

TALENT
BOOST
COOKBOOK
FINLAND 2.0

Talent Boost Cookbook Finland 2.0

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EXECUTIVE SUMMARY

Finland is a great country and a fantastic career destination. Finland's economy and SMEs need international talent in order to grow, as Finland can no longer acquire the skills from the domestic labour market. How can then cities and regions – and the government – help to market and manage the international talent ecosystem?

Talent Cookbook Finland is meant to serve as a practical guide for those working with international talent and those who wish to learn about the international talent scene in Finland. We want to showcase the good recipes that already exist and give an overview of what else is cooking in the talent scene in Finland. The cookbook 2.0 has been compiled during April-November 2020 (and the 1.0 version in 2018 and 2019) and is based on desk research and interviews. The methodology chosen is the one Talent Boost has been using and that has been authored by those who compiled this handbook: Talent Attraction Management (TAM). The handbook's purpose is to learn and inspire others to do things to speed up the development of Talent Attraction, Reception, Integration and Reputation in Finland.

The ultimate aim is to inspire and draw a map of the ecosystem. There is no comparison or indexes of who is best. However, there are three categories of cases based on their maturity and accomplishments. This being a cookbook, the categories are culinary: 1) Preparing the ingredients (very early stage) 2) Still cooking (work ongoing) 3) Good recipe (a very good or best practice). After the TAM recipes, a selection of national services and initiatives are presented. For example, EURES is something we would recommend cities and companies to study for further co-operation opportunities.

Despite the intention of being inspiring, we do wish to underline the importance of having a sense of urgency. Finland needs to work with attracting and retaining international talent because its companies need them and because the international competition is tough, as an increasing number of countries and cities in Europe and globally are entering the talent race. Finland has its challenges: the country does not register as a popular European career destination despite its high rankings in nearly all indexes. Another challenge this cookbook reveals is that companies big and small are reported to be very slow of internationalizing their culture and staff, despite their need for international talent. The requirement to know Finnish can be seen as adding to the threshold of getting a job as an international talent in Finland. There are now solutions offered to these challenges, as this has not been the assignment. However, these issues must be addressed in order to attract and retain international talent. One suggested solution from an interview to the language problem for example has been to call upon industry representatives and clusters to themselves hold a serious and wide-ranging discussion on the language requirements. This would help to make clear whether and how much Finnish is needed in a given sector or should companies speed up internationalisation with the (already offered) help from cities and the government and perhaps even the industry itself. Finally, there is the issue of fragmentation: orchestration of the talent ecosystem can enable to overcome fragmentation of projects, create a value that is larger than the sum of its parts and helps to create the conditions for sustainable and long-term international talent attraction and retention work. The good news is that Finland works. It can indeed start telling the rest of the world that Finland can work for them.

INTRODUCTION

The purpose and intended use of this handbook

Talent Cookbook 2.0 for Finland is meant to serve as a practical guide for those working with international talent attraction and retention and those who wish to learn about the international talent scene in Finland.

We want to showcase the good recipes that already exist to inspire others and give an overview of what else is cooking in the talent scene in Finland. The Talent Boost project group at the Ministry of Economic Affairs and Employment and Business Finland does not take credit for these projects, as most of them have been started and implemented outside of the Talent Boost programme. Rather Talent Boost aims to manage the international talent ecosystem on a national level, as we explain further below.

This handbook gives a practical, structured and hopefully clear overview of best practices, talent management and co-ordination models as well as an explanation of the roles, responsibilities and characteristics of a talent manager and Talent Attraction Management as a concept in the public sector.

The purpose is to learn from existing initiatives and services to strengthen the development and implementation of Talent Attraction, Reception, Integration and Reputation services in Finland.

This is the second version of the cookbook. This version comprises an update of existing cases and a number of new cases, as well as two entirely new chapters: one on attraction and retention of international students and academics and one of attraction of start-up talent.

Since the first cookbook was published in April 2019, the Ministry of Economic Affairs and Employment and Ministry of Education and Culture have deepened their co-operation. Naturally, international student retention and how to channel the expertise of international graduates into working life and local companies have an important role to play in the cookbook. The efforts to attract start-up talent have also been intensified over the last few years, earning these practices a focused chapter.

The international talent scene is developing and changing all the time, which is why this cookbook cannot be fully comprehensive and exhaustive. We understand that there are many other very relevant things happening that are not included in the cookbook, for example connecting international talent attraction with investment and tourism promotion etc. We also realise that there are many initiatives that are closely related to international talent management, which this cookbook does not cover either – for example supporting employment of immigrants. Talent Managers in cities and at Higher Education Institutions should be aware of those projects and initiatives in the region in order to create clear service paths for both companies and international talents.

The ambition of this cookbook is to give an overall snapshot of the international talent attraction and retention management in Finland and update the cookbook annually or biannually with new models, initiatives and projects.

