



# Creating People Advantage 2023

Country Deck Lithuania

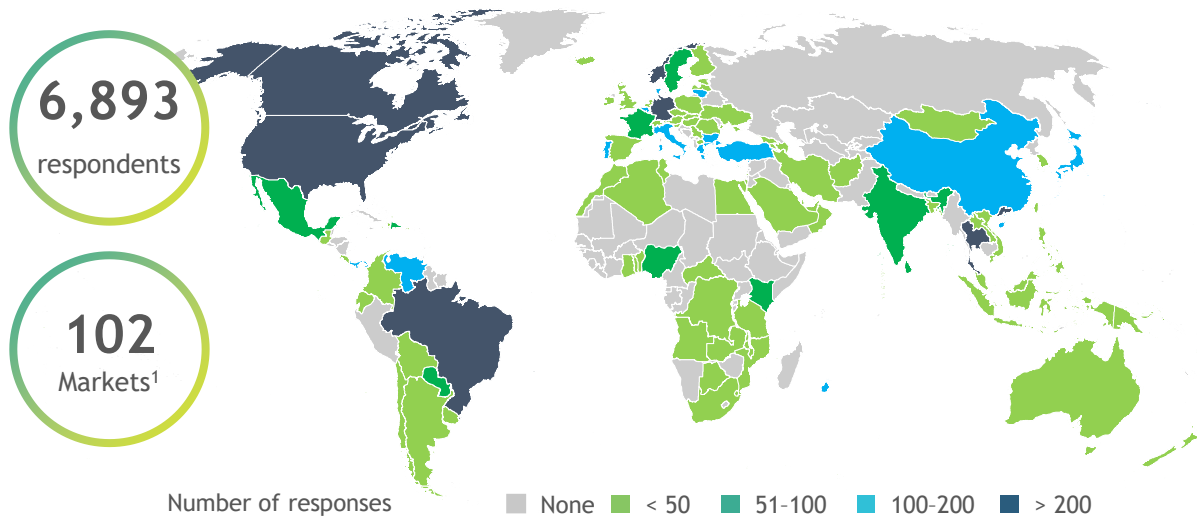
NOVEMBER 2023



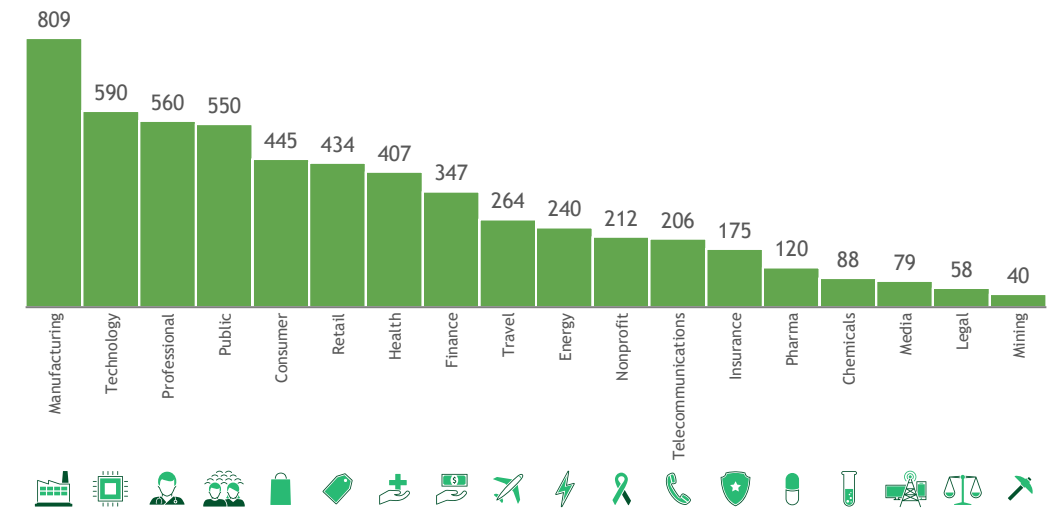


- Global overview of results
- Lithuania country results

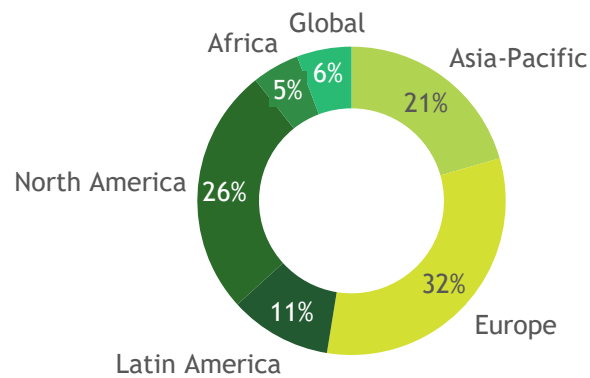
# Our survey drew responses from almost 6,900 participants in 102 markets across various industries and seniority levels



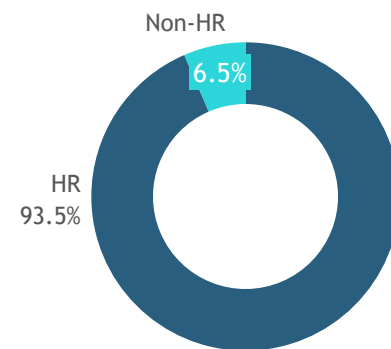
## Industry split



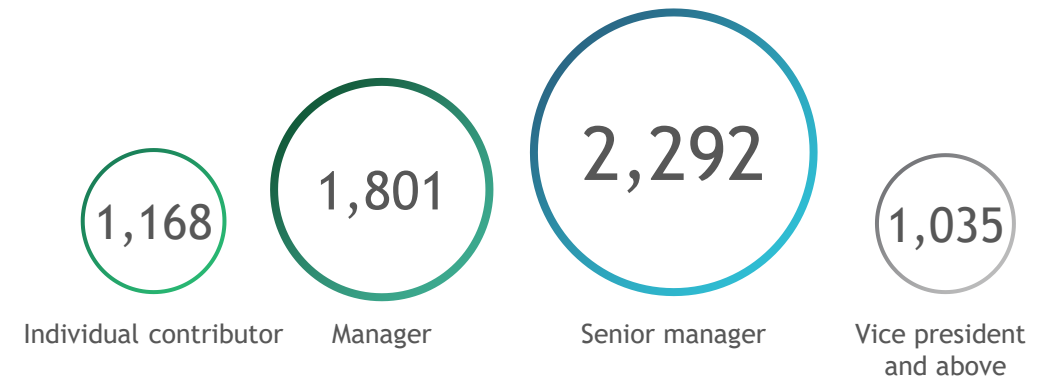
## Regional split



## Current position



## Level of seniority



Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,893).

