

With Confidence

JFP Executive Search

IIC Partners

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Leader

A HEAD-HUNTER KNOWS HOW TO CHECK THE BAROMETER

What do a barometer and a head-hunter have in common? Such much that a professional in executive search could draw an equals sign between the two words. Just as a barometer foretells the forthcoming weather, a good head-hunter knows the spirit of the times and what is needed. Each time needs its own pioneers.

The helicopter perspective keeps the head-hunter on the map but it doesn't give him or her a compass. The direction is indicated by professional skill. You have to be able to reflect the overall business climate onto the needs of an individual company. By sparring and by giving the right answers to the right questions, personnel risks can be minimised and resources can be channelled properly.

At its best, executive search combines the company's acute need for recruitment with the surrounding business climate and the direction of progress. Leaders of change, supporters of growth and strategic modernisers are needed according to what the barometer says at the time. Today there is demand for modernisers who meet international standards.

An increasingly important part of professional expertise is the code of ethics, without which the trust business works as badly as a used matchstick. Ethically sustainable ground rules combine the interests of the customer with those of the individual. Collaboration based on a long customer relationship is professional and it is based on partnership. It follows from this that problems will be solved in a values-oriented way, using creativity and an analytical approach.

At executive search, every professional commission is based on a strong vision of the customer's interests and of the fair treatment of individuals. It follows that promises and expectations will be in perfect balance. When trust is a part of professional skills, every recommendation is backed by the support of the entire organisation.

JUKKA HÄNNINEN

CHAIRMAN OF THE BOARD OF DIRECTORS, PARTNER



*"You can already see competition for key people heating up now that baby boomers are retiring at an accelerating rate," as JFP Executive Search's Managing Director **Erkki Arvola** and Board Chairman **Jukka Hänninen** point out.*

The trust business needs a revamp

Today, with a record-breaking busy year behind us and competition for key corporate people intensifying, it's a good time to seek a new image and to refocus working methods. These are the opinions of Board Chairman Jukka Hänninen and Managing Director Erkki Arvola, who spearhead one of Finland's top recruitment companies specialised in executive searches.

In terms of commissions and the number of international jobs, 2004 was the busiest year in JFP Executive Search's 25-year history. A bag of almost 80 commissions builds a sound base for a new image and for honing the working methods. It also avoids the risks of getting stuck in a rut.

"We are very aware that every company has to update itself from time to time. The new name – JFP Executive Search – is catchy and customer-driven. It also embodies a clear message about the background support of a worldwide chain that we enjoy as its Finnish link," says Chairman Jukka Hänninen.

Together with Managing Director Erkki Arvola, he assures us that the image revamp is no mere cosmetic change.

A dependable interlocutor

JFP Executive Search listens to its corporate customers and is a reliable partner in discussions. Its catchwords are nimble and youthful, local and global. Managing Director Erkki Arvola emphasises the importance of understanding the customer's business well enough and of needs-based responsiveness. Viewed from a helicopter perspective, companies and the corporate climate have a lot to learn together and they have the direction of progress to discuss.

"Our aim is to underpin our position among the top three Finnish executive search companies and to expand commissions increasingly clearly into senior decision-making. Now is the time for these policy decisions," says Managing Director Arvola.

Chairman Jukka Hänninen stresses the importance of informing customers regularly and constantly keeping them up to date.

Sharp instruments

For an executive search to be effective, many things have to be dealt with at the same time. All the instruments – research, interviews, "scanning" the field, and the international partnership network – have to be operational and available all the time.

"Natural, almost daily contact with a partnership network embracing more than thirty countries opens up expertise and facilitates confidential cooperation with all the member countries. Language and the business culture in, for example, Russia or Brazil are not handled by remote control when a commission can be passed on for a loyal partner to handle.

"The wide experience and professionalism of our partner-consultants and associate consulting team guarantee that we will find the most suitable candidates from a number that emerge at the same time. The principle is that the person in charge always has the support of the whole team," Arvola and Hänninen emphasise.

Internationalism comes to the fore in as-

sessing the challenges that are typical of today. When you're looking for a Nordic executive, for example, nationality makes no difference and a professional has no homeland.

JFP Executive Search, which focuses increasingly on senior management, considers recruitment outside a company as a vital consideration for the company's development. After all, a rolling stone gathers no moss.

