TALENT MAPPING

People worth meeting

IESF ANNUAL MEETING · VIETNAM 2026

About me and my ambitions

Katja Hyytiäinen, Managing Partner and majority owner of Talent Mapping

M.Sc. (Econ), Lappeenranta University of Technology. Over 20 years in executive search — at TRANSEARCH, AIMS International and IMS Talent — before joining Talent Mapping in 2018.

Off duty, I’m a wife, a mother of three grown sons, and a dog mom — happiest by the sea, in the forest, or at a Pilates class.

> My goals for the near future: grow Talent Mapping toward €1 million in revenue in three to four years and welcome two new consultants soon, including a future partner to build the next chapter with.

www.talentmapping.fi

People worth Meeting

- **Marja Paavilainen, Senior Consultant, Founding Partner**
- **Sofia Pavlin, Office Manager and Research Assistant**
- **A new consultant starting at the end of October (still on notice period / non-competition agreement)**

Since 2017

Key talent, delivered efficiently and cost-effectively.

Our expertise

Candidate mapping / research, executive search, for leadership-level and demanding specialist positions mostly in corporate functions.

Strong experience

Decades of experience in candidate research and hundreds of successful assignments.

Flexible solutions

Flexible service solutions tailored to our clients' needs, with the goal of identifying the right candidates.

www.talentmapping.fi

Our values guide everything we do

People first

We are approachable and genuinely interested in people and their goals. We treat every individual with respect and appreciation.

Transparency

We communicate openly and transparently. We are honest and worthy of our clients' and candidates' trust.

Excellence

We set high standards for ourselves and take full responsibility for our work to deliver on our promises with quality and reliability.

We treat people with respect, communicate openly, and approach our work with unwavering commitment, delivering quality and reliability in everything we do.

Finland as a country – a few quirks

Everyone has a sauna
3.3M saunas for 5.5M people — homes, offices, even Parliament has one

Silence is comfortable
One arm length of personal space is the norm; pauses in talk aren't awkward

Trust by default
Lost wallets are usually returned; rural homes and cars are often left unlocked and babies nap outside

Happiest country, 9 years running
#1 in the World Happiness Report — low stress, high trust, lots of nature

World's top coffee drinkers
More coffee per person than anywhere else — several cups a day is standard

Everyman's right
Anyone can walk, forage, or camp on almost any land, public or private

Finland is where unspoiled nature, thousands of lakes, and the magic of the Northern Lights come together.

Market

Finland

A stable EU/Eurozone economy of 5.65 million people

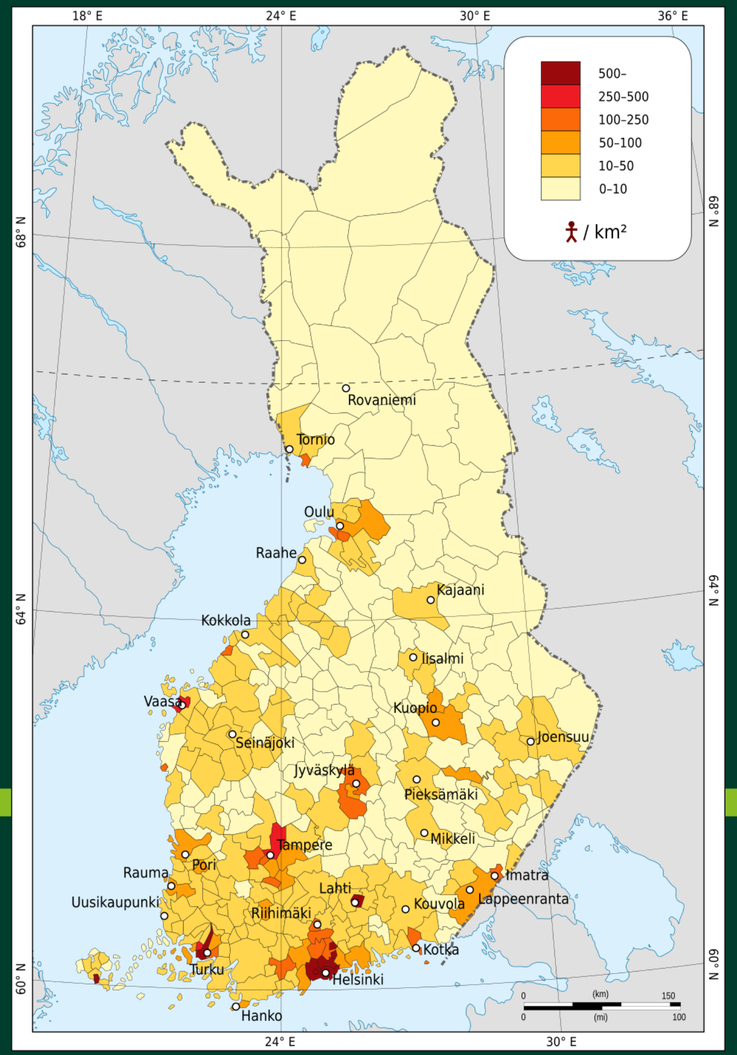
Key Sectors

Technology, industrial manufacturing, clean energy, forestry & bioeconomy, and healthcare & life sciences.