Note: "Other" and "N/A" responses are not included in this overview. Because of rounding, not all sector percentages add up to 100%.

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# 32 HR and People Management topics were assessed along nine clusters on current internal capabilities and future importance

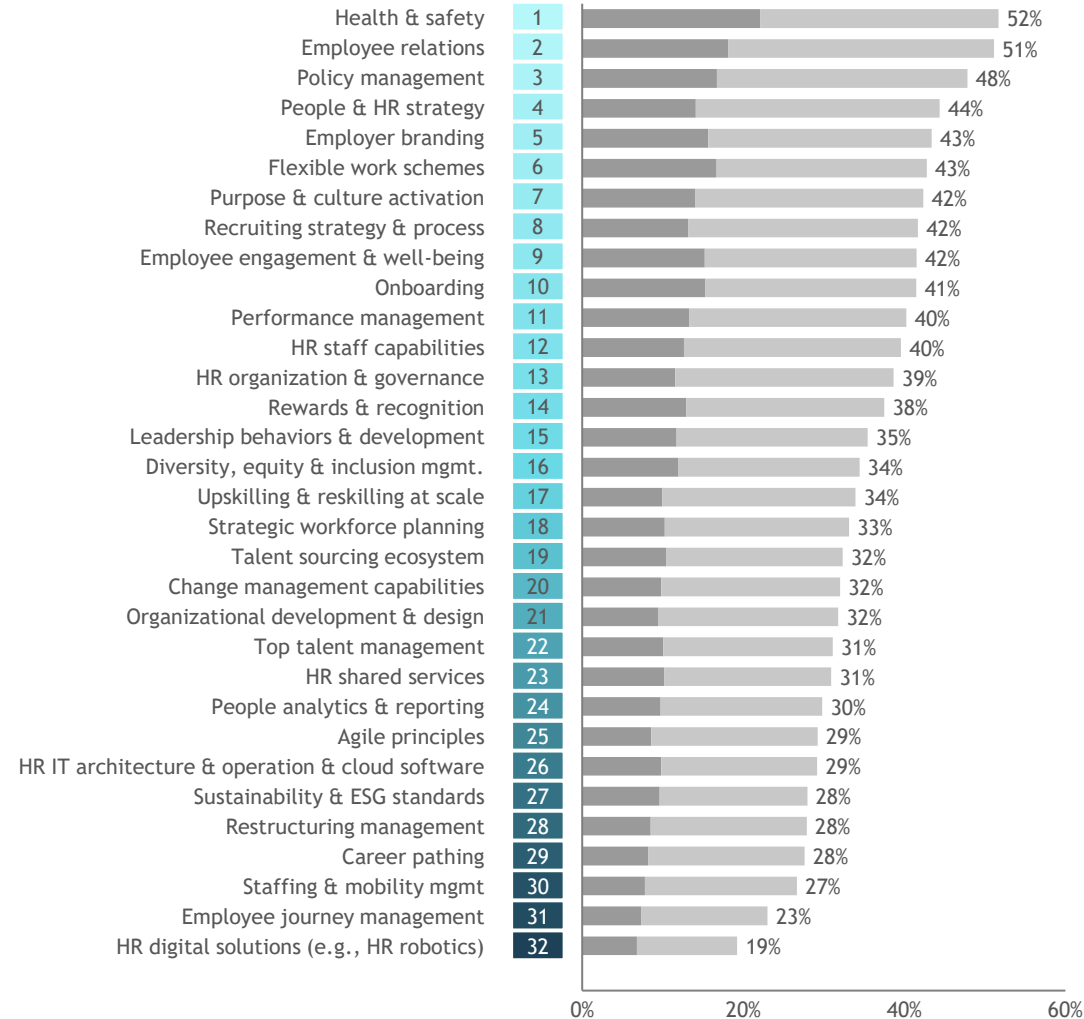
## Clusters

## HR and People Management Topics

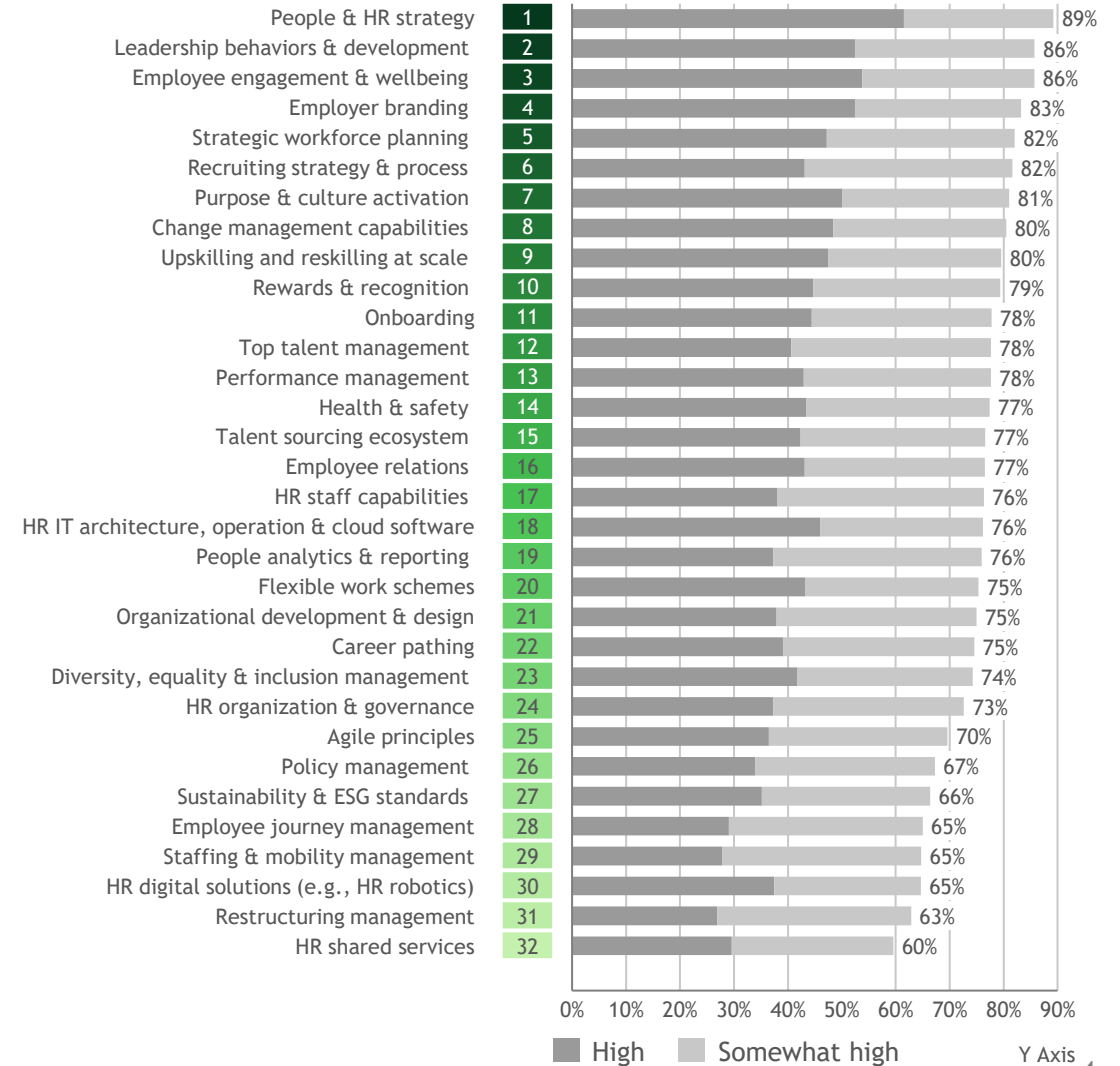
People and HR Strategy, Planning and Analytics	People and HR Strategy	Strategic Workforce Planning (incl. job architecture and skills taxonomy)		People Analytics and Reporting	
Talent Acquisition	Employer Branding	Talent Sourcing Ecosystem	Recruiting Strategy and Process	Onboarding	
People Development	Upskilling and Reskilling at Scale	Career Pathing	Top Talent Management	Staffing and Mobility Management	
Performance, Rewards and Engagement	Performance Management	Rewards And Recognition		Employee Engagement And Well-being	
Purpose, Behavior, Leadership and Culture Change	Purpose and Culture Activation	Change Management Capabilities	Leadership Behaviors and Development	Diversity, Equality and Inclusion Management	Sustainability and ESG Standards
Labor and Employee Relations	Policy Management	Employee Relations		Health and Safety	
Organizational Transformation	Agile Principles	Organizational Development and Design	Flexible Work Schemes	Restructuring Management	Employee Journey Management
HR Tech Stack	HR IT Architecture, Operation and Cloud Software		HR Digital Solutions (e.g., HR Robotics)		
HR Operating Model	HR Organization and Governance	HR Shared Services		HR Staff Capabilities	

