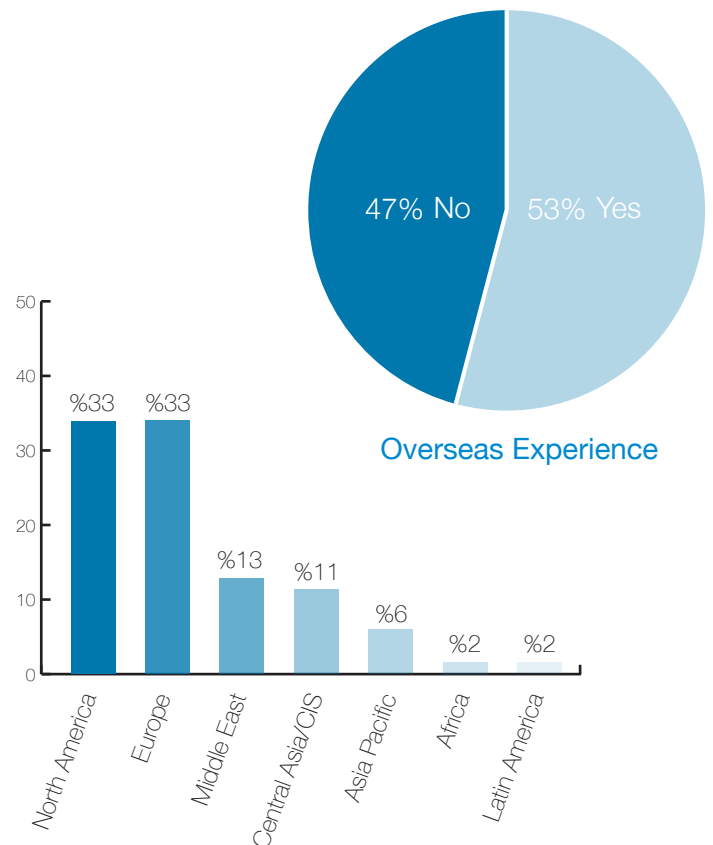
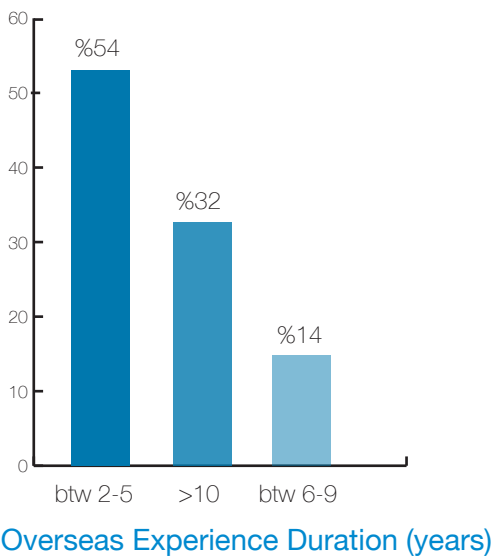


The majority of respondents have been in the same organization between 3-6 years, followed by those who have worked less than 2 years. This indicates that respondents have moved to different companies while keeping the same position.

# OVERSEAS EXPERIENCE

53% of the respondents have overseas work experience with North America and Europe as the most popular regions.

This indicates that having overseas work experience and becoming a CxO Technology in Turkey, are not necessarily correlated.

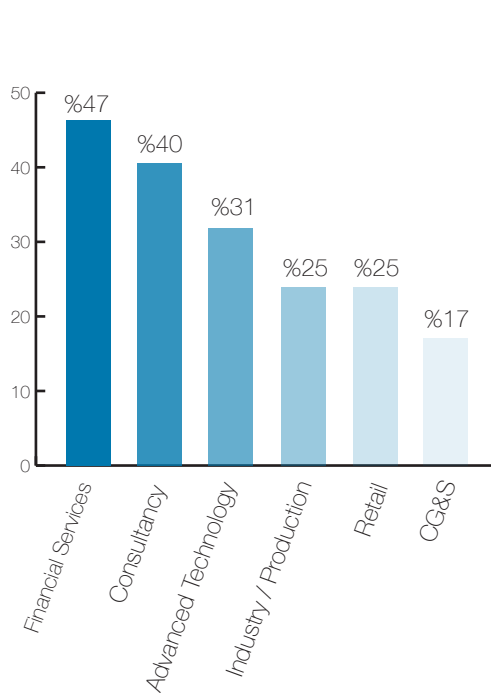


# SECTOR & PROFESSIONAL BACKGROUND

The majority of respondents come from a Financial Services, Consultancy, and/or Advanced Technology / Communications background.