Market Trends

Rapid digitalization and AI adoption, rising energy-transition investment, and shortages in skilled specialist roles.

Finland is a stable, innovation-driven Nordic economy — an attractive market for international companies and investors.



The size of Executive Search Market in Finland ~81 meur (2024)
The top five companies' combined revenue was approximately €23.5 million, or about 29% of the entire €81 million market.
(MPS, Mercuri Urval, Egon Zehnder, InHunt Group, IMS Talent)

Finland’s Business Landscape

A nation of small and mid-sized companies

480,233

companies in Finland

(excl. agriculture, forestry & fishing)

96%

are micro-enterprises

fewer than 10 employees

€527bn

total company turnover

SMEs generate 53.6% of it

1.45M

people employed by them

SMEs contribute ~40% of GDP

Company size class	Number of companies	Share
Micro (<10 employees)	460,992	96.0%
Small (<50 employees)	15,492	3.2%
Medium (50–249 employees)	3,073	0.5%
Large (250+ employees)	676	0.1%

> 96% of companies are micro-sized.

Source: Federation of Finnish Enterprises, Entrepreneurship in Finland; Statistics Finland, Finland in Figures 2026.

For comparison, there are approximately 16,700 large companies with more than 250 employees in Germany, while in Vietnam the corresponding figure is around 25,000.

Finland: Economic Pulse

Last 12 months and the 2026–27 outlook

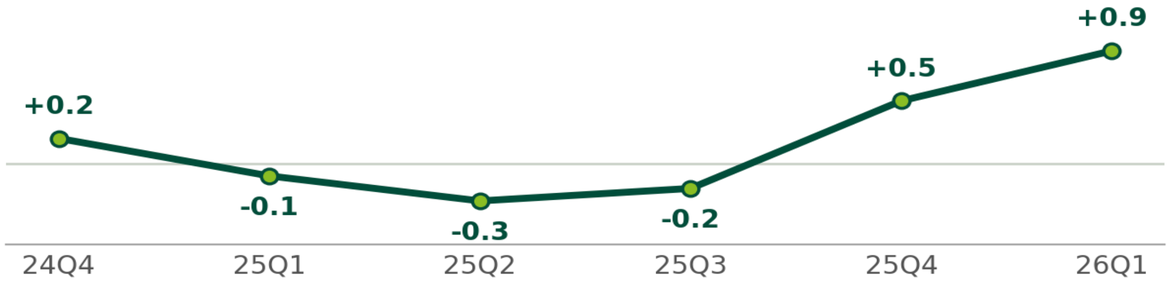
1.0–1.7%
GDP growth forecast, 2026

+39.6%
Export value growth, June '26 y/y

2.4%
Inflation forecast, 2026

10.1%
Unemployment forecast, 2026

Quarterly GDP growth, q/q %



Key takeaways

- Industrial rebound and export momentum (metals, defence, maritime) are driving the recovery
- Record June trade surplus, but fiscal deficit widening toward 4.5% of GDP and public debt climbing to ~93% by 2027
- Middle East conflict and elevated unemployment (~10%) remain the key downside risks

> **Finland is turning the corner — industrial and export momentum are now outrunning a still-fragile fiscal picture.**

Sources: European Commission (May 2026), Statistics Finland, Finnish Customs, Nordea (Sept 2026)

Our client base & scope

80% **of our clients are among the Top 50 largest companies in Finland**

Our main focus: Corporate Functions

- Human Resources
- Finance
- Marketing & Communications
- Legal

Examples of our top clients

Neste is a Finnish energy company that produces renewable diesel, sustainable aviation fuel, and other low-carbon solutions, as well as traditional oil products. It operates globally, with production facilities in Finland, the Netherlands, and Singapore, and serves customers in Europe, North America, and Asia. Revenue in 2025: €19.0 billion

