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Nordic Desk



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Greeting



Dear readers,

Kienbaum Nordic Desk has been growing its presence on the Nordic market constantly and substantially since 2005. In the past years, rep offices have been established in Stockholm and Helsinki, and our expanding network has been bringing in new clients, as well as significant return business across the region and also to other CEE locations such as Germany, Poland, Czech Republic and Russia. We clearly have a solid and unique consulting concept on offer, and I have been pleased to notice the strong confidence in this fact, both amongst our clients and internally within Kienbaum.

Being a mature and developed market area, many sectors nevertheless offer a great outlook as the Nordic economies have managed to maintain their dynamism and been posting decent growth figures against the broader European trend. The unfolding year – 2012 – holds considerable promise for us at Nordic Desk. This is first and foremost due to our eagerness and determination to continue making a difference for our clients. Importantly, however, it is also due to the increase in our local smorgasbord* of services – through sharing group-wide capabilities, network and ideas we can truly bring the diversity of Kienbaum to bear and create long term profitable growth for the company as a whole. Thus, in addition to providing bespoke Executive Search, Assessment, and Strategy Consulting according to the Kienbaum one brand principle, a Nordic compensation study – the very first one –, covering the whole range from mid-level managers to board members in the region, will be published later this year.

The increased participation and transparency (values that are easily embraced in a Nordic context) in our group-wide consulting efforts attest to our commitment to best serve our clients. We will not settle for less, which is why I am assured in our efforts to support all Kienbaum clients in the Nordic countries and beyond.

We are pleased to introduce you to our Nordic team and business efforts.

With best regards,

Marcus Honkanen
Director & Partner

* One of few English words of modern Nordic origin;

- etymology: Swedish "smörgåsbord" (literally "sandwich table"), a buffet with many small dishes

- (figuratively) a set of a great number of opportunities to combine



Team

Marcus Honkanen

Director/Partner



- » **Marcus Honkanen** is Director and Partner, in charge of Northern Europe at Kienbaum Executive Consultants GmbH. He is responsible for multi-functional (C-level, Sales, Operations & Manufacturing, Finance, HR) projects in the fields of Industry, Consumer Goods, as well as Energy and Renewables.
- » At Kienbaum, he has comprehensive experience over several years in starting and building up international executive search business on the Nordic, Russian and Central European markets. He has, moreover, steered numerous Management Assessment projects in the whole Nordic region.
- » Prior to Kienbaum, Marcus worked at Conocophillips Inc., based in Finland and Sweden with Nordic level responsibilities. He holds a Master's Degree in Business Administration from Åbo Akademi University in Finland with studies also conducted at the Georg-August Universität Göttingen in Germany. He speaks native Swedish and Finnish as well as fluent Scandinavian, German and English.

Elena Schreivogel

Consultant



- » **Elena Schreivogel** is Consultant (International Department & Nordic Desk), focusing on Executive Search projects in various sectors such as Energy and Renewables, Consumer Goods, Chemicals & Raw Materials as well as Medtech.
- » She works on an international basis and her project experience encompasses search and selection in the Nordic countries, Russia, UK and Central Europe. She has contributed to building up the Nordic business and has also been conducting assessments.
- » Before joining Kienbaum, Elena was involved in Expatriate Management at DaimlerChrysler China Ltd in Beijing, in Management of artists in the Russian American Cultural Center in New York, as well as in Member and Application Management in the German Business Association in Moscow. Furthermore, she was supporting international programs concerning the German-Norwegian gas supply relations at E.ON Ruhrgas.
- » Elena speaks English, German, Russian, Swedish and French.

Christian Fuchs

Senior Associate



- » **Christian Fuchs** is Senior Associate (International Department & Nordic Desk), focusing on Executive Search projects in various sectors such as Manufacturing & Engineering, Building Materials & Energy & Renewables.
- » He works on an international basis and is especially recognized within the building materials market on an international basis and also as specialised UK search professional besides his contribution to Nordic growth via his competence in Energy & Renewables as well as building materials.
- » Christian works for Kienbaum already for more than 4 years and has proven successes on an international basis and has developed well and in fast pace.
- » Christian speaks native level English and German and conversational Russian.