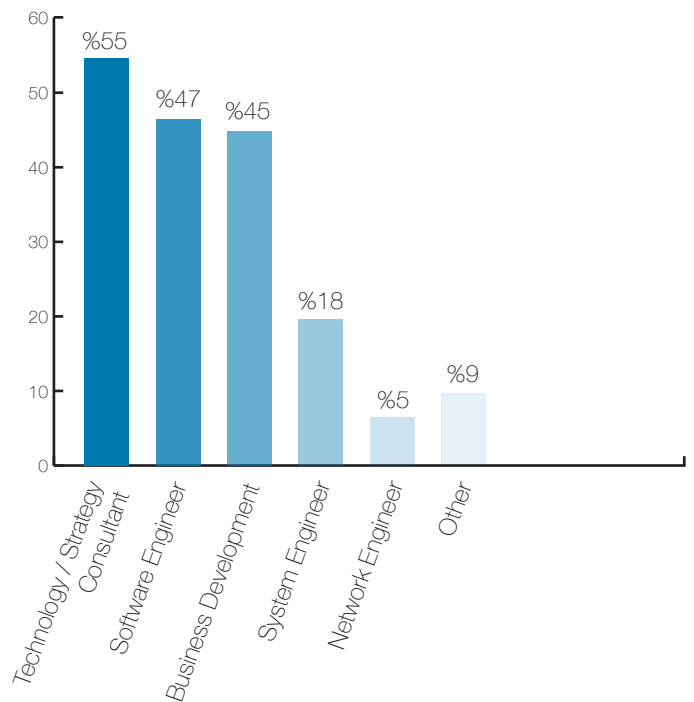
## Sector Experience

\*Up to 3 answers given



## Early Career Professional Background

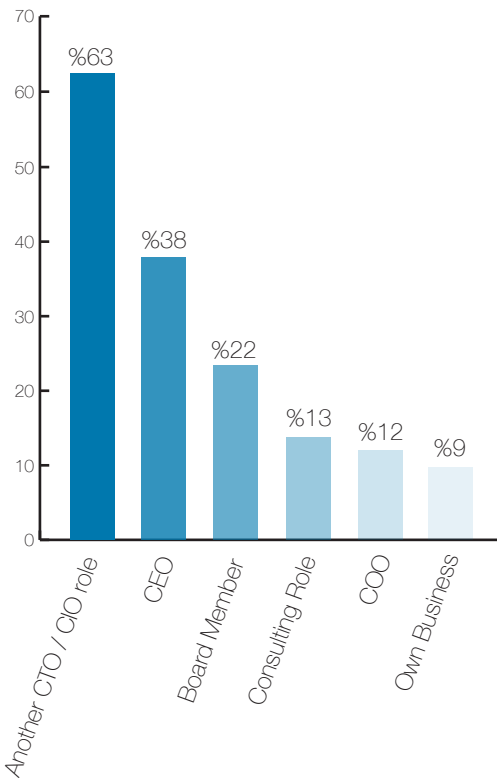
\*Up to 2 answers given



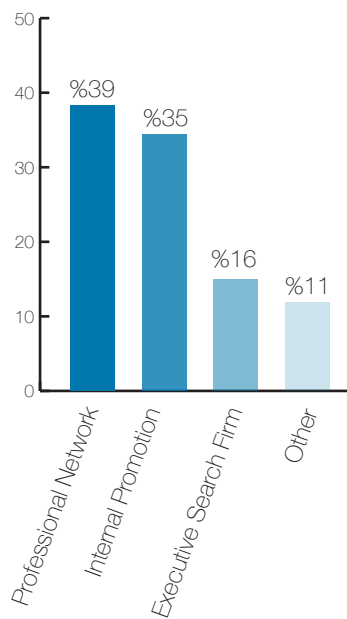
# NEXT ROLE AND CAREER EXPECTATIONS

While the majority of respondents expect to remain in the same position, approximately 38% of the respondents plan to become a CEO or GM

in their next position. Alternatively, 10% of the respondents plan to establish their own business or move into consulting.



\*Up to 2 answers given



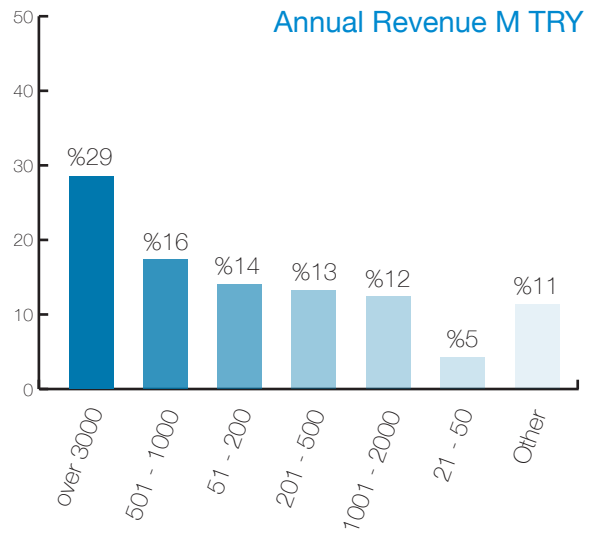
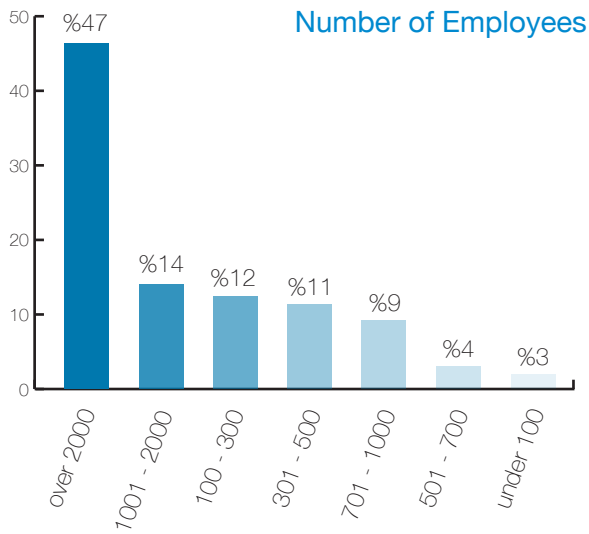
\*Up to 2 answers given

39% of the respondents were appointed to their current positions through their professional network (referred to the company by a friend or colleague) followed by internal promotion from another position. Executive Search Services are becoming much more prevalent for the search and selection of a Top Technology Executive in the Turkish market with increasing complexity in expectations of the impact the role will have on companies.