# Ranking of 32 topics for Current Capabilities and Future Importance

## Ranking Current Capabilities



## Ranking Future Importance

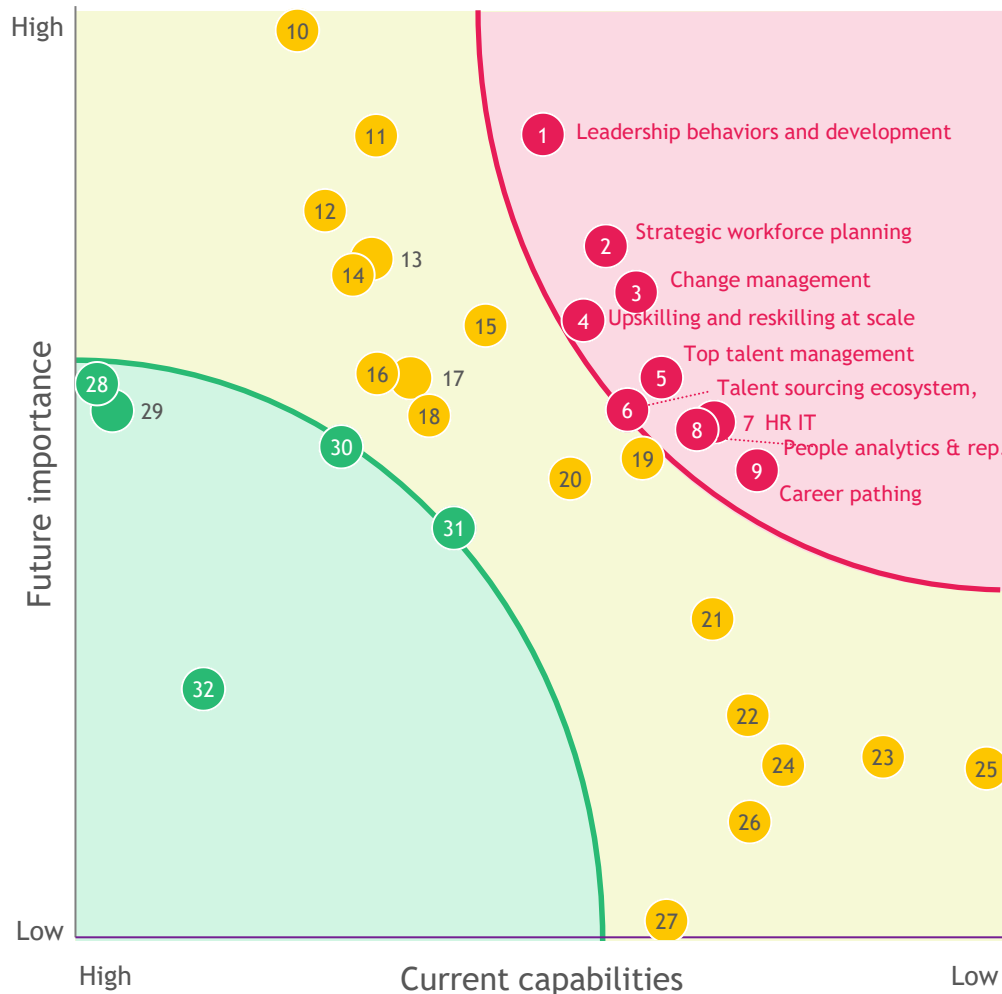


Advanced AI HR solutions have not been ranked in 2023.

Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).