Christian Sourander

Senior Associate



- » **Christian Sourander** is Senior Associate (Nordic Desk), focusing on Executive Search projects in various sectors such as Manufacturing & Engineering, Insurance & Law as well as Consumer Goods.
 - » He works on a Nordic basis and is internationally experienced as search professional and consultant.
 - » Christian has more than 3 years of Executive Search experience and worked as consultant for Hudson Legal in Prague, Czech Republic prior to rejoining Kienbaum in Nordics. In addition, he also has prior been working as teacher in history and social sciences on an upper secondary school level.
 - » He speaks native Swedish and fluent Finnish, German, English and conversational Czech.
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Annie Langer

Project Assistant



- » **Annie Langer** is Project Assistant (Nordic Desk), supporting all Nordic Executive Search projects in terms of administration, pre sales, coordination and client communications
- » She works on a Nordic basis and is internationally versed and specialised in German-Nordic-German culture and communications
- » She works for Kienbaum already for more than 5 years and has previously been an entrepreneur within PR, communications and translations as well as an employee of the Danish Dairy Board.
- » Annie speaks native Danish & Scandinavian as well as native level German and fluent English.

Jan Pörtfors

Associated Consultant, Sweden



- » **Jan Pörtfors** is responsible for Human Resource Management projects in Sweden.
- » His core competences include:
 - Individual Management Assessment and Management Team Audits
 - Assessment and Development Centers
 - Management Team Development and Leadership Coaching, Executive Search,
 - Talent Management and Organizational Development processes
- » Focus Industries:
 - International and Swedish firms in Finance and Banking, Industry, Transportation and Public Administration
- » Selected Reference Projects:
 - Organizational Development with High Performance Work Systems Focus
 - Assessment and Development Center Development
 - Leadership Coaching and Management Team Development
 - Management Audits and Organizational Analysis in due diligence processes

Kim Paasche

Associated Consultant, Denmark



- » **Kim Paasche** is responsible for Human Resource Management projects in Denmark.
- » His core competences include:
 - Executive coaching and sparring & leadership training
 - HR in Mergers and Acquisitions (i.e. evaluation of management and key-competencies at due diligence)
 - Cross-cultural development and implementation & change management
 - Executive Search, Psychometric Testing
- » Focus Industries:
 - International and Danish companies in Industrial Production (i.e. Chemistry and Mechanical), Engineering, IT, State and Municipalities
- » Selected Reference Projects:
 - Planning and implementing a turn-around (chaos to cooperation) of a Merger Process
 - Management and Talent/Competence Gap Analysis at Due Diligence

Frode Svensen

Associated Consultant, Norway



- » **Frode Svensen** is responsible for Human Resource Management as well as strategic change and organizational projects in Norway.
- » His core competences include:
 - Process development, HR processes, Executive coaching, performance coaching, team coaching, Leadership development, First Line Leader programs (leadership and management), SAP HR Project Management
- » Focus Industries:
 - International and Norwegian companies in Energy, Industry, Medical, Logistics and Public sector
- » Selected Reference Project:
 - "Complexity Reduction" leader in project for operating companies (Oil & Gas) with governmental reporting

Selected Recent Placements

Engineering & Manufacturing

- » VP Sales & Marketing, global leader in building materials
 - » Managing Director, global leading company in door, window and safety technology
 - » Managing Director Scandinavia, global leading company in plumbing and heating systems
 - » Senior Vice President, leading software and machine supplier for glass, windows and doors industries
 - » Sales Director, leading software and machine supplier for glass, windows and doors industries
 - » Business Unit Director Soil & Waste, European leader in plastic pipe systems and solutions
 - » Management Team Denmark, building materials supply
 - » Managing Director, Finland, leading air & sea logistics provider
 - » Managing Director & Co-owner Sweden, leading international steel trading company
 - » Senior Management Assessments for a leading German engineering compan
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Energy & Renewables

- » General Manager Scandinavia, leading developer, producer and distributor of wind turbines and turnkey ready wind farms
 - » Start up Director Nordic for producer and distributor of wind turbines
 - » General Manager & Sales Executives, global leader of premium naphthenic oils and one of Europe's leading suppliers of quality bitumen
 - » Managing Director, Sweden, leading cable systems solution provider
 - » Business Director LNG, one of the world's leading classification societies
 - » Regular Senior Management Assessments for a leading utility in the Nordics
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Consumer Goods & Services