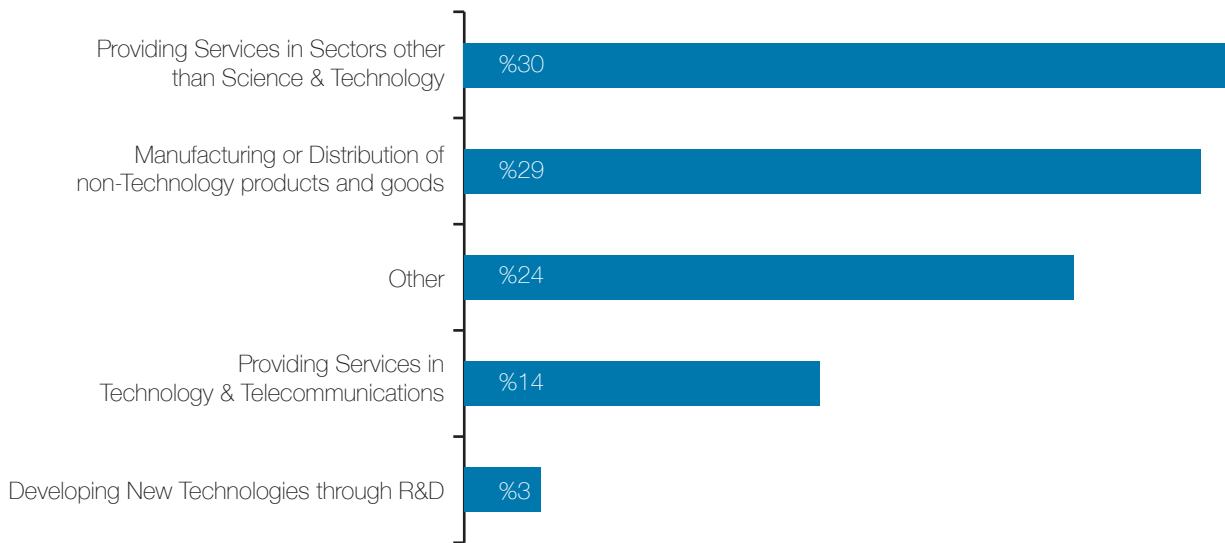
# COMPANY ANALYSIS

The majority of respondents are Technology Executives in companies with over 2000 employees, followed by 1001-2000 employees.

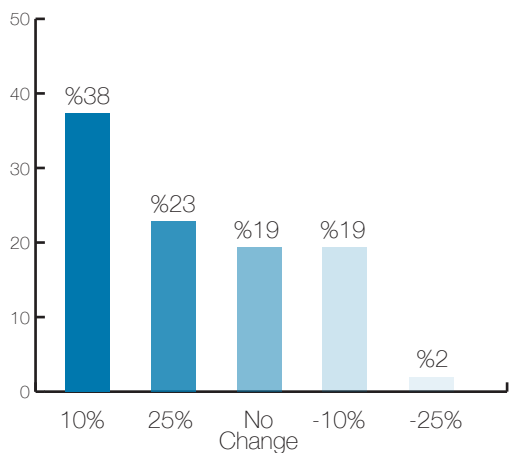
Thus CxO Technology Executives are mainly working in medium or large-scale companies.



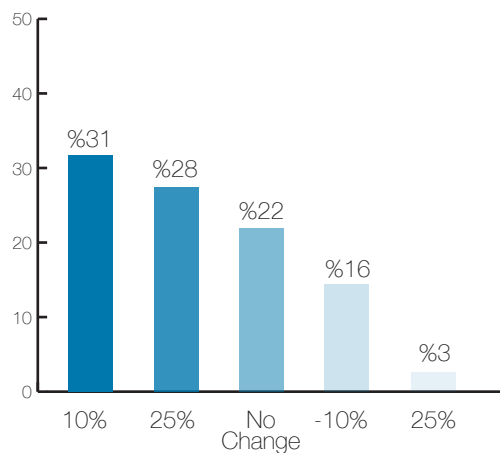
## Primary Business Activity of the Company



# BUDGET OF TECHNOLOGY DEPARTMENTS



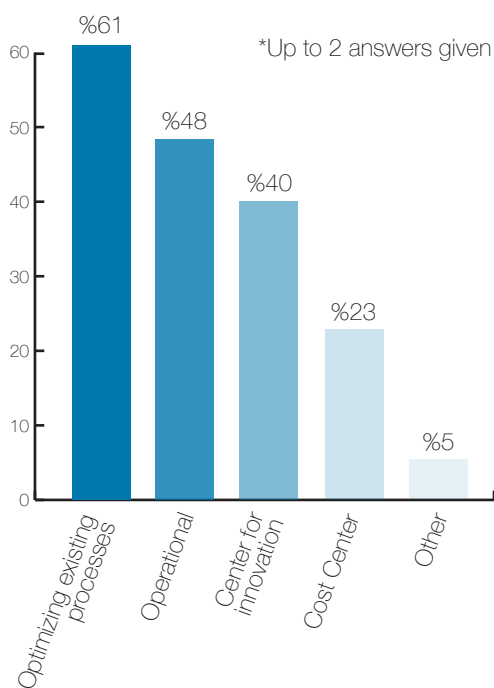
Respondents indicated that 60% of Technology related OPEX budgets increased significantly in 2014.