# Segmenting HR topics by Current Capabilities and Future Importance identifies People Management priorities



- Strong need to act
- 1 Leadership behaviors and development
- 2 Strategic workforce planning
- 3 Change management capabilities
- 4 Upskilling & reskilling at scale
- 5 Top talent management
- 6 Talent sourcing ecosystem
- 7 HR IT architecture, operation & cloud software
- 8 People analytics & reporting
- 9 Career pathing

- Medium need to act
- 10 People & HR strategy
- 11 Employee engagement & wellbeing
- 12 Employer branding
- 13 Recruiting strategy & process
- 14 Purpose & culture activation
- 15 Rewards & recognition
- 16 Onboarding
- 17 Performance management
- 18 HR staff capabilities
- 19 Organizational development and design
- 20 Diversity, equality & inclusion mgmt.
- 21 Agile principles
- 22 Sustainability & ESG standards
- 23 Employee journey management
- 24 Staffing & mobility management
- 25 HR digital solutions (e.g., HR robotics)
- 26 Restructuring management
- 27 HR Shared services

- Low need to act
- 28 Health & safety
- 29 Employee relations
- 30 Flexible work schemes
- 31 HR organization & governance
- 32 Policy management

Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).  
 Note: Based on answers “high” and “somewhat high”

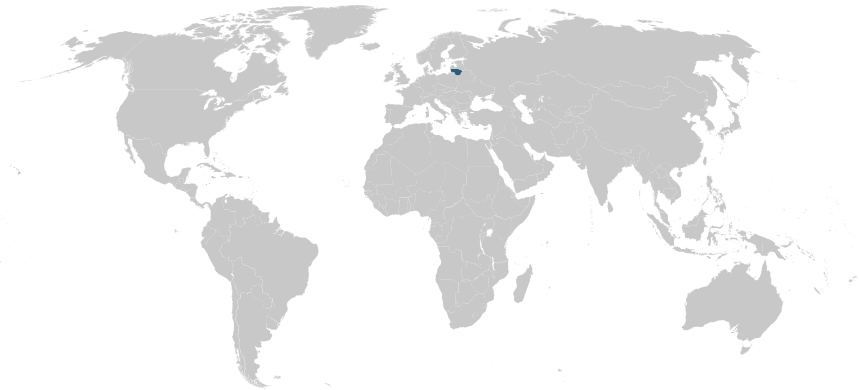


Global overview of results

➤ Lithuania country results

# Our survey drew 150 responses from Lithuania

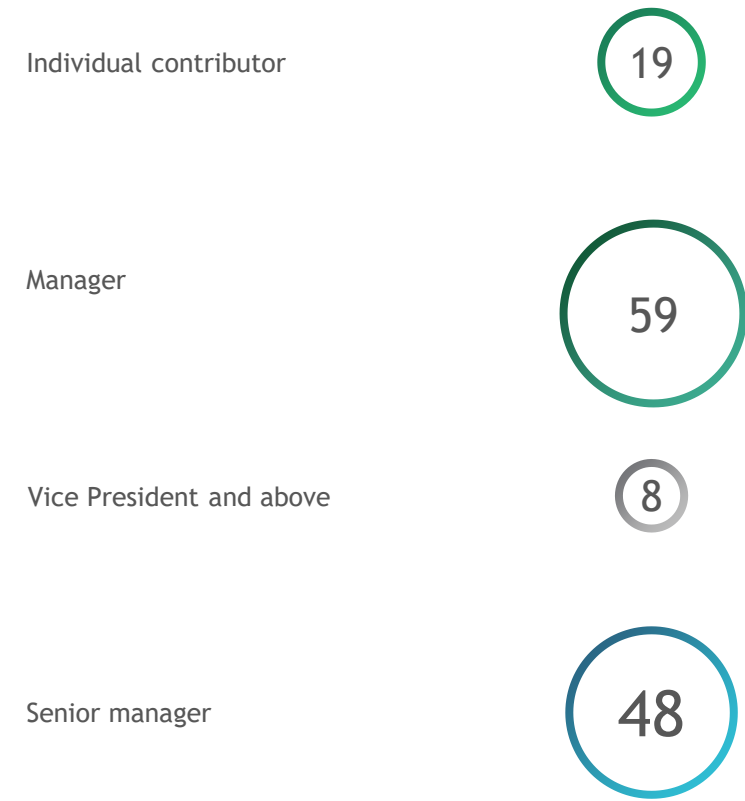
## Geography



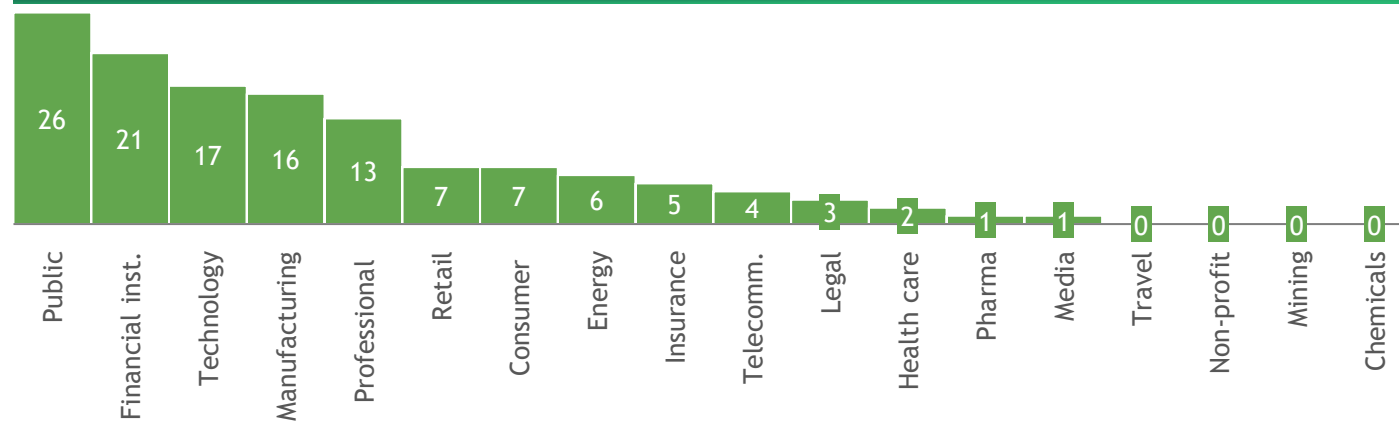
## Respondent position



## Level of Seniority



## Industry split



Source: 2023 BCG/WFPMA proprietary web survey and analysis (Global n = 6,893, Lithuania n = 150).  
 Not Included: N/A and other answers (Industry split: 21 respondents in other industries)