"The more relevant information the headhunter is given, the better the commission will succeed. The need for information, like the discreet treatment of people and issues, are of heightened significance in recruiting top executives. Every rumour and false signal erode confidence and increase the risk of error," Arvola and Hänninen note.

"It's important for us that our member companies in all countries follow the same ethical ground rules," say JFP Executive Search's Board Chairman Jukka Hänninen and Managing Director Erkki Arvola.

ILKKA NOUSIAINEN

EDITA PRIMA'S MANAGING DIRECTOR KIM GRUNDMAN:

Good personnel are the key to results

Edita Prima's Managing Director **Kim Grundman** points out that it's good to have an expert's help when it comes to choosing personnel. "It's hard to find the right person, one who fits the profile, by yourself. I've hired capable workers, but I've also had to fire a lot of people. We no longer use newspaper advertisements for recruitment – half of the applicants can be good and the other half anything but. I don't have the time to create a detailed profile myself. A specialist knows how to screen for potential accurately," he says.

Good experience is encouraging

"We have really excellent experience of JFP Executive Search. The search process was right on target when we were recruiting professionals in sales and marketing for our Print Gate service. These people have been with us now for almost two years and profits are on the way up. Good references of our customer base include Finnair, Fazer and Valio," says Kim Grundman.

Character analyses also tally

Kim Grundman considers it important that work is done individually and in groups. "In a corporate group like Edita, you need collaboration and interaction on marketing between many subsidiaries, so the personnel also need to have different characteristics. This is another point where JFP's professionalism comes across clearly – their profiles fit perfectly with the individuals' personality on the job," he adds.

Kim Grundman tells us that saving money can turn out very expensive and lead to a regrettable and psychologically wearing process for all involved if the recruitment fails. "In this respect too it's important to let an expert do the job – whatever it is – and concentrate on your own field of



excellence. We want human resource issues also in the future to be in safe and capable hands. It's in the interests of both us and our future employees to have the best possible solution model," he says.

Kim Grundman believes that the media and Edita as a comprehensive service supplier will invest in multi-skilled personnel now and in the future. "A broader vision is needed. We no longer sell just printing services but service concepts customised with content production, book publishing or almost anything. The future of sales is in consulting and interactivity," says Kim Grundman in closing.

MIRKKA KORTELAINEN

The research consultant team's work provides the background

Personnel recruitment search is a large-scale and demanding process. It calls for skills and expertise to pick the right person for the company, the candidate who meets the requirements both in the short and the long term. JFP Executive Search's research consultant team performs "investigative journalism" in its field to check out potential employees' backgrounds, spheres of expertise and strengths. And much more.

As business has picked up, JFP Executive Search's research consultant team has taken on reinforcements. **Annika Lindgren** brought international expertise and language skills with her – she also speaks Russian and French.

The other team members – **Tiina Kansanen**, **Tuija Oinonen** and **Cati Järnmark** – are experienced in their research consultant work and they are professionals in their fields. Taken as a whole, the team has very wide and multifaceted capabilities: sales, marketing, technical processes, and administration and financing. The input of the four skilled research consultants shows in the form of successful recruitments and customer satisfaction.

A diverse network

"Our network, with the customers we already have, is very broad and embraces fields of business in both Finnish and international companies. Strong customer commitment and our long-term experience are also important resources of ours. We also have excellent sources for employee recruitment," says Tiina



The members of the research consulting team (left to right) Annika Lindgren, Tiina Kansanen, Cati Järnmark and Tuija Oinonen.

Kansanen. The entire research consultant team are in agreement on this – they have good, direct and trusting channels of communication with the corporate customers and interaction is uncomplicated. "Our personnel search process is always performed according to a strict timetable, agreed on in advance. Different kinds of channelling, background work and the management of the overall process has to be done efficiently – and that's teamwork at its best," says Tuija Oinonen.

"Our international network is very important in this respect and so is our strength. The new EU member states are another growing market region where international executives are wanted," Cati Järnmark notes.

A business-driven search process

"Our systematic executive search is based on the requirements set for the post and the search profile. Together with the customer, we define the business aims and the job description and personal profile of the recruit. On the basis of this detailed definition, which is approved by the customer, we then begin our investigative search work," research consultant Tuija Oinonen explains.