Respondents indicated that 59% of Technology related CAPEX budgets increased significantly in 2014.

Additionally this budget expansion was company-wide according to 60% of the respondents.

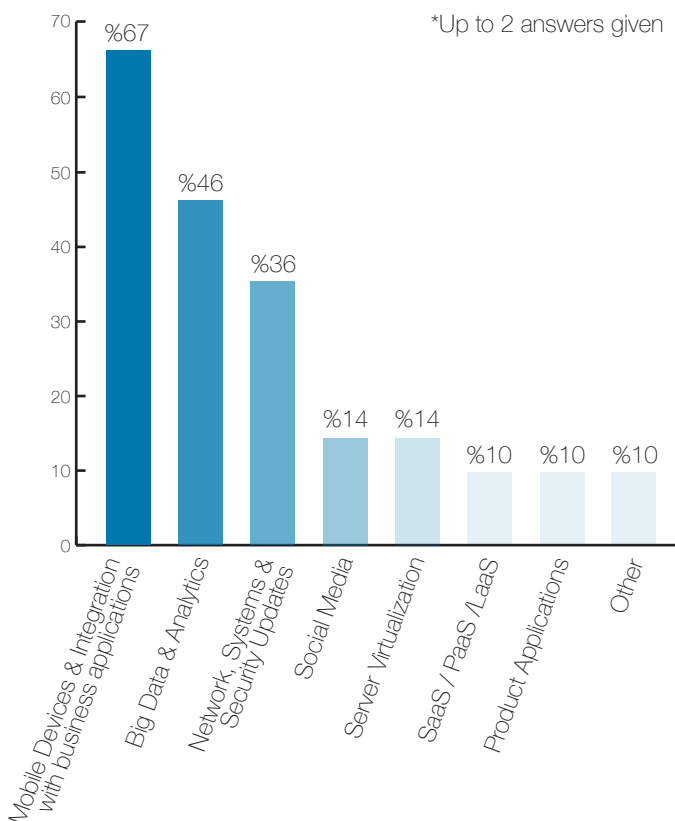
## C-SUITE PERCEPTION AND INVESTMENT



Technology departments are perceived by other C-level executives as mainly optimizing existing processes followed by operational functions. However, 40% of respondents believe their department is perceived as a center for innovation. The latter is likely to be in a Research & Development-driven organization.

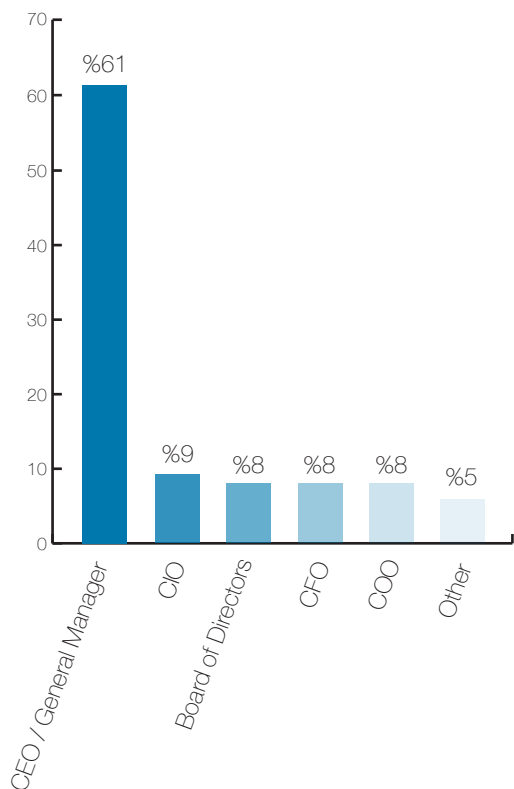
Most respondents indicated significant investment in mobile devices and big data & analytics in 2014.

Organizations are relying on their Top Technology executives to decide where resources allocated for investment are best spent.





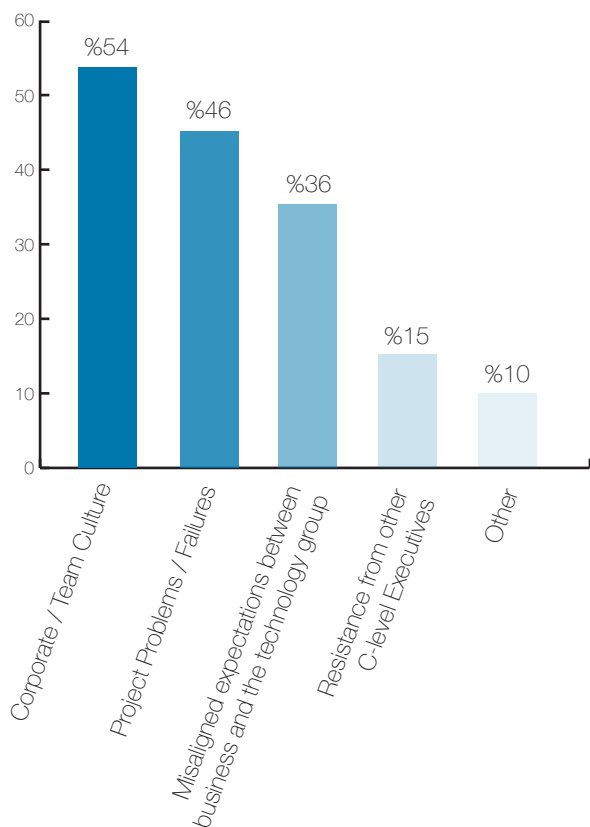
# CLOSEST WORKING PARTNER AND CHALLENGES



61% of respondents state that their closest partner in the company is the CEO / General Manager. This shows that the Technology Department occupies an important role in these companies. Additionally 65% of these respondents are the first Technology Executives in their companies.