# Current Capabilities: Ranking of nine clusters across economies

	Global	Americas					Europe										Africa			Asia Pacific								
Order by global ranking		Canada	USA	Mexico	Venezuela	Brazil	Belgium	France	Germany	Switzerland	Denmark	Sweden	Norway	Lithuania	Bulgaria	Portugal	Italy	Greece	Turkey	Nigeria	Kenya	South Africa	India	Singapore	China	Hong Kong <sup>1</sup>	Thailand	Japan
Labor and Employee Relations	1	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	1	2	8	3	1	1
Performance, Rewards and Engagement	2	3	3	2	4	4	2	2	2	4	3	3	2	2	3	3	2	2	6	6	4	1	3	1	7	2	2	2
Talent Acquisition	3	2	2	5	6	3	3	5	3	5	5	2	3	3	2	2	3	1	3	2	1	5	2	5	1	4	7	3
HR Operating Model	4	4	5	6	5	6	4	3	7	2	4	6	5	5	8	6	8	9	2	4	5	8	4	3	5	1	8	7
People and HR Strategy, Planning and Analytics	5	5	4	4	2	1	7	7	8	8	7	5	6	6	4	5	5	3	4	3	3	6	5	8	2	5	4	6
Purpose, Behavior, Leadership and Culture Change	6	6	6	3	3	5	5	4	4	3	2	4	4	7	5	4	4	4	5	7	7	3	6	4	4	7	3	5
Organizational Transformation	7	7	7	8	8	9	6	8	5	6	6	7	7	4	7	8	7	8	8	8	8	7	7	6	9	8	5	4
People Development	8	8	8	7	7	7	8	9	6	9	8	8	9	8	6	7	6	6	7	5	6	4	8	7	3	9	6	8
HR Tech Stack	9	9	9	9	9	8	9	6	9	7	9	9	8	9	9	9	9	7	9	9	9	9	9	9	6	6	9	9
Number of responses	6,893	423	1,371	74	155	207	154	69	210	109	128	98	212	150	133	101	161	144	147	98	55	45	67	48	180	502	234	144

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Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).

Color code for global ranking  
 Low focus needed  High focus needed 8

# Topic ranking across economies by Current Capabilities



## Top & bottom five topics: Current Capabilities

	Global	Americas					Europe										Africa					Asia Pacific						
Order by global ranking	Canada	USA	Mexico	Venezuela	Brazil	Belgium	France	Germany	Switzerland	Denmark	Sweden	Norway	Lithuania	Bulgaria	Portugal	Italy	Greece	Turkey	Nigeria	Kenya	South Africa	India	Singapore	China	Hong Kong <sup>1</sup>	Thailand	Japan	
Health & safety	2	2	2	1	2	3	1	3	3	1	1	1	2	1	1	1	3	1	1	5	8	1	2	17	26	1	4	
Employee relations	3	1	1	4	1	5	3	2	4	4	4	5	3	2	2	2	20	2	5	3	4	2	10	30	16	4	8	
Policy management	7	3	3	2	4	12	5	1	1	2	2	14	8	8	5	6	28	3	2	8	10	2	4	24	6	8	2	
People & HR strategy	4	5	5	6	7	1	9	11	23	18	7	6	7	4	6	8	1	5	6	9	4	5	15	16	10	9	11	
Employer branding	9	6	6	4	13	11	12	22	9	12	9	8	14	16	11	9	10	2	6	7	4	13	17	20	1	3	12	7
Restructuring management	27	22	29	27	16	30	21	21	14	23	21	20	21	21	24	31	24	31	27	27	27	16	26	25	31	23	20	23
Career pathing	30	29	24	26	29	26	29	25	27	29	31	27	32	30	29	28	28	26	29	25	28	23	31	30	21	17	25	28
Staffing & mobility mgmt	25	28	27	24	23	31	19	23	25	30	27	29	25	17	25	21	25	29	25	17	29	28	29	28	11	30	25	24
Employee journey management	31	31	31	32	30	24	25	27	26	24	29	30	30	24	26	30	29	24	30	31	31	22	30	26	32	32	31	30
HR digital solutions (e.g., HR robotics)	32	32	32	31	32	29	32	27	31	27	32	32	31	32	32	32	30	32	32	32	32	32	31	26	21	32	32	
Number of responses	6,893	423	1,371	74	155	207	154	69	210	109	128	98	212	150	133	101	161	144	147	98	55	45	67	48	180	502	234	144

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Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).