Valio is a Finnish dairy company that produces milk products, cheeses, yogurts, butter, and lactose-free foods, and also develops dairy-based ingredients for the food industry. It operates mainly in Finland but exports its products to numerous countries in Europe, Asia, and the United States. Revenue in 2025: €2.423 billion

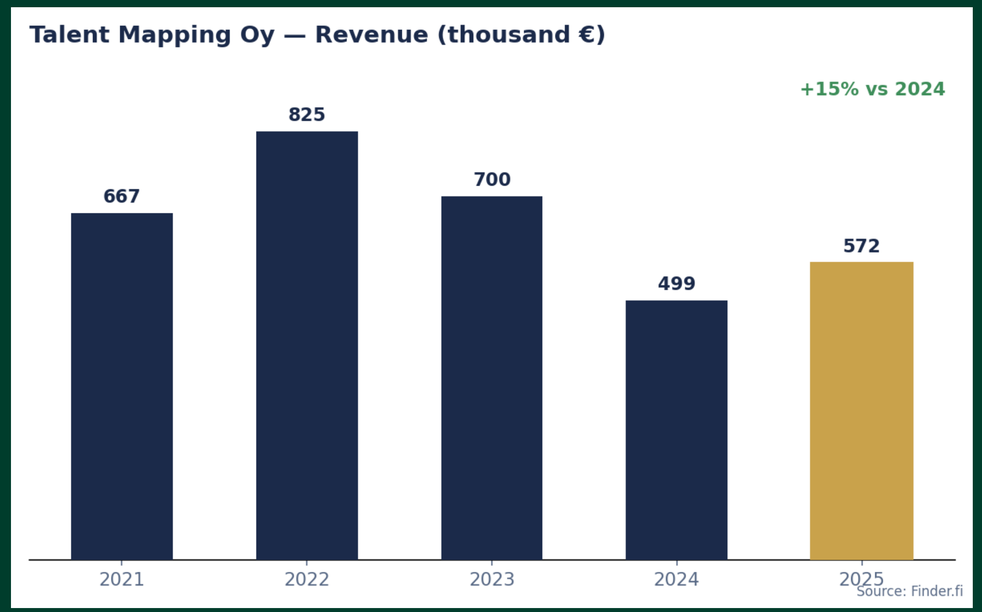
Sanoma is a Finnish media and learning company that provides digital and printed news, magazines, television, and educational learning materials. It operates mainly in Finland and other European countries, particularly in the Netherlands and across Central and Eastern Europe. Revenue in 2025: €1.303 billion

Oriola is a Finnish pharmaceutical company that provides distribution and logistics services for medicines and health products, as well as operating pharmacy businesses. It operates mainly in Finland and Sweden, serving pharmacies, healthcare providers, and pharmaceutical companies. Revenue in 2025: €1.906 billion

Kesko is a Finnish retail company operating in the grocery, building and technical, and car trade sectors. It has an extensive presence across Northern Europe, with operations and store networks in Finland, Sweden, Norway, Denmark, Poland, and the Baltic countries, serving both consumers and business customers. Revenue in 2025: €12.47 billion

Revenue & Results

- Most of our revenue is shared with our consultants, resulting in modest company margins. Even so, we have delivered profitable results every year.
- We complete approximately 40 to 70 assignments annually, with hundreds of successful placements since our establishment in 2017.
- Zero to one assignment per year has required a repeat search under our replacement guarantee.



Fee Structure

Talent Direct – Retained Search

Director / VP / Management Team: €17,000–€20,000. Manager: €14,000–€16,000.

Talent Lite – Candidate Mapping

Director / VP / Management Team: €11,000–€16,000. Manager: €9,500–€11,500.

What's Included

The full search process, plus reference checks for up to two final candidates in Talent Direct.

Fixed & Transparent

Fees are fixed by role seniority and complexity, agreed upfront before the search begins.

Transparent, fixed fees

”

Fee Payment in Practice

Talent Direct standard model

- 25% start fee at launch
- 50% progress fee after the shortlist is presented
- 25% final fee once the candidate is selected.