- » Head of Group Procurement, major German-Danish ferry operator
 - » Head of Finance & Controlling, major German-Danish ferry operator
 - » Managing Director Scandinavia, market leading in coffee and related consumer products
 - » Business Controller Nordic & Baltic, leading mobile phone manufacturer
 - » Head of Retail, Sweden, leading German kitchen manufacturer
 - » CFO Nordic, leading German kitchen manufacturer
 - » National Projects Director, leading German kitchen manufacturer
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News



The Windy North

The wind power industry has for some time been among the business sectors with the most promising growth prospects. Indeed, capacity in the EU had an average annual growth rate of 15.6 % between 1995 and 2011, and in 2009 more wind power capacity was installed than any other new form of energy production. Although the market overheated prior to the recent economic crises and massive losses were sustained at wind-turbine manufacturers, such as Danish Vestas – world leader in wind turbines –, in 2008 and 2009, wind power installations have been increasing.

In the Nordic countries, Denmark has long been the absolute leader in installed capacity, having up to 3.871 MW at the end of 2011, whereas Sweden, Norway and Finland had 2.907, 520 and 197 MW respectively (for comparison, Germany – by far with the largest capacity in the EU – had 29.060 MW). According to industry

professionals we have been talking with, the greatest growth potential on the mid and long term will be in Finland and Norway (besides sustainable growth in Sweden still to be expected, including but not limited to various near shore solutions in the future). The best de-icing solutions will, in particular, play a major role. A good example of this is the tender of delivering 60 2,5 MW turbines (Blaiken Onshore Wind Farm in Northern Sweden, which is to be one of the biggest in Europe) currently being realized by Nordex SE for the power companies Skellefteå Kraft AB and Fortum Oyj.

Growth is also facilitated by developments in the Nordic grid infrastructure. Of note is the new Fenno-Skan 2 (800 MW) undersea cable built between Finland and Sweden in 2011, and the close linkages in power supply between Norway and Sweden (the countries are, in effect, in the same power grid). As economies become more committed to renewable energy production, the interdependencies between energy producers become clear, above all as a consequence of the fluctuating nature of wind and solar capacity. Consequently, ameliorating grid solutions are a necessity, as can also be seen with the several undersea cables currently linking the wind-energy-intensive Danish power grid to Norway and Sweden, with the newest Skagerrak 4 (700 MW) to be introduced in 2014.

The trading structures revolving around the interconnected power grid are also used for stabilization as to prices and risk management in power trading. The Nordic energy market is significant even in global perspective: as of 2008, Nord Pool (NASDAQ OMX Commodities Europe after 2010) was the largest power derivatives exchange worldwide.

In the midst of the German "Energiewende" and similar developments in e.g. Sweden – in 2010, Swedish industry raised its environmental investments by 46 % – we are looking to contribute with our know-how. Kienbaum Nordic Desk has been fulfilling executive search mandates in the wind power and related businesses for a long time, and looks to strengthen its expertise in what is undeniably an industry of the future in the changing energy sector.

A related development

On 31.1.2012, the acquisition of the Inoxum Group by Outokumpu Oyj from ThyssenKrupp AG was announced. This makes the company world leader in stainless steel. According to some analyses, part of the rationale behind the deal is that the energy-intensive steel industry sees more promise in operations in Finland, among others due to the scheduled shut-down of German nuclear power capacity and the continuing build-up of the same in Finland (not unimportantly, Outokumpu is a major shareholder in one of the energy companies currently engaged in a new nuclear project). This example goes some way in illuminating the somewhat intense tensions that may arise in the energy business.

Kienbaum in the press



Skandinavien als Vorreiter im Bereich Erneuerbare Energien

by Marcus Honkanen and Elena Schreivogel

The article, featured in the publication of the Danish-German Board of Commerce, provides an overview of the pioneering efforts within renewable energy and related recruitment challenges in Scandinavia.



Searching for better conditions

An expert quotation on the recruitment dimension in an article on the current state of the renewable energy industry in Scandinavia. The article featured in a Sun & Wind Energy Magazine, an industry publication.

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