"After background research, we contact the identified individuals. We use thoroughgoing interviews to assess the candidates' skills – their strengths and any weaknesses. The candidate's motivation is also important – the job has to fit the individual's career path," says Tiina Kansanen.

Motivation as a resource for the company

"The assessment of the corporate management and executives in relation to the company's future strategy is interesting. It's also important to be able to assess the chosen individual's potential for growth in the job and career development. Good

motivation means commitment – and that yields results," says Tiina Kansanen.

"Longtime customers who are strongly committed to us also bring in a lot of information that would be hard to access or envision – let alone use – through superficial contacts," say Tuija Oinonen and Tiina Kansanen.

Summer will soon be upon us, and it is good to bear in mind that the search process and release from existing commitments take time – executives' periods of notice have lengthened along with executive contracts. "It's good to start a personnel search in time," they point out.

MIRKKA KORTELAINEN

Executive search goes international

IIC Partners' Swiss president Urs M. Wüthrich believes in his assessment that competition for cutting-edge talent will intensify and internationalise. Finland's position, between the Nordic countries and Russia, is an exciting challenge.

How would you describe the advantages that the Finnish company JFP

Executive Search gets from cooperation with IIC Partners?



IIC Partners' president Urs M. Wüthrich

UW: IIC Partners is one of the biggest truly global executive search networks in the world and it is probably the fastest growing of

them all. We offer a complete palette of services in the sector through our 55 agencies in all the main business centres in the world.

We facilitate access for our customers to all the leading markets with the help of our experienced specialists, wherever services are needed at the time.

Our worldwide network of agencies feeds us with global market information with which we can advise our customers in picking the right kind of executives to enable them to create and maintain a short- and long-term competitive edge in their companies.

The independent and successful member companies of the IIC Partners chain are well-known locally and recognised for their adequately diverse expertise. Our consultants know how to discern the genuine careers behind praise-filled business headlines.

Does international collaboration reach the operative level? If so, how do the advantages show up in Finland?

UW: Our customers operate regularly on an international basis, meaning a world-class demand for recruitment. To hunt talent of this class, you need a local, regional, but also supranational executive search. Everything that IIC Partners has and what it can do.

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In Finland, companies encounter international competition even if they operate on the national scale. This means they too need talent that meets global standards. The increasingly open Nordic market demands Nordic know-how, and our agencies in Oslo, Stockholm and Copenhagen are available for the Helsinki agency to use. Support is just as conveniently available through the agencies in continental Europe and the Americas.

Because of the joint themed meetings, which are held at least twice a year, plus other necessary contacts, the members of the network know each other and can rely on confidential local help whenever it's needed. The members of IIC Partners know each other personally and they work together regularly.

How does executive search reach the best people?

UW: There are many reasons why our work demands full-time professionals. Companies very rarely find the best people to fill key vacancies without help. Newspaper advertisements attract attention and they have image value, but most executives are accustomed to working with a head-hunter.

Head-hunters who do their job professionally look for talented executives on a full-time basis. They have constantly updated geographical and company-specific knowledge of the market. Their ability to go into selecting personnel in depth is on a totally different level from that of companies' in-house HR people. They understand the discreet methodology of executive search and are able to keep the information they receive confidential.

What do you have to say to the Finnish company JFP Executive Search's customers and stakeholders?

UW: Our Finnish partners are exceptionally experienced and strongly networked in their own market region of the Baltic rim. Whenever necessary, they can contact and get support conveniently not only from their Nordic colleagues but also from our network's agencies in continental Europe and globally.

It's also good to know that IIC Partners is one of the ten biggest executive search organisations in the world in terms of both turnover and number of commissions. Our stringent criteria of membership are seen as so attractive that nine leading companies have applied for membership of the network in the past year and a half.

At meetings of members, we also always work on our common business strategy.

In addition to underpinning our specialist expertise, we also constantly attend to interaction and information exchange with state-of-the-art tools. This enables us to successfully maintain executive searches of high standards in the global marketplace, whatever the sector of business.

ILKKA NOUSIAINEN

WANTED

As our business continues to grow, we are looking for a

SENIOR CONSULTANT

with experience in management to join our team.

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