Respondents stated that "corporate or team culture" is the number one challenge followed by project problem failures.

Misaligned expectations between business and the Technology Group constitutes another major problem.

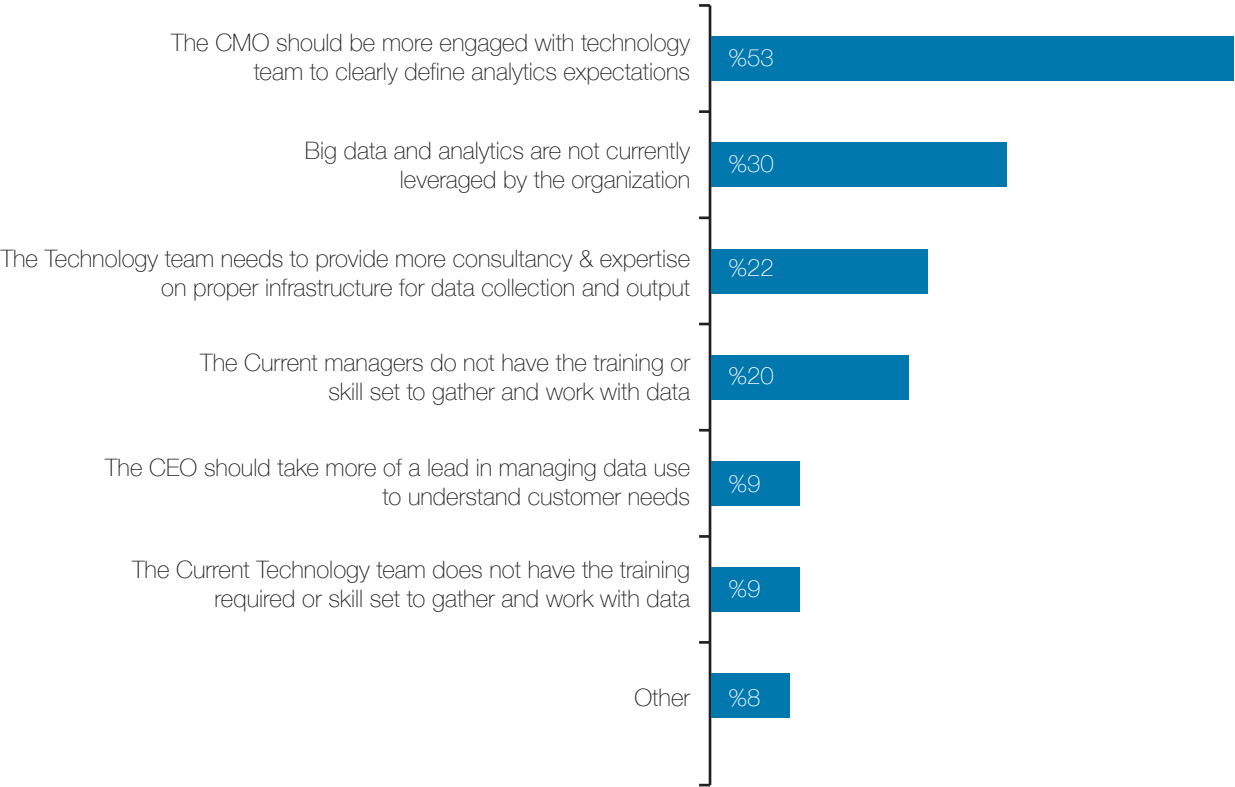


\*Up to 2 answers given

# BIG DATA AND ANALYTICS

Many of today's businesses are data-driven with the role of the CTO/CIO as deciding how to best leverage these technologies with a good ROI for the company. The respondents indicated that in Turkey the value of Big Data has yet to be recognized and adopted by 30% of the organizations whose Top Technology Executives were surveyed by Stanton Chase in this index. There could be many reasons for this, though it would be best to focus on companies that have made these technologies part of their strategic short, medium, and long-term plans.

Turkey today has highly diversified businesses marked by a transition out of the past Manufacturing and Production based economy. Strong knowledge-based sectors such as Finance & Banking as well as Consumer Products & Services are implementing cutting-edge systems to improve their businesses and their position in the global marketplace.