Setting the scene: why work with international talents?

Finland's working age population is decreasing while population growth is based exclusively on immigration. Without sufficient immigration, the supply of labour and, in the longer term, employment will fall significantly.

Above all, companies need talent. Without the necessary people they cannot grow and at worst would need to leave the region due to lack of available competences. Since sufficient skilled labour is not available in Finland to cover the demand, international talent is a needed solution. Make no mistake: companies need greater numbers of talented workers than Finland has to offer. There are already entire industries in Finland where the shortage of talents has put growth at risk: for example, the software industry needs thousands of skilled employees. The demand for talents is also high at the southwestern coast, where the positive structural change has created numerous new jobs.

What's more, employers do not only need skilled labour in general, but also specialist expertise not currently available in Finland. Talents immigrating into Finland will help enhancing the Finnish innovation capacity, while also attracting international investment to Finland.

This, in turn, will create new jobs and help Finnish businesses in their efforts to become more international.

Greater diversity in society and workplaces will make Finland more attractive to international talent and investors. It also plays a decisive role in improving employment rates among immigrants already living in Finland. In turn, more international workplaces will encourage international researchers and students graduating in Finland to settle in Finland, preventing brain drain.

In numbers, this is why Finland should to work with international talent:

1. 47 000 jobs were not created in year 2017 because of talent shortage. The estimated number for the year 2018 was 60 000 jobs¹
2. Over 30 000 workers and experts for maritime cluster and car manufacturing are needed in South-West Finland²
3. In order to reach a 75% employment rate, Finland needs to add over 100 000 workers into labour market in the coming four years³
4. Finland needs approximately 34 000 immigrants per year in order to meet the labour shortage⁴
5. Talent gap in tech 53 000 tech experts needed by 2021 and over 10 000 new software developers in coming four year⁵

¹ Ministry of Economic Affairs and Employment: Minne uudet työpaikat syntyivät vuonna 2017? <http://julkaisut.valtioneuvosto.fi/handle/10024/161141>

² Source: City of Turku, 2019

³ Ministry of Economic Affairs and Employment: Työ- ja elinkeinoministeriön näkemys Suomen työmarkkinoista <http://julkaisut.valtioneuvosto.fi/handle/10024/161398>

⁴ (EVA Pekka & Pyykkönen Topias (2015): Tulevaisuuden tekijät – Suomi ei pärjää ilman maahanmuuttoa. EVA analyysi No 42. <https://www.eva.fi/wp-content/uploads/2015/01/Tulevaisuuden-tekij%C3%A4t.pdf> The Ministry of Economic Affairs and Employment estimates that the number is even higher due to lowering birth rate

(Työ- ja elinkeinoministeriön näkemys Suomen työmarkkinoista <http://julkaisut.valtioneuvosto.fi/handle/10024/161398>).

⁵ Source: TEM research, presentation at Talent Boost Summit 2018

<https://teknologiateollisuus.fi/fi/ajankohtaista/uutiset/tuore-selvitys-teknologiateollisuus-tarvitsee-alalle-yli-53-000-uutta-osaajaa>
https://tem.fi/en/article/-/asset_publisher/talent-boost-summit-2018-nosti-kunnianhimoa-osaajien-houkuttelussa-ja-pitamisessa-suomessa

It is important to note that these figures are from before the Covid-19 pandemic and might therefore be subject to change post-Corona. At the same time, the impact of the crisis on talent attraction is difficult to assess (see next session for more on this).

International competition

The international competition for talents is high. The race will most likely intensify in the future and companies will have a harder time attracting talents and therefore to grow their business.

There are several reasons as to why this is happening:

Decreasing population. Given the demographic trends in Europe and in Finland, domestic talent will be harder to come by for all.

More countries, cities and regions are entering the competition of attracting talent. To stay in the game, you need to play the game.

Increase in mobility and lifestyle choices. Technology and open borders enable higher mobility of talents and people are more likely to move between jobs, cities and countries because of career opportunities as well as what cities and places offer them in terms of life quality.

This has concrete implications on how cities and regions should act and what they need to consider:

Services for expats matter. International talents do not know the local customs nor procedure to find an office for their start-up, language classes, how to pay taxes, which water or electricity provider they should choose, where they can find VAT numbers for companies, English speaking education for their children, social networks, professional networks etc. Should a city do something for all of this

and more? Yes. Because the best cities that attract and retain talent do.

User Experience. Countries and cities are expected to provide services – also to internationals. This is often forgotten. If people do not get the service they need, they will seek better service elsewhere.

Pre-arrival information and marketing is important. But establishing services comes first – otherwise the marketing will to a high degree be wasted when the international talent turns around and leaves before, they have started to add value. Simply because they are moving a life. There is a lot of admin to cover.

And don't forget – every second city thinks they are the hidden secret of a region, country, sea or part of the world. It is perfectly natural to be proud of your hometown. But it will not be enough to attract or retain international talent.