Color code for global ranking  
 Low focus needed  High focus needed 9

# Ranking of 32 topics for Current Capabilities Global vs Lithuania; significant differences in 2 topics



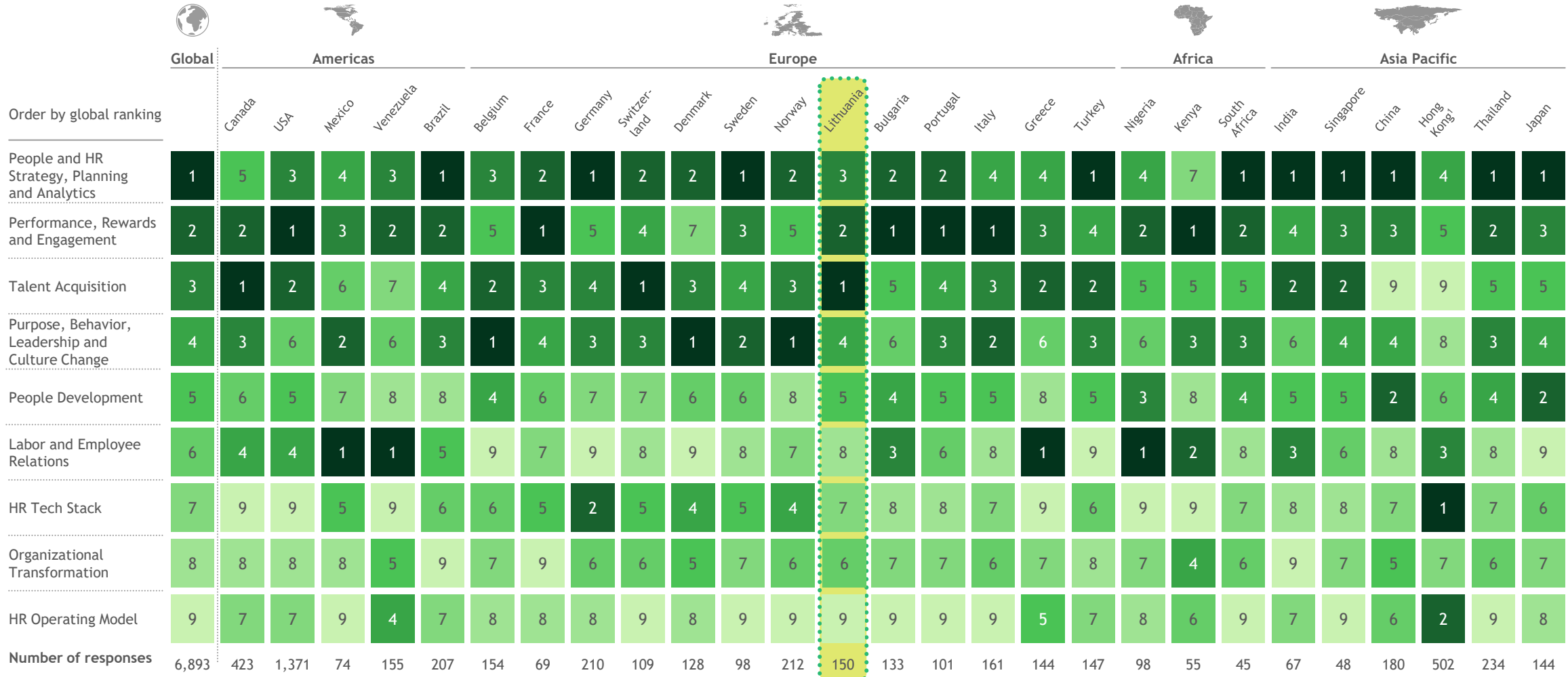
## Lithuania vs. Global comparison

↑ Future importance of **Staffing & mobility mgmt.** ranked significantly higher


↓ Future importance of **Employer branding** ranked significantly lower

Source: 2023 BCG/WFPMA proprietary web survey and analysis (Global n = 6,842, Lithuania total n = 150).

# Future Importance: Ranking of nine clusters across economies



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Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).

Color code for global ranking  
Low Importance  High Importance

# Topic ranking across economies by Future Importance



## Top & bottom five topics: Future Importance

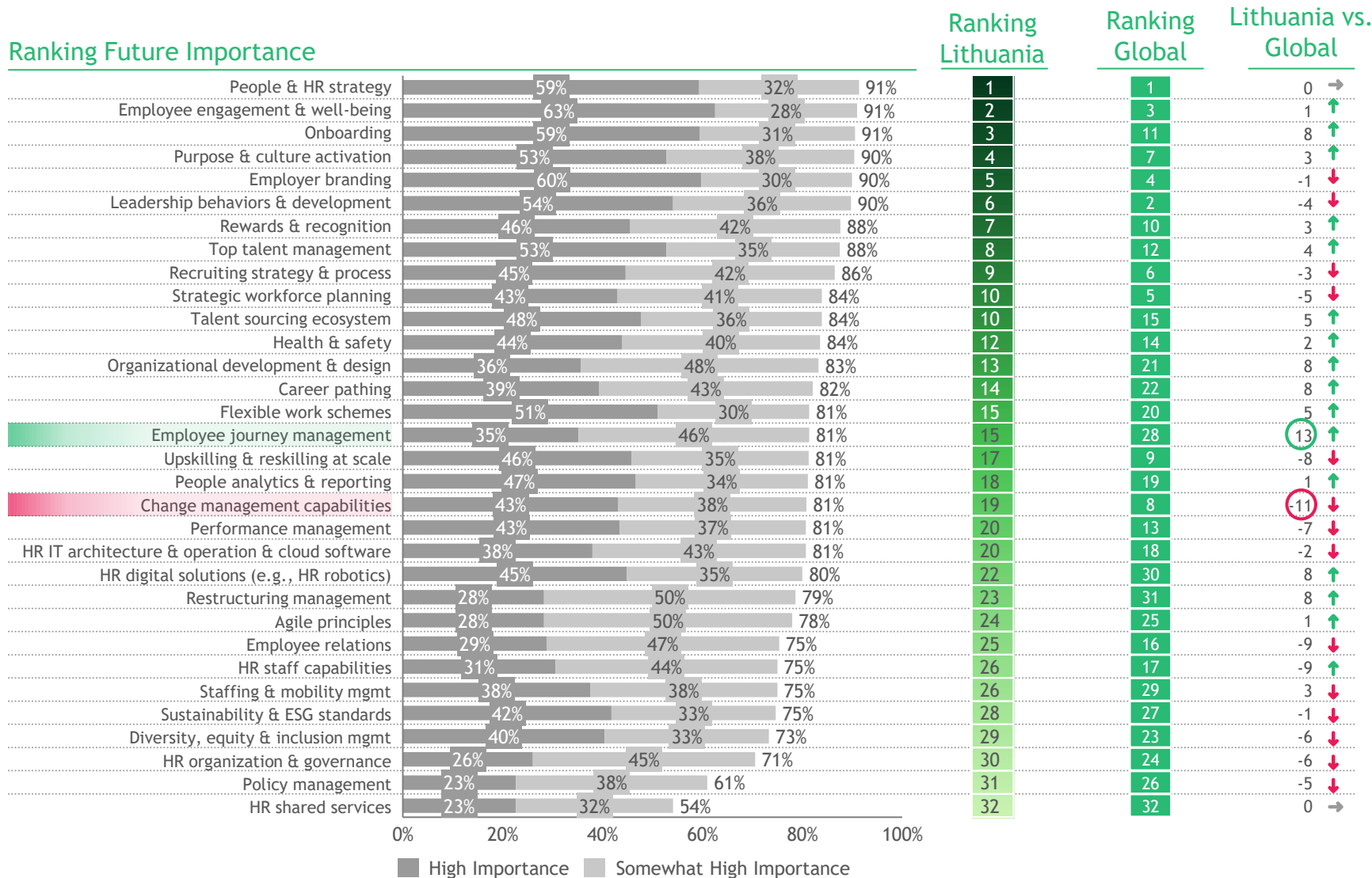
	Global	Americas					Europe										Africa			Asia Pacific								
Order by global ranking	Canada	USA	Mexico	Venezuela	Brazil	Belgium	France	Germany	Switzerland	Denmark	Sweden	Norway	Lithuania	Bulgaria	Portugal	Italy	Greece	Turkey	Nigeria	Kenya	South Africa	India	Singapore	China	Hong Kong <sup>1</sup>	Thailand	Japan	
People & HR strategy	1	1	2	5	7	4	3	6	1	1	1	2	1	2	1	3	2	6	10	20	5	1	6	13	11	28	4	3
Leadership behaviors & development	2	3	4	3	5	2	1	5	2	5	2	1	2	6	7	4	3	4	7	6	6	3	4	4	6	18	2	4
Employee engagement & well-being	3	28	1	1	1	1	2	7	3	2	3	3	1	3	1	1	1	2	3	15	1	1	1	2	10	1	1	
Employer branding	4	9	10	12	19	5	11	8	5	10	12	6	6	10	10	14	15	4	15	27	10	2	2	1	12	8	2	
Strategic workforce planning	5	4	6	7	24	8	5	14	9	3	4	4	8	5	18	6	5	2	2	11	22	13	5	3	10	14	11	5
Employee journey management	28	31	32	23	32	23	27	28	11	24	13	21	20	22	30	27	28	30	17	32	32	29	30	20	22	8	28	26
Staffing & mobility mgmt	29	25	28	27	26	29	22	11	23	27	25	15	25	15	29	27	21	24	29	25	18	28	27	21	31	31	26	25
HR digital solutions (e.g., HR robotics)	30	32	29	31	20	31	30	31	28	31	29	29	28	23	27	31	29	31	28	28	29	30	29	29	15	25	24	28
Restructuring management	31	26	25	29	27	32	17	26	30	29	22	28	31	26	31	30	30	29	27	31	31	21	25	30	20	29	29	10
HR shared services	32	30	31	32	23	28	32	32	31	32	30	31	32	32	32	32	32	31	29	30	32	32	32	17	6	31	31	
Number of responses	6,893	423	1,371	74	155	207	154	69	210	109	128	98	212	150	133	101	161	144	147	98	55	45	67	48	180	502	234	144