\*Up to 2 answers given

# TALENT GAPS

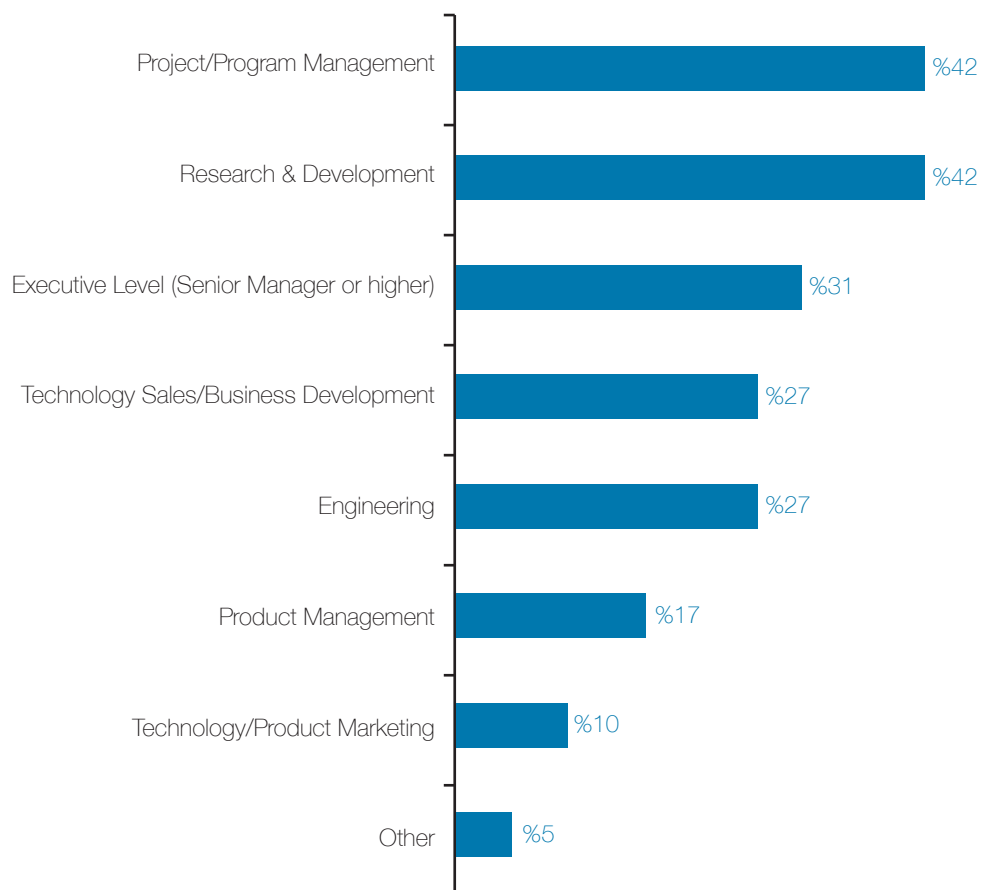
42% of respondents indicate that the largest talent gap in technology functions is in Project / Program Management and R&D also reaching to a total of 42%. Technology / Product Marketing comes out as the area with the least shortage.

The CTO/CIO perspective is an overall view of projects within the needs of the business. Thus the ability to develop & innovate as well as to execute on a tactical and strategic level is critical in determining how effective their teams/group are in the company.

These two tied responses indicate a need to further develop existing resources into two streams: R&D and Project/Program Management build capabilities when they are needed, rather than relying on external consultancy or vendors,

and In-House Innovation rather than Intellectual Property Acquisition enables CTOs to contribute from a business and profit perspective.

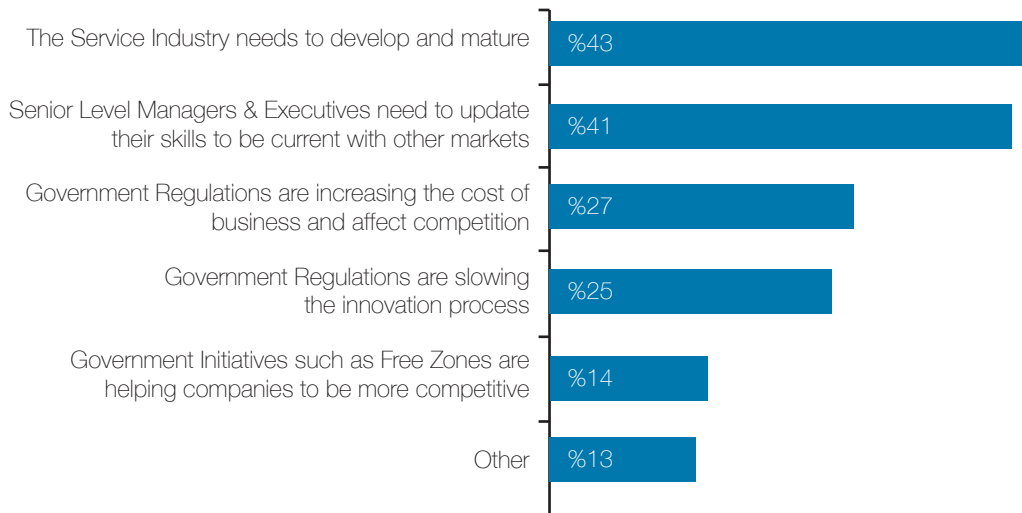
The current trend is to 'Acquire' the most valuable talent when a company is acquired. This will likely continue as many organizations from start-up have great R&D talent for a unique product and/or service that adds value to the team attached to the acquisition.