The global Covid-19 pandemic will most likely not make it easier to find and attract the right talent. Granted, it may seem like the competition will decrease if more people lose their jobs amid the pandemic. Also, the fact the remote working opportunities have become both easier and more normalised may make it easier to recruit talent that work for Finnish companies from a different location.

However, a number of factors may in fact increase competition. First of all, national restrictions make travel and mobility between countries more difficult (and even more expensive for years to come according to some observers). Secondly, the need for digitalisation has accelerated heavily during the crisis, exacerbating the competition for tech talent. Thirdly – on a policy level – countries like for example Germany are stepping up efforts to recruit especially international students. Brexit seems to trigger the UK to intensify efforts to attract talent from Commonwealth countries, such as India.

Talent attraction and retention is not a zero-sum game

Why should cities learn and share what they do with attracting talents? Because often they do not compete, and they can co-operate.

There is no denying of the talent competition between countries. But countries matter less than cities.

This is the century of urbanisation and cities are the arenas where innovation and life in general happens. This does not mean that towns and countryside locations don't offer anything inspiring. It is the fact that Berlin and Paris have more in common than with their smaller towns: countries are big, vague and don't really describe concretely the entrepreneurial, talent or social experience as well as a city does.

Cities and towns attract talent in a different way.

They are always very different in their value offer to talent. Every small town maybe marketed as a safe and compact place to live, but not all have a biotech cluster, some are by the sea, others closer to city centres etc. Not only big cities can attract talent.⁶ The composition and therefore the needs of particular talent groups differ. There are always nuances that give room to have an open dialogue with other cities.

Context matters – how are you perceived by your target group?

Talent does not care about administrative county borders. Somebody might live in a municipality just outside the city centre, but cannot get access to some events, services or courses that the city finances. What they experience is bad service. That cannot happen and requires co-operation.

In a similar way, wherever your desired targets reside – North or South America or elsewhere – how they see you, matters. First of all, where is Kuopio or Helsinki? Denmark? Here the country brand helps: it is in Finland. Hopefully they have heard about the many great things about Finland. If it is not the case, then it is in the Nordics. Ah yes – that's a great place, too. I know where it is on the map. Cities can and do therefore co-operate. Because – together they can make the target group realize, that the city is located in an exciting region.

Talent mobility is a fact. How well prepared is your city?

Why then only invite them to this one place in the middle of Finland? Why not co-operate with other cities in Finland or the Nordic countries to reassure the scared Chinese engineer that there will opportunities here in this great and wide playing field. This sends a reassuring message to the talent – whom you have been able to start talking with the first place because of this attractive offer made possible by multi-city co-operation – that you have an offer to come to Kuopio, where things are really great, but Kuopio is not isolated but right next to Turku, Oulu and even Copenhagen. It is basically all one thing, really.

It seems counter-intuitive. Your mission is to get talents to your city, your companies. Nobody disputes that. But international talent circulates. If you manage to forge co-operation with other cities, chances are that those talents circulate in your orbit before leaving for San Francisco. An example in the cookbook is NewCo in Helsinki, that collaborates with similar actors in the Nordics and Baltics to encourage talent mobility, thereby making the offer to talent from around the world bigger (read more on p. 124).

⁶ <http://www.stat.fi/tietotrendit/artikkelit/2019/maahanmuuttajat-suuntaavat-kaupunkeihin-euroopasta-tulleita-asettunut-maaseudullekin/>

There are several cities and regions to highlight from international competition. The closest regions that can offer competition, inspiration as well as co-operation partners, are:

Greater Copenhagen

The talent ecosystem has been in the good hands of Copenhagen Capacity, International House Copenhagen and The Confederation of Danish Industries, among other players, for the better half of this decade. They have world-class Talent Reception and Integration services thanks to the International House Copenhagen and Copenhagen Capacity does award-winning digital marketing campaigns. The last few years, Copenhagen Capacity has pioneered AI in digital marketing and recruitment which is a case to look closer at for anyone who's interested in talent attraction. The ecosystem co-operates and is not fragmented. Like Copenhagen, all cities in Finland – yes, big and small – can leverage the same Nordic lifestyle and life quality that Danes use.

Göteborg and West Sweden

The second largest city in Sweden has been on the forefront of innovating Talent Attraction Management and have grown from a one-man operation in 2015 to five people by 2020. There is a lot to learn from them, not least how to set up a functioning financial Private Public Partnership (PPP) model. In 2020, Move to Göteborg is developing into an interesting hybrid PPP model where the attraction, development and policy advocacy activities will remain under a predominantly corporate funded umbrella, whereas more operational reception and integration activities will be executed under a primarily publicly funded umbrella. That said, the two pillars will operate under the same Move to Göteborg brand. Move to Göteborg is the agency to contact.