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Source: 2023 BCG/WFPMA proprietary web survey and analysis (n = 6,842).

Color code for global ranking  
 Low Capability  High Capability

# Ranking of 32 topics for Future Importance Global vs Lithuania; significant differences in 2 topics



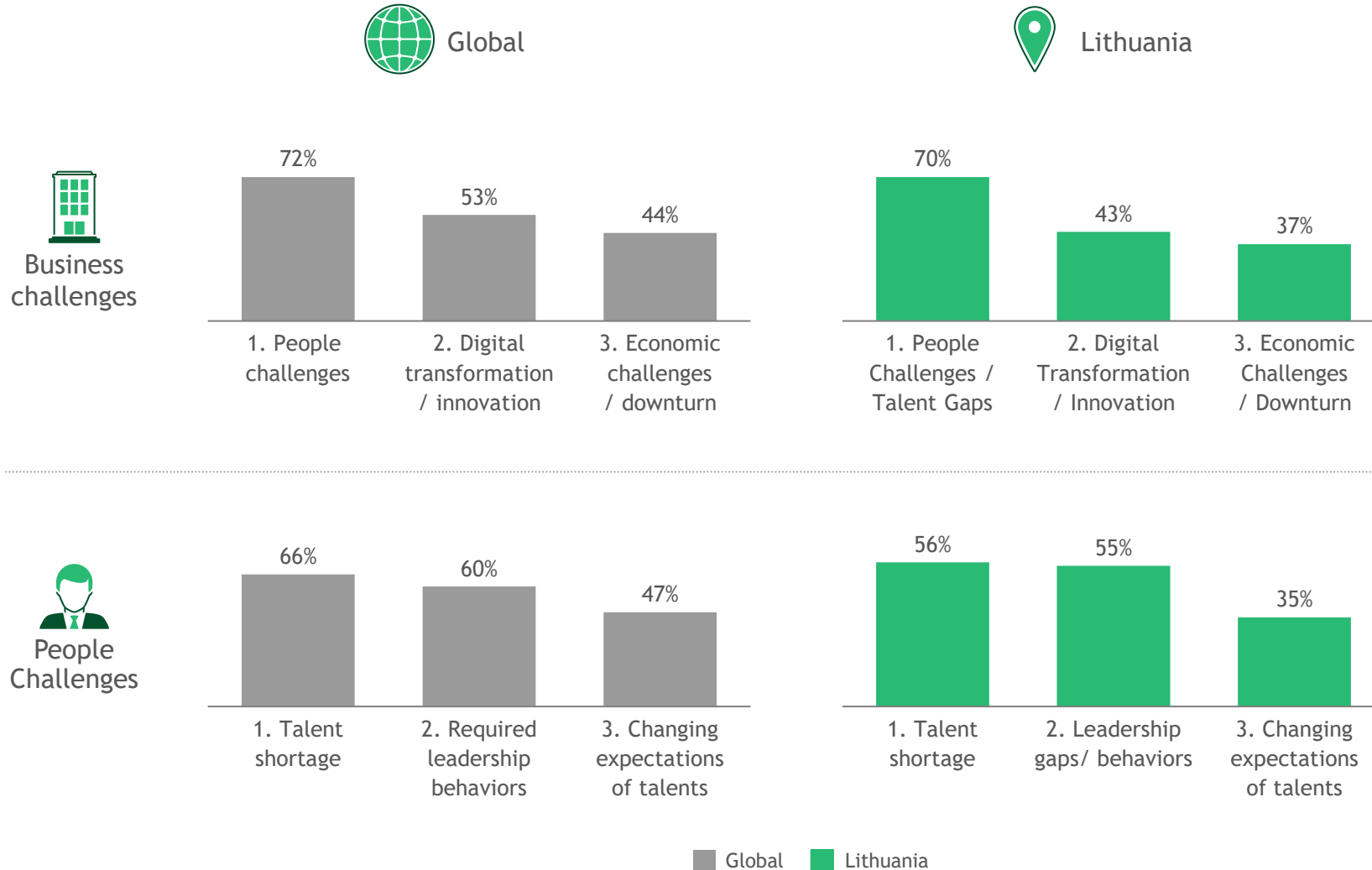
## Lithuania vs. Global comparison

↑ Future importance of **employee journey management** ranked significantly higher

↓ Future importance of **change management capabilities** ranked significantly lower

Source: 2023 BCG/WFPMA proprietary web survey and analysis (Global n = 6,842, Lithuania total n = 150).