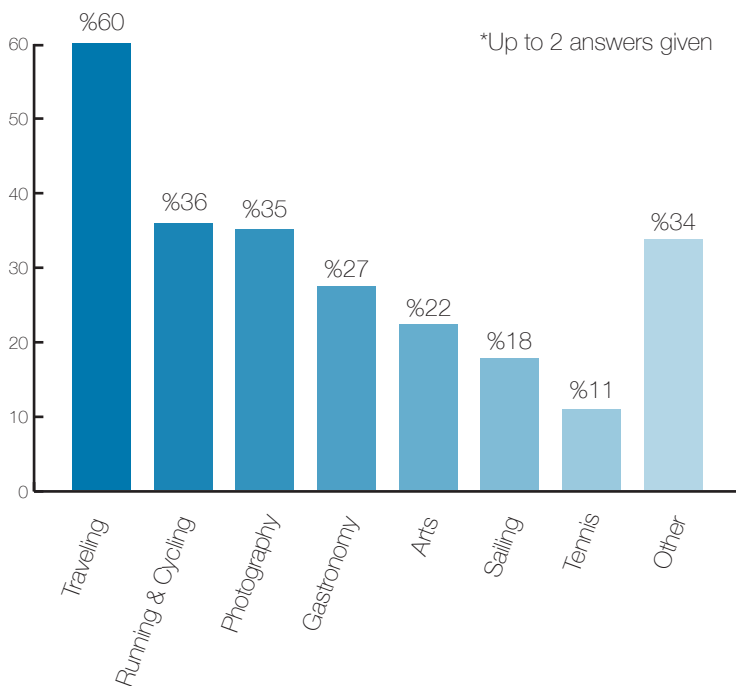
# BUSINESS CLIMATE IN TURKEY

CTOs/CIOs are the key interface for the company and their ecosystem of technical stakeholders as well as service providers. In general, all technology innovation and operations are under their responsibility. In specific

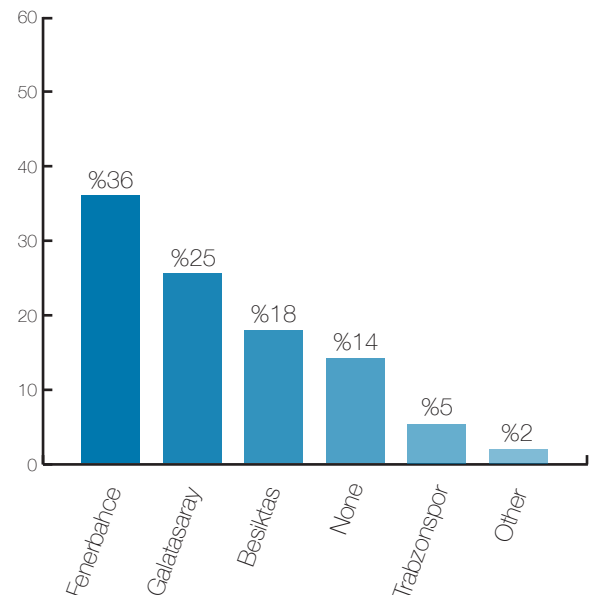
terms, their understanding of both talent and training as well as the impact of regulatory legislation on the market adds to their value in the C-Suite.



## HOBBIES AND INTERESTS



The majority of the respondents state that their primary hobby is traveling. Running & Cycling and Photography are also some of the favourite hobbies of the respondents.



36% of the respondents support Fenerbahce football club followed by Galatasaray and Besiktas.

# ABOUT STANTON CHASE INTERNATIONAL

Stanton Chase International was established in 1990 by the successful merger of 3 executive search companies operating in the US, UK and Holland since the 1970's. Stanton Chase International (SCI) has

grown consistently, particularly in the emerging markets and has been ranked globally as one of the top 10 executive search companies since 2007.

Since its inception, Stanton Chase International's business model has focused on prioritizing the clients' priorities and interests, therefore establishing a collaboration model based on the concept of being a business partner rather than a supplier. This is why SCI's client satisfaction ratio is around 90% while more than 80% of our business is derived from long term clients. Stanton Chase International consultants position themselves as the clients' strategic consultants on talent issues and they aim for operational excellence while realizing the clients' long

term strategic objectives. The Stanton Chase philosophy is based on global reach, regional expertise and local implementation. While fully utilizing the advantages of being ranked among the biggest 1% in the world, the company offers unique competitive advantages to its clients thanks to its fast, flexible and creative partnership model. SCI Consultants build their business relations on honesty, clarity and transparency and their corporate culture is defined as being hardworking, client oriented, flexible and modest.

## ABOUT STANTON CHASE ISTANBUL

### The Promise of Performance

- Stanton Chase Istanbul was established in 2006
- Stanton Chase Istanbul has performed executive search at the senior and middle management levels for both local and international clients in Turkey, Central Asia, Caucasus and North Africa.
- Our multilingual team is composed of Turkish, English, Russian, Arabic, French and Azerbaijani speakers.
- Stanton Chase Istanbul team has a collective experience of over 50 years in executive search, with a solid understanding of industries and the local markets involved.
- Our Istanbul office aims for excellence in client services by conducting all assignments to Stanton Chase International's distinguished global standards.

### Executive Search

- Executive Search for Board level, General Managers, direct reports to General Managers and specialized executives
- Executive Search for management teams
- Pre-transaction Executive Search for private equity companies, investment funds, investment holdings
- Pro-active talent sourcing for key client hires, executive talent database management

### Consulting Services

- Executive coaching
- Management assessment
- Reference evaluation
- Adhoc compensation surveys



## Çağrı Alkaya

*Managing Partner, SC Turkey  
Board Member - Vice Chairman, SCI*

Çağrı Alkaya is currently a Board Member and Vice Chairman at Stanton Chase International and the Managing Director of the Istanbul office covering Turkey and CIS. He has been in executive search and leadership services since 1999 and specialises in CFO and CEO / General Manager/Board Member searches across industry groups along with the Financial Services vertical. He started his career as a Financial Auditor in Coopers & Lybrand taking part in various audits, due diligence projects and recruitment assignments that initiated his interest in the Human Resources area. In 1999 he joined the executive search and selection industry with a UK based wholly-owned international search & selection group. In 2002, he took part in the start up of Oxygen Consultancy as one of the Founding Partners and joined Stanton Chase International in 2006 as a Consultant and Partner. Çağrı Alkaya also carries out the Non-Executive Chairman roles at Oxygen Consultancy which has been acquired by the Allgeier group in 2011 and Elemental Value, a leading HR Development Company in Turkey.