Work in Estonia

A lot of Estonians have been moving across the bay to Finland for work, from bus drivers to doctors. These Nordic neighbours can learn the language within weeks or months. For this and other reasons, Estonia needs its amount of new international tech talent. Work in Estonia, housed in Enterprise Estonia, has grown from a two-people to an eight people strong outfit. Like Helsinki and Copenhagen, Tallinn has its International House Estonia. Career Hunt has been a successful talent campaign run twice in 2018-2019, flying tens of tech talents for a week in the country. Estonia is small, but on the move.

They offer competition since they are in the Nordic region. At the same time, they are inspiring because they have invested a lot into making these initiatives work and provide benefits to companies whom they work with.

Most importantly though, they can be co-operation partners. Attracting talents is not a zero-sum game neither on an international or national level. Cities such as Berlin, Tel Aviv, Tokyo, Paris have recently forged networks to together attract and share talent.

In the beginning of 2020, Berlin, Estonia, Eindhoven, Göteborg, Turku, Scotland, Basque Country and Copenhagen – all European frontrunners in Talent Attraction Management – joined forces to create European Talent Mobility Forum in order to learn from each other as well as attract and share talent.

Methodology

The conceptual point of departure for the cookbook is the model Talent Attraction Management, which is an integrated approach that sees talent attraction and retention as the management of four interrelated types of activities:

1. Attraction – such as marketing and recruitment activities
2. Reception – such as welcoming and ‘soft landing’ activities
3. Integration – activities aimed at helping talent to settle in and prosper in the longer term, e.g. networks for professional and social integration
4. Reputation – such as place and employer branding efforts and ambassador and alumni network models.
5. Management of ecosystem – such as orchestration of different stakeholders in a quadruple helix environment.

The Management of the ecosystem or orchestration is important in order to overcome the fragmentation of an ecosystem and make the most of the potential and existing projects. From a user or client point of view, the journey for an international talent to learn and use a service needs to be clear. They need to receive service instead of bureaucracy. From a service provider or public sector point of view, efficient ecosystem management helps to work in an effective and efficient way, avoiding different stakeholders doing similar or overlapping projects. Orchestration can enable to overcome fragmentation of projects, create a value that is larger than the sum of its parts and helps to create the conditions for sustainable and long-term international talent attraction and retention work.

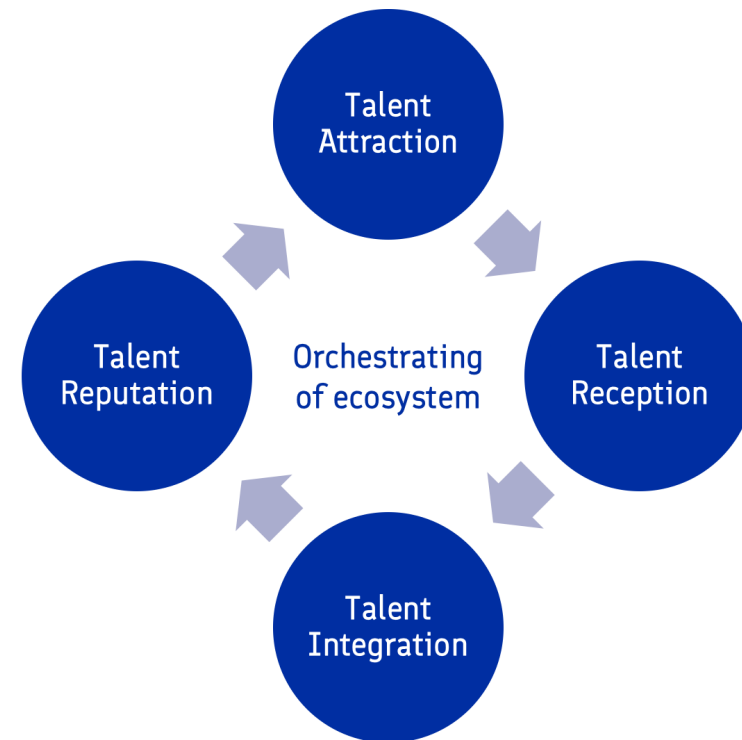


Figure 1: Talent Attraction Management model by Future Place Leadership⁷. This model has been used in the Talent Boost programme in Finland.

⁷ Source: Future Place Leadership, modified from Tendensor. 2013.
Read more: <https://futureplaceleadership.com/talent-attraction-management/>

In this handbook, we will be looking at some of the activities that can be found in Finland. When we unpack the TAM model into activities, this is how the map of possible actions a city can do looks like.

