

With Confidence

JFP Executive Search
Since 1979

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Editorial

A perfect palette

JFP Executive Search has broadened its expertise in the fields of pharmaceuticals and biotechnology. Our new consultant, Jussi Holopainen, earned his spurs in the most demanding business management roles of these industries, and excellently reinforces our already comprehensive skills in these fields.

It would not be an exaggeration to say that we have now succeeded in gathering together a perfect package of expertise, covering all fields of business.

Mr Holopainen fits very well into our team, as the cornerstone of our 26-year old business concept has been that all our consultants have a strong background in operational business management. To put it another way, we require the right work experience.

This is the strongest guarantee to our clients that we understand their business and the challenges that it sets. When you have been in the same position yourself solving difficult questions, a central understanding and common language are found in a completely different way. At its best, this means that we provide a sparring partner and an accomplice to assist in carrying through processes of change or in the search for key personnel.

Our clients can have confidence in the fact that we understand their business. Furthermore, thanks to their own personal experience, all our consultants have good personal relations and comprehensive networks in different fields of business. In the executive search process, this a significant benefit. When you do not have to call up all the candidates, the process can be considerably speeded up.

JFP Executive Search is one of Finland's largest executive search agencies. Our clients can choose whether they want to work only with one consultant or to take advantage of the skills and networks of our entire nine-man team.

ERKKI ARVOLA
MANAGING DIRECTOR

A change of direction

In his own words, Jussi Holopainen has moved to a fine new field of expertise, executive search.

He finds his inspiration for his new job in a desire to help companies find the right people. Jussi is excited about being able to make use of his comprehensive networks and all the expertise and experience in business management that he has gathered over the years, both in Finland and elsewhere in the world.

But let's not get ahead of ourselves. Originally, Jussi found his career direction at the University of Kuopio, his hometown. The young pharmaceutical student decided to apply for the Vaasa School of Economics and was admitted. The head of department, however, convinced his student that it was worth completing the pharmaceutical degree. Jussi made up for the working time lost by completing a Master's degree at the School of Economics in just 26 months.

In a hurry to get to work

In 1984, Jussi went directly from the classroom to be a pharmaceutical salesman and product manager at ICI Pharmaceuticals. After a couple of years, this young and able guy was transferred to England to work in R&D. That provided a good opportunity to learn about the international world and people from different cultures. He al-



There's no substitute for experience and networks.



- Everyone has the right to good management, says Jussi Holopainen.

so grew familiar with the role of head office and the internal politics of a large corporation.

When Jussi returned to Finland at the age of 29, he took his first stab at directing a company. As Managing Director of ICI Pharmaceuticals, he simultaneously wound down one business and developed another. There he got to meet people in quite different situations.

In the mid-1990's, Jussi was offered the chance to go to Mexico. His children were at an age at which such an assignment was possible. His ability to cope with a different culture and completely different ways of doing business showed that this man could adapt to anything - even to the fact that, the whole time, the threat existed that he or any of his family members could have been kidnapped. Even the Mexico City traffic seemed to flow smoothly after a couple of years.

Home calls

Jussi enjoyed living abroad, but in Finland it was nonetheless easier to maintain his relationships with his nearest and dearest. He took on the top job at Glaxo Wellcome Oy, a position which his predecessor had occupied for 28 years. During that time, his fingers were in all sorts of pies. Jussi took on the interesting challenge of shaking out the company's business culture and adapting it to the changing demands of its environment.

The next move taught him how to put out blazing fires. The strategy, products and ways of operating were OK, but Tamro almost collapsed at the turn of the millennium due to data systems problems. The managing director had to fight

for the company, under pressure from the public, the authorities and customers. He succeeded with the help of his troops.

After this battle for survival, Jussi became a consultant. In the VIA Group, for the first time he viewed things externally. From there, Jussi was persuaded to establish a start-up company. He led Pharmatory Ltd through a successful process of internationalisation. When the company began, 80% of the business came from Finland; when the opportunity with JFP Executive Search came along, 80% of the business was coming from abroad.

TEXT AND PHOTOS: MIKKO TAIVAINEN

Jussi Holopainen's hobbies:

- *Position's of trust in healthcare organisations*
- *Voluntary national defence*
- *Rotary clubs*
- *Fly fishing*
- *Running*

Experience and openness - assets in Management Audit

In the opinion of CapMan Senior Adviser, Orvo Siimestö, experienced consultants are a key factor in the success of the Management Audit process.

Mr Siimestö emphasises that the use of help from outside the company is a reason why discussion is open. Furthermore, the personnel carrying out the Management Audit process should have their own experience in business management. He likes JFP Executive Search's operating model, in which two consultants carry out interviews. This improves the reliability of results.

– It must, however, be remembered that, at the end of the day, the management of the company always devises the solutions and bears the responsibility, he says.

CapMan is a leading Nordic capital investor. Mr Siimestö has made use of Management Audit in two business deals, the acquisitions of Lumene and Moventas (formerly Metso Drives Oy).



Orvo Siimestö thinks a lot of JFP Executive Search's operating model, in which two consultants take part in the Management Audit Process.



The main business of CapMan (est. 1989) consists of the administration of capital funds.

When a capital investor buys a company, it devises a strategy for it aimed at growth and development. Once the strategy is ready, an organisation aimed at that objective is formed and then staffed.