At Stanton Chase International Çağrı carried out the role of Central and Eastern Europe Practice Leader for Financial Services between 2011 and 2012 and a Business Excellence Committee member role between 2012 and 2013, prior to his board role.

Çağrı has graduated from the American Collegiate Institute and the International Relations Department of Middle East Technical University. He attended an MBA program in Yeditepe University and a European Studies program in Bahçeşehir University. Çağrı also completed the Co-Active Coach Training Program.

### Specialties

- Executive Search in Turkey, CIS, and Middle East
- Executive Search for CEO's, CFO's
- Board Search
- Leadership Consulting
- Executive Coaching

### Industry Practice Expertise

- Financial Services
- Consumer Products and Services
- Technology



## Şükran Tümay

*Senior Partner, SC Turkey*

Şükran has a total of 24 years of experience of which 20 years has been in recruitment, executive search and Human Resources (HR) Consultancy. She started her career with SAS Service Partner (now known as Gate Gourmet) as an organization and quality consultant, acting as a change agent following the privatization of Usas in 1990. In 1994 Şükran joined the HR Advisory Division of Coopers & Lybrand, a strategic division within the company providing services in recruitment and HR consultancy to the company audit and tax client base. In 1998 Şükran joined Antal International, a UK based executive search company as Country Manager. She left her role as Country Manager / Managing Partner and took on a role as one of the founding partners of Oxygen Consultancy in 2002. She carried out her leadership role as an Executive Partner in this fast growing organization until 2007. Şükran switched to a non-executive board member role in Oxygen Consultancy in order to focus purely on senior executive search and consulting when she accepted an offer to start up Stanton Chase Turkey as an Executive Partner.

Şükran's specialization is in the FMCG and Life Sciences & Healthcare sectors and she has taken on a leading role in many regional business development efforts and execution of international search assignments throughout Europe, Middle East and Central Asia. Along with executive search and consultancy Şükran Tümay is a London Image Institute certified image consultant specializing in the appearance, behaviour and communication dimensions of personal and corporate image.

She also completed the CTI Co-Active Coach Training Program and CTI Leadership Program. Şükran Tümay has a BA degree in English Language and Literature from the Istanbul University and is native in English and Turkish.

### Specialties

- Executive Search in Turkey, CIS, and Middle East
- Executive Search for CEO's
- Leadership Consulting
- Executive Coaching

### Industry Practice Expertise

- Consumer Products and Services
- Life Sciences and Healthcare



# ISTANBUL TEAM



**Kevin Bradbury** *Principal, SC Turkey*

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#### **Industry Practice Expertise**

Technology • Professional Services • Industrial



**Anı Yeşim Sonmezer** *Principal, SC Turkey*

Anı Yeşim joined Stanton Chase International's Istanbul office in 2014 and is currently Principal for Industrial, Natural Resources & Energy and Logistics & Transportation Practice Groups.

Anı Yeşim started her career as SCADA – Supervisory Control and Data Acquisition Project Leader and Aselsan Project Engineer. She was responsible for planning, tendering and installation of the infrastructure system.

In 1993 she joined Asea Brown Boveri and specialized in the B2B Sales Management of High & Medium Voltage and Turnkey Systems.

In 2003 Anı Yeşim focused on Competitive Intelligence and joined Bersay Communication Consultancy as a CI Consultant. She executed competition analysis of sales & customer experience in pension fund industry and competition strategy analysis of Hi-tech consumer product distribution channels.

Prior to joining Stanton Chase, Anı Yeşim was with a local Search & Selection Company, Msearch as a Senior Consultant. She has a focus on industrial and manufacturing companies, renewable energy companies, service companies and start-up operations. She was the member of INAC Industrial Practice Group.

Anı Yeşim conducted Recruitment Training Module of Goldman Sachs 10,000 Women Program in Özyeğin University for three semesters.

Anı Yeşim graduated from the Electrical & Electronical Engineering of Middle East Technical University. She attended a Management Program for Engineers in Ankara University, Faculty of Political Science. Anı Yeşim obtained her Masters Degree in Human Resources Management, Marmara University. She is fluent in English.

#### **Industry Practice Expertise**

Industrial • Natural Resources & Energy • Logistics & Transportation



**Merve Yucaalpan** *Senior Consultant, SC Turkey*

Merve joined Stanton Chase International's Istanbul office in 2007. Having gained valuable experiences in competency based interviewing, talent mapping, salary benchmarking and leadership assessments, Merve is currently in a leading Consultant role for the Life Sciences & Healthcare and Consumer Products & Services Practices. Representing the company at the French Chamber of Commerce, Merve also has a focus on French Companies entering

the Turkish market and establishing new divisions or expanding their organizations in Turkey.

Merve graduated with a B.A. degree in Sociology from Koc University. She completed her MBA with a Human Resources concentration at Bilgi University. She is fluent both in French and English.

#### **Industry Practice Expertise**

Consumer Products and Services • Life Sciences & Healthcare

# Reports

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