Talent Attraction	Talent Reception	Talent Integration	Talent Reputation
Marketing portal	Pre-arrival information	Professional networks	Ambassador networks
Community and content marketing	Information portal	Mentoring	Alumni networks
Online campaigns & virtual recruitment events	Open-house activities	Regional trainee programmes	
Recruitment events	Welcome events and programmes	Cultural coaching	
Inclusive branding platforms	Expat services and expat centres: Public services; Access to housing; Access to schools	Career advice and events	
Branding toolboxes	Dual career assistance	Culture and leisure events	

WHAT ARE THE INGREDIENTS OF AN ATTRACTIVE PLACE FOR TALENTS?

Trying to attract international talent to a foreign country means asking them to change their lives, temporarily or otherwise. It is a lot to ask from a person, even more from a family. Why should one consider it? There is no uniform answer, people are different and target groups differ by profession, age, geography, culture and so on. Overall, jobs matter but so does lifestyle.

The good news is that Finland can offer good a world-class career prospects, a very competitive education at all levels and a high life-quality. “Finland works for us, now let it work for you”. The marketing slogan is true – stuff works in Finland, no doubt. As Business Finland summarises: 1) Finland, the happiest country in the world (UN World Happiness Report 2018, 2019, 2020); 2) Most employee friendly working hours (European Company Survey); 3) Greenest country in the world (Yale University); 4) 3rd in Global Gender Gap Report 2017 (World Economic Forum); 5) Paid maternity and paternity leave; 6) 1st in skill development at work (European Working Conditions Survey). Lastly – it does the most good in the world as a country (2019, Good Country Index).

The question is of the brand of Finland. Is it known and what keywords associate with the country? Is Finland known as a career destination? All of the above has practical implications on choosing the target groups that suit best for Finland. This handbook will make no such attempt of defining one universal target group – even if there is one.

But there are certainly those who could appreciate the strengths of Finland. This could reflect in specific marketing segmentation. For example, if a city wishes to attract a specific category of talents like game developers, then it should be considered that they are often very community centred. Gamers find friends and like-minded in other gamers in the local gaming scene. Critical mass matters for them. There is no denying that Amsterdam, London have more of that critical mass and buzz than Helsinki. But Finland can work smart: it is possible to find *those gamers* who appreciate heavy metal music, nature, four seasons, sailing, the proximity of other Nordic countries. Another example of a potential group that could warm up to Finland are of course young families – a Nordic society can offer a lot for them. Nordic countries often do not realise how rare their parental leaves and work-life balance is compared to the rest of the (Western) world. More people move because of lifestyle, even if temporarily. Consider students who have graduated or who are taking a gap year and perhaps would like to do some sailing. Workation is a term and service offered by dozens of companies across the world, often selling a month at a warm and exotic destination (Hong Kong or Medellin) with pre-arranged living, access to co-working spaces, local networks, Wi-Fi etc. Individually or with teams. Some cities in the Nordics are organising this, too, like Jämtland in Sweden⁸. Finland could do this, too. Last but not least, highly educated and high career couples are also looking for that extra life quality and change in both career and lifestyle. Executive level digital nomads are becoming a target group in its own

⁸ <https://www.jamtlandcalling.se/>

rights. It surely is a niche, but senior international talent is all the more valuable.

Finally, it seems as if Covid-19 has brought Finland a momentum internationally since it has been one of the rare countries that have managed the crisis relatively well. Can this opportunity be harnessed to attract talent?

Characteristic challenges for Finland

This cookbook has uncovered some of the challenges that Finnish cities and regions share, despite location and size.

One challenge is that Finland may not be as known as a career destination in comparison with for example Canada, UK, New Zealand, France, Germany, USA etc., something it shares with its Nordic neighbours. Finland fares well in nearly all indexes, whether it is low corruption, safety, equality, child-friendliness, work-life balance, education system, clean air or happiness. But how can these strengths be turned into a solid reputation as a career destination? Neither can Finland as a small country designate the same resources as bigger countries to market the country to international talent.

A country comparison published by the OECD in May 2019 ranks Finland in the 18th place. However, limited career opportunities affect Finland's international ranking. On the positive side, based on the OECD Indicators of Talent Attractiveness, Finland ranks well in terms of overall attractiveness for university students, placing among the five top countries alongside Switzerland, Norway, Germany and the United States.

Second, the talent scene is still fragmented: there are projects scattered across the country and sometimes in a single city that

overlap. Moreover, projects are often small, limited in resources, time and staff. A recurring challenge is to turn pilots and projects into integrated operations within a city, region or Higher Education Institution (HEI). That said, much progress has been made only the last two years, with permanent resources being allocated at the national level though the Talent Boost programme and better coordination and more projects being turned into permanent operations at the local and regional levels, as decried in this cookbook.

Third, international students, entrepreneurs, spouses and professionals in general have a hard time accessing the labour market. The threshold is characteristic for international talent: they do not have the networks and language skills. If they have been students or immigrants living in the country for a while, they nonetheless have had difficulties finding international networks designed for them. Perhaps they have a job, but it does not match their qualifications and does not facilitate a career advance.