Payment schedules can also be tailored to framework agreements — for example a 30% / 30% / 40% structure — by mutual agreement for a particular client relationship

Talent Lite standard model

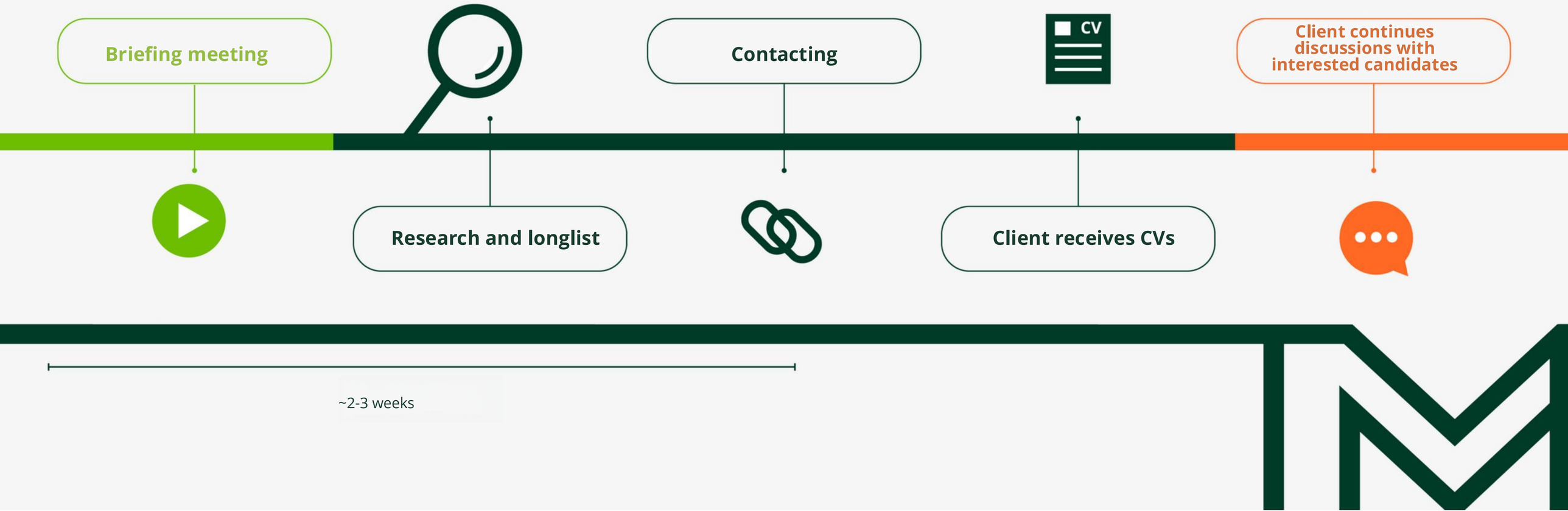
- 50% start fee at launch
- 50% when the candidate pool has been presented

> Fees are linked to project milestones rather than only to successful placement.

www.talentmapping.fi

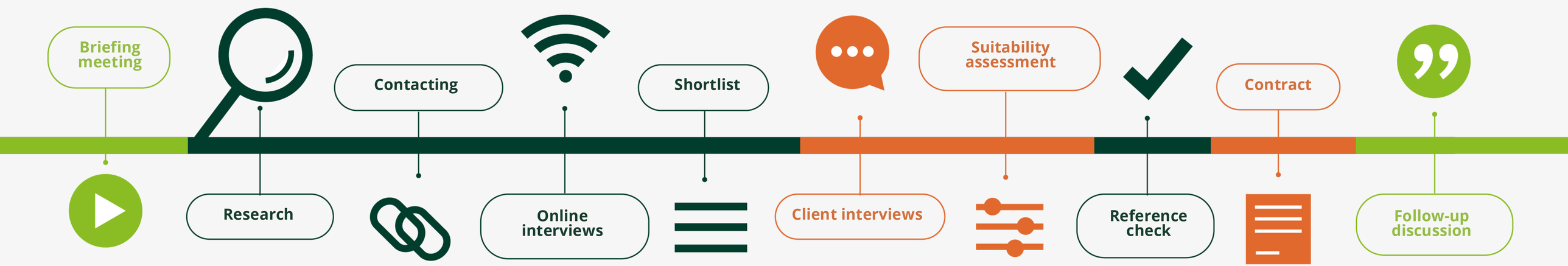
Talent Lite process and timeline

- Talent Mapping & client together
- Talent Mapping leads
- Client leads



Talent Direct process and timeline

- Talent Mapping & client together
- Talent Mapping leads
- Client leads



~2 weeks

~3 weeks

Quality Assurance

Defined Responsibilities

A detailed briefing and jointly agreed candidate profile, with clear ownership from day one.

Systematic Candidate Mapping

A role-specific search strategy and structured market mapping ensure a well-matched candidate pool.

Weekly Reporting

Clients receive weekly progress updates and candidates are kept personally informed throughout the process.

Guarantee & Follow-up

Reference checks, a post-start follow-up discussion, and a replacement guarantee — used only 0 to 1 times a year.

Quality is built into every stage of our process — not checked at the end of it.

TALENT MAPPING

People worth meeting

THANK YOU!