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Competitive changes in our business:

- The line of business in Finland is small, and most competitors have broad offering, e.g. recruiting and staffing services. They're stable.
- The only significant company specialized in outplacement in Finland, HRM Partners (member of Arbora Global Career Partners alliance) has declined after their major deal with Nokia has ended (turnover 2013: 4,3 M€, 2016: 3,1 M€) and been forced to dismiss their own workforce.

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Changes in what our clients are seeking:

- Large scale dismissals in Finland mostly done.
- Focus from group outplacements to tailored solutions.
- Financial upturn improving companies ability to invest on outplacement.

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Evolution of our industry in Finland:

- Slow change in clients' attitude towards outplacement seen as a part of their workforce lifecycle management rather than being on-off buys.
- Digitalization creates totally new professions and eradicates old.
- Future needs in retraining and new type of outplacement services are huge.

Product development:

- High-end tailored services and solutions.
- Fast, cost-efficient and scalable solutions.