Fourth, many companies still want international talent to know Finnish. In the larger companies there may be some degree of internationalisation going. But the general culture is rather inflexible. According to an interviewee, if there are six-seven internationals in a department in a company, it creates a more receptive environment or at least a perception of a more welcoming company. Most of the new jobs are born in SMEs. SMEs rarely have the knowledge and resources for international recruitment and hiring the first non-Finnish speaker is a big step.

Fifth, bureaucratic hurdles such as long processing times for general work permit applications at the Finnish Immigration Service continuous to be a challenge that risk scare talent off. That said, a working group focusing on improving this has been put in place and improvements will come in the near future.

TALENT BOOST

The Talent Boost programme provides a national framework, structure and co-operation model for international talent attraction and retention work. Prime Minister Juha Sipilä's Government decided at its 2017 mid-term policy review session to launch Talent Boost – international talents boosting growth⁹, a joint cross-sectoral programme for the Government. The ambition has been carried on by Prime Minister Sanna Marin's Government Programme, which aims to increase work-based immigration of experts and improve the opportunities of international degree students to find employment in Finland.

The priorities assigned in the Government Programme to work-based immigration include sectors suffering from labour shortages and the specialists, students and researchers who are essential for leading and growing fields of research, development and innovation (RDI).

The goal of the Talent Boost programme is for international talent to boost Finland's growth, employment rate, quality, diversity and international activities in higher education institutions, internationalisation and renewal in business and RDI activities and foreign investment in Finland. It aims to coordinate employment, innovation, education, immigration, and economic and industrial policies.

Hence, the programme's specific objectives are:

1. Finland will become an internationally attractive place to work, study, carry out research and invest.

2. Employers will be willing and able to recruit international talent.
3. The expertise of international specialists will drive the internationalisation and renewal of Finnish companies and organisations.

Governance and coordination

In order to attract and integrate international talents, help them settle in Finland and put their skills to effective use, the central government, cities, educational institutions, businesses and other parties need to engage in seamless, persistent and ecosystemic cooperation. Talent Boost efforts aim to create added value through the customer-oriented offering jointly provided by several different parties.

The programme's steering group is composed of representatives of ecosystem players and co-chaired by Permanent Secretary Jari Gustafsson and, as of 1 September 2020, Permanent Secretary Raimo Luoma from the Ministry of Economic Affairs and Employment; and Permanent Secretary Anita Lehtikainen from the Ministry of Education and Culture. The steering group is responsible for steering, coordinating and monitoring the programme's cross-administrative preparation and implementation. The steering group reports to the Ministerial Working Groups on Competence, Education, Culture and Innovation and on Promoting Employment.

In addition to the steering group, the programme includes a project for the development of immigrant legislation and permit procedures

⁹ In Finnish, *kasvua kansainvälisistä osaajista*

and a working group on international talent attraction and retention. The development project and the working group report to the steering group on their work.

The Ministry of Economic Affairs and Employment and the Ministry of Education and Culture are responsible for developing Talent Boost policies, legislation and administration and related coordination at the national level. Nationwide coordination of various Talent Boost business services rests with Business Finland (BF).

Moving forward, it will join forces with the Employment and Economic Development Office (TE Office) and the Centre for Economic Development, Transport and the Environment (ELY Centre) also playing a national coordination role. The parties closely involved in programme implementation from the administrative branch of the Ministry of Education and Culture include the Finnish National Agency for Education (EDUFI), the Academy of Finland and higher education institutions (HEIs).

Regional implementation will largely rely on the Talent Hub service model. 'Talent Hubs' refer to geographical cooperation models that create clear-cut, cross-sectoral service paths in support of attracting and recruiting international talents, helping them settle in and integrate into Finland and bringing together businesses and international talents. Talent Boost activities have been launched in about 30 cities or regions, many of which are described in this cookbook.

Foreign missions, Business Finland Talent Advisors and the Team Finland Knowledge Experts of the Ministry of Education and Culture are

building bridgeheads and networks to support talent attraction and recruitment efforts around the world.

When looking at the TAM model (see above), Talent Boost is designed to be in the middle of the model as the Orchestrator of the talent ecosystem. The period 2017-2019 (first half) focused on creating a sense of urgency and networks with stakeholders. The government has decided that talent attraction will be made part of the core business and assignment of Business Finland, that will focus on coordinating activities with cities and the global marketing messages in order to attract talents to Finland. The period from 2019 and on has aimed at developing a more structural and long-term strategy and programme for international talent attraction and retention. A communications plan and monitoring model will also be developed for the Talent Boost programme during 2021.

Naturally, focus has also been on dealing with the implications of the unexpected Covid-19 pandemic.