Gathering speed

– Management Audit is carried out right at the start of the process. It tells much about the personnel and also the company's business culture. The alternative is that 1 - 1½ years is spent learning from within. Management Audit can accelerate the acquisition process by as much as six months, estimates Mr Siimestö.

Whether or not suitable personnel for the realisation of the strategy can be found from inside or outside the company varies on a case-by-case basis. Mr Siimestö says that a new management group is usually a combination of old and new. Often a company should strengthen through external expertise, so that it can succeed in creating an active spirit to get things done and to manage.

– Direct search is one way of finding the right people. I also use my own and CapMan's networks, he says.

TEXT AND PHOTOS: MIKKO TAIVAINEN

Are the right people doing the right things?

Management Audit is a tool to help owners and business managers to carry out change.

Jukka Hänninen and **Lars Pawli**, Senior Partners at JFP Executive Search say that Management Audit is a combination of traditional management consulting and HR perspectives. The process evaluates not only the ability of management to implement corporate strategies, but also competency, potential and personal qualities.

The Management Audit process should be started up when a company needs to develop: strategy has been changed, new businesses have been acquired, or there is a desire to look into the reasons for such things as problems in a subsidiary company.

– Once the process has been initiated, it is worth carrying it out carefully. In practice the work begins by getting to know the company's operations, strategy and goals. The actual gathering of information is performed through interviews. Open communication is the best way to motivate key personnel: it is possible to influence the process in the direction in which the company is developing. The absolute confidentiality of the interviews guarantees that even the most difficult matters can be openly discussed, explains Mr Hänninen.

A company's commitment to the process is

one factor in its success. Another is the know-how and professional skill of the consultants. Messrs Hänninen and Pawli themselves have rich experience of operational business management. Furthermore, they have already conducted 25 separate Management Audit processes.

Unexpected information

– Often clients receive information that they could not have expected. It is easier to talk about problems with somebody from outside the company than with your own boss, for example. As well as collecting and processing information, we also form opinions on what should be done, says Mr Pawli.

– In the best cases, we have been a sparring partner for the board of directors. Together with the client, we consider what should be done. The worst possible result is that nothing happens, says Mr Hänninen.

Based on the experience of these two gentlemen, the use of Management Audit has increased. The need has always existed. Medium-sized and large companies form the largest client group. Capital investors also use Management Audit when taking control of their purchases. According

to Mr Hänninen's estimates, Management Audit can speed up the process by as much as six months.

– A reason and a clear goal are always needed. Management Audit is an investment in other investments. It should not be entered into lightly, emphasises Mr Hänninen.

TEXT AND PHOTO:
MIKKO TAIVAINEN

- There are cultural differences between different countries, but the problems of business are the same everywhere, say Lars Pawli (left) and Jukka Hänninen.



Local and international expertise

Martine Bournérias, Vice-Chairman of the IIC Partners' chain of offices and a partner at the French PROGRESS Executive Search Agency, values the combination of discipline and flexibility in Finnish executives.



JFP Executive Search is part of IIC Partners' global chain. What benefits does this combination of local and global activity offer Finnish clients?

- This question can be approached through a practical example. A Finnish company is looking for a regional manager for France, where labour legislation is complex. It is difficult to know what kind of conditions to offer in a package which contains such things as health, pension and unemployment insurance and a 'golden handshake'. Contract negotiation and how to settle legal matters can be difficult to understand.

- JFP asks our help in the recruitment of the new executive, and conveys the necessary information about the client, so that we can negotiate the salary, look for suitable terms and conclude a contract with the best candidate. JFP's Finnish client can make use of the experience of PROGRESS in the French executive search market. A prerequisite for success is strong local expertise and confidential co-operation between the offices of IIC Partners.

What kind of working methods are used in this co-operation?

- Personal communication by such means as telephone and reporting in the decisive stages

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of the process. In this case, PROGRESS keeps the Finnish partner informed about the negotiations with the client and about the progress of the search process.

- In the final stage, JFP offered an external and objective viewpoint and helped PROGRESS by discussing the candidates with the Finnish client. This is extremely important, as the very final stage is often sensitive: the candidate demanded more guarantees than had been offered.

What are the strengths of executive search?

- On a general level, you can say that the precision of the search, personal connections, confidentiality, support at the negotiation and contract stages, and expertise provide top-level executives with a suitable working contract.

How would you evaluate top-level Finnish executives? Do they have good export potential?

- In our experience, top-level Finnish executives are mostly from the IT and technology sectors. The way that Finnish executives communicate is pleasant, stimulating and direct. They are disciplined and require that their partners stick to what they have agreed, deliver on time and are meticulous in their reporting. Straightforwardness is

actually the only way to quickly bring work to a conclusion and to get results. Executive searches done with the Finns are usually quicker than those done with the French.

- Finnish executives know what they want, but can also be flexible and change their minds, if they are convinced that things can be handled in a different way. They are a combination of discipline and flexibility. We are absolutely sure that the qualities of Finnish executives are exportable to any company in Europe or the United States.

The French have a positive image of Finnish companies, particularly in the hi-tech field. Why?

- We belong to the same European community: we use the same currency and have the same rules in business. From a French point of view, the excellence of the Nordic countries is united in high-level technology. Everyone is familiar with the success story that is Nokia. The Nordic countries also have a good reputation for combining an economic way of thinking with a good social environment.

TEXT: MIKKO TAIIVAINEN

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