# Top people and business challenges in Lithuania are not different from global ones

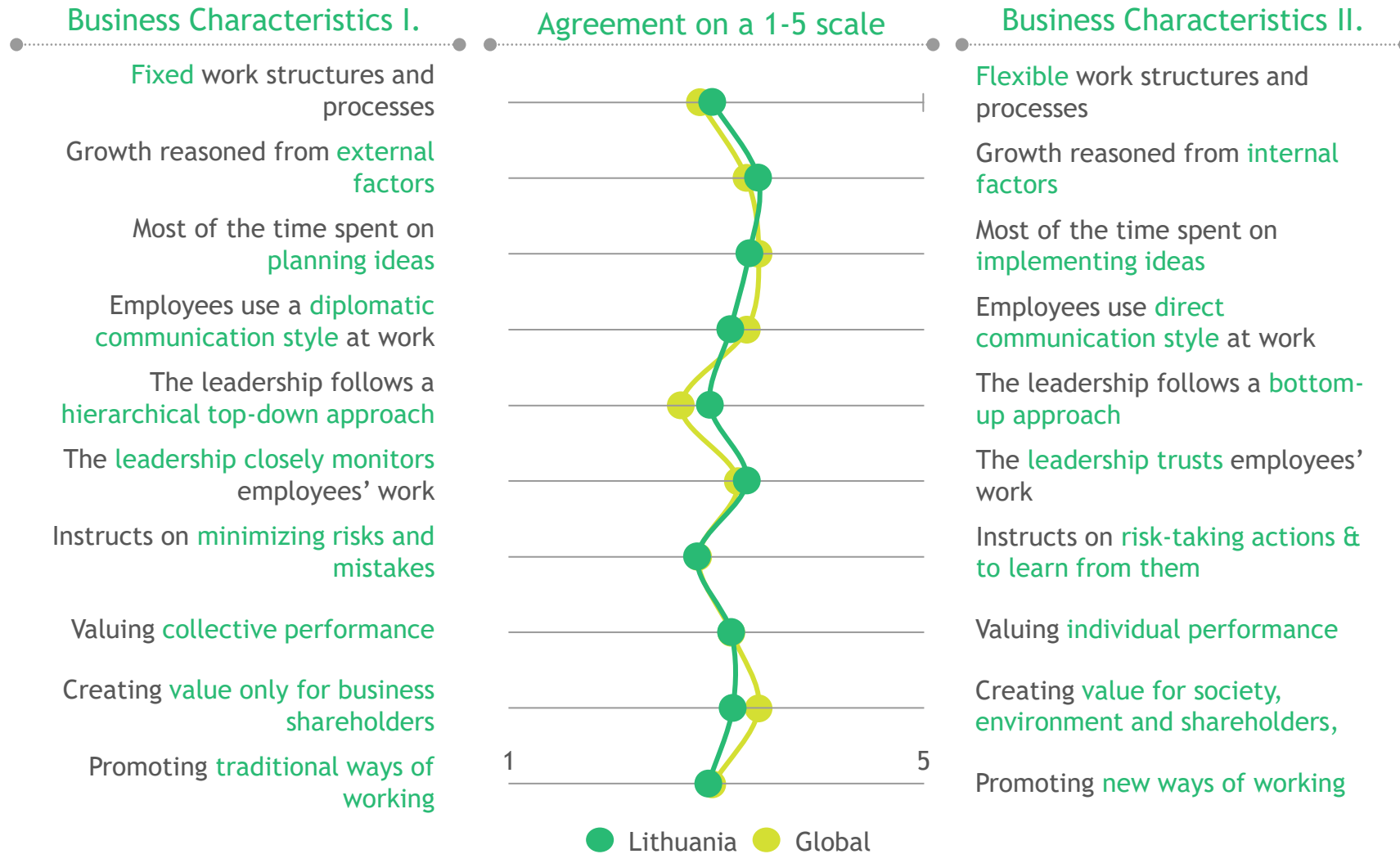


## Lithuania vs. Global comparison

➤ Respondents from Lithuania having the same top business and people challenges as global averages



## Core business characteristics; Lithuanian results correlate strongly with global averages



Source: 2023 BCG/WFPMA proprietary web survey and analysis (Global n = 6,169, Lithuania total n = 150).

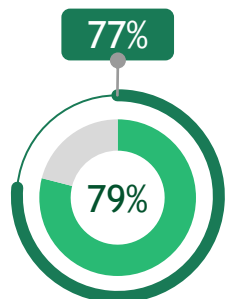
### Lithuania vs. Global comparison

- Business characteristics in Lithuania are very comparable to global results

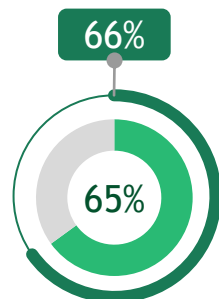




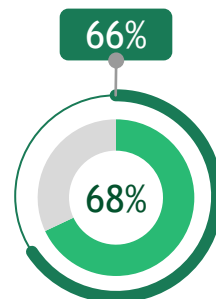
# Using relevant digital technologies seem to be the biggest HR challenge in Lithuania



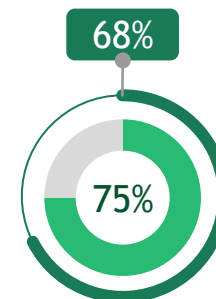
77% of survey respondents say that HR is in **constant dialogue with the business** and its needs



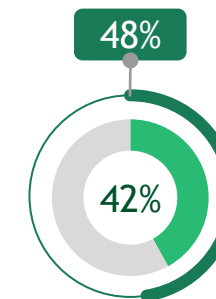
66% of survey respondents say that within the organization, the **People Perspective is strongly supported and defended**



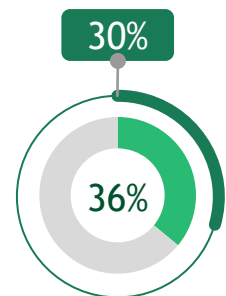
66% of survey respondents say that HR is **proactively shaping the strategic agenda** with regards to people & organization topics



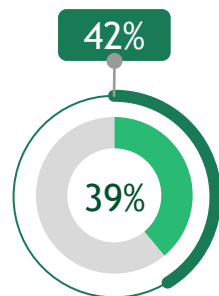
68% of survey respondents say that HR is an **important part of the corporate strategic decision-making process**



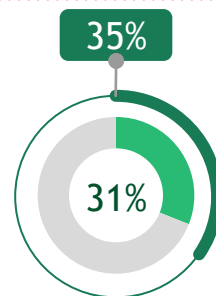
42% of survey respondents say that **diversity is engrained on all processes** and ways to benefit from the **positive impacts** are in place



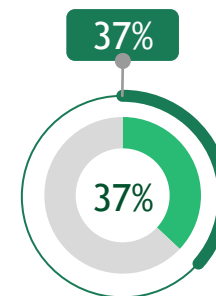
36% of survey respondents say that HR is **using data and analytics** to anticipate people challenges



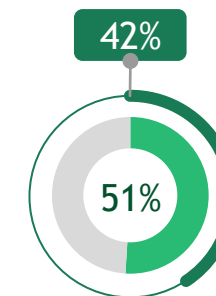
39% of survey respondents say that **sustainability aspects are reflected** in all people practices



31% of survey respondents say that HR is **using relevant digital technologies**



37% of survey respondents say that HR finds **proactive and effective ways to mitigate talent scarcity**



51% of survey respondents say that HR **processes are seamlessly integrated**

Note: Percentage agreement by answers “agree” or “tend to agree” to the listed hypotheses  
Source: 2023 BCG/WFPMA proprietary web survey and analysis (Global n = 5,875, Lithuania total n = 150).

Global
  Overall agreement

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