Project funding for Talent Boost initiatives in cities have been shared (read more in the next section). There is also increasingly more focus on how public employment services would serve more international highly skilled talents. As part of implementing Talent Boost, the topics of international talent attraction and matching international talent with companies seeking for internationalisation are being included in Team Finland activities, for example Team Finland export promotion trips and the work done by Team Finland coordinators in Finland.¹⁰

Even though Talent Boost is a programme initiated by ministries, it is at the same time providing the framework for Talent Attraction Management, where anyone can take part. In case an organisation,

¹⁰ Read more about Team Finland: <https://www.team-finland.fi/en/about-team-finland/>

project or initiative wants to arrange Talent Boost activities, or their activities aim for the same goals, they can freely utilise Talent Boost and tell that they are part of it. Talent Boost should be considered a movement, as opposed to a bureaucratic structure.

Additional policy instruments for implementation

There are, in addition to the overarching Talent Boost programme and its implementation and funding mechanisms, a number of additional policy instruments in place for implementation. These are:

- *The Kokka programme:* The Kokka programme is a national funding programme launched in 2019. The goal is to support initiatives and actions that aims to help Finnish companies to find international labour and to help international talents to settle in Finland, implementing the government's Talent Boost programme. Read more in last chapter about national initiatives.
- *AIKO funding programme:* Launched by former Prime Minister Sipilä's government, the AIKO funding has been an integral funding source for implementing Talent Boost. A lion's share was targeted for implementing Talent Boost in the capital region, Tampere and Turku (about 3 m€) as well as a joint project of 18 smaller municipalities (seutukaupungit), coordinated by Yritys-Salo (budget of € 900 000). These projects are implemented in 2019-2021.
- *EURES:* EURES stands for European Employment Services and is a cooperation network for consisting of public employment services in within the EU and the EEA, and in Switzerland. EURES is working closely with the different talent hubs and other actors in Finland in attracting and integrating international talent. Read more about EURES on p. 170

- *The Study in Finland effort:* Study in Finland supports the Finnish higher education institutions (HEIs) in the recruitment of international students by marketing and branding Finnish higher education on the international market and by promoting Finland as a study destination. Study in Finland is coordinated by the Finnish National Agency for Education, EDUFI. Read more about this work in the study chapter.

In addition to these, there are several other funding tools utilised in implementing Talent Boost. Besides AIKO and Kokka, there are annual state funding for the biggest cities for Talent Hub development, several EU funding sources (Työvoiman liikkuvuus Euroopassa, International talents boosting growth etc.).

All this being said, the philosophy of Talent Boost is simple: The important issue is not which funding tool that is used but rather that different projects aim for same goals.

Definition of talent

In the Talent Boost programme, international talent is defined as international specialists, employees, start-up entrepreneurs, as well as students and researchers.

The reason for moving to Finland is irrelevant when talking about international talents already living in Finland. International talents may, for example, be foreign students, researchers, expatriates, returnees or people who move to Finland with their spouse. A highly skilled professional who has moved to Finland for humanitarian reasons can also be considered an international talent¹¹.

¹¹ <https://tem.fi/en/frequently-asked-questions-about-talent-boost>



FINLAND'S TALENT ATTRACTION MANAGEMENT CASES

OVERVIEW OF CASES

HUBS

1. International HUB Tampere
2. Talent Turku
3. Talenthub Joensuu
4. Talent Coastline in Ostrobothnia and Central Ostrobothnia
5. Talent Hub South Karelia
6. Talent Hub Pohjois-Savo
7. Talents Accelerating Growth – the capital region case
8. Oulu Talent Hub

TALENT ATTRACTION

9. Talent attraction campaigns to Tampere
10. Helsinki Business Hub: talent attraction campaigns
11. City as a Service by Helsinki marketing
12. Talent attraction Turku
13. TE-live – recruitment through live recruiting broadcasts
14. Jobs in Finland job board
15. Using professional conferences and tech events to attract talent – the India and South Korea cases
16. Study and Emigrate event in Seoul
17. Talent Boost's collaboration and partnerships with specialised events and service providers

TALENT RECEPTION

18. International House Helsinki
19. Hidden Gems – reach talents' and companies' full potential
20. Talent retention Turku
21. North Savo attracts healthcare talent from Spain
22. Talent Boost Vantaa

TALENT INTEGRATION

23. Helsinki Region Chamber Of Commerce's integration work
24. Talent integration in Kanta-Häme
25. Espoo city paradigm internationalisation
26. Talent Tampere services
27. The Shortcut – accelerating people from diverse backgrounds into tech employment
28. Indian Embassy promoting talent integration
29. Expand2ebusiness – helping companies internationalise with international talent
30. Inklusiiv – promoting diversity and inclusion in business

TALENT REPUTATION

- 31. Tampere ambassador network
- 32. Lappeenranta working with celebrities
- 33. The Junction movement – putting Finland on the global tech map

ATTRACTING & RETAINING START-UP FOUNDERS AND ENTREPRENEURS

- 34. Polar Bear Pitching in Oulu – best practise in marketing
- 35. MEGE (Multicultural Encounters, Growth, Entrepreneurship): helping internationals start up in Finland
- 36. National-level start-up talent attraction
- 37. Tampere attracting international start-ups
- 38. NewCo Helsinki attracting & receiving international start-ups

ATTRACTING & RETAINING STUDENTS AND RESEARCHERS

TALENT ATTRACTION & TALENT REPUTATION – STUDENTS AND RESEARCHERS

- 39. Study in Finland – attracting international students
- 40. Career night in Shanghai – by study in Finland
- 41. Aalto University's student marketing
- 42. Student ambassadors of Turku
- 43. HAMK's international student work
- 44. LUT university attracting talent from China

TALENT RECEPTION & TALENT INTEGRATION – STUDENTS AND RESEARCHERS

- 45. Hanken International Talent™
- 46. Helsinki University career services
- 47. Talent integration a la University of Turku
- 48. Duuniday at Lappeenranta
- 49. SIMHE continuation by Metropolia
- 50. HEI LIFE – higher education institutions support for international academics and staff

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A TASTE OF TALENT ATTRACTION MANAGEMENT IN FINLAND

In this section, you will find selected Talent Attraction Management examples from across Finland. These can be mature projects with results to show, things to improve on or young projects that show a promising idea, but have simply not have the time to yield any results yet.

The purpose is not to create a list or ranking, nor even to give a thorough analysis. This is a map of Finland. The purpose has been to highlight projects and initiatives that work with Talent Attraction Management. These have been defined as good practises or promising cases. There are many chefs in the kitchen, but three national organisations will be abbreviated throughout the text: ELY Centre (Centre for Economic Development, Transport and the Environment, *ELY Keskus*), TE Services (known also as TE Office or *TE Toimisto*, *TE Palvelut*) and Ministry of Economic Affairs and Employment (TEM, *Työ- ja elinkeinoministeriö*). TE Services and ELY Centre – as well as Business Finland – are national organisations that belong to the Ministry of Economic Affairs and Employment group (*TEM konserni*).

TALENT ATTRACTION MANAGEMENT AND ECOSYSTEM ORCHESTRATION – TALENT HUBS

Talent management lies at the heart of the four step Talent Attraction Management model.

That is why Talent Boost has introduced the term Talent Hubs. These are geographical hubs like cities or regional talent ecosystem management models that functions as a one-point entry through which companies and international talent receive information and guidance on services and requirements regarding the recruitment of international talent (EU and non-EU). A Talent Hub is the contact point for different types of services provided by cities, public company growth services, regional economic development companies, chambers of commerce, entrepreneurial organisations, open innovation platforms, universities, NGOs, associations, private service providers etc.

The Talent Hub model enables a systematic way to connect different development projects and activities that pertain to international talent. This way, different projects will not remain fragmented but together make up a functional ecosystem.

Talent Hubs will strengthen the Public-Private-People co-operation in cities and regions. Their aim is to enable growth for Finnish companies. The operational model of a Talent Hub can be different and

reflect the needs of a particular city; there is no one-size-fits all approach. The long-term aim is to make the services and support with international talent a permanent part of the economic development work of cities. In addition to this orchestrating role, a Talent Hub could provide services dedicated to the needs of the city's SMEs. This could be an International House, organising targeted international talent attraction campaigns, providing mentorship programmes, co-creation services, matchmaking events, spouse programmes and so forth. The operational models must be tailored to the needs and circumstances of each city.

Talent Hub is an overall umbrella term. Different cities and regions have given own names to their Talent Management entities.

In this section, you can read about the following recipes:

- A good recipe: Talent Tampere, Talent Turku, TalentHub Joensuu
- A good start, but still cooking: Talent Coastline (Vaasa), the Capital Region case, Talent Hub South Karelia, Talent Hub Northern Savo (*Pohjois-Savo*)
- Preparing the ingredients: Oulu Talent Hub

INTERNATIONAL HUB TAMPERE

This is a case about applying Talent Attraction Management and creating a Talent Hub in Tampere. The premise of setting up a Talent Hub in Tampere is the realisation that all of the Talent Attraction Management model's steps are important. Tampere appreciates the circular model and that if Attraction, Reception and Integration are done right and the talent ecosystem is Orchestrated correctly, it will result in a better Reputation.

This is a good recipe, given the multitude of projects and achievements spanning across about 10 years in Tampere and the fact a comprehensive set of services that cover the entire Talent Attraction Management journey are in place, with Talent Managers orchestrating the ecosystem.

Implication for reader: learn about how Tampere has built its operations for working with international talent. Make note that the municipality has understood the importance of the issue of international talent – and Talent Boost activities have been made a part of municipal services.

About the case

The International HUB Tampere was moved from Business Tampere (formerly known as Tredea) 2019 and now the municipality houses the Talent Hub. What is unique about this, is that the unit and Talent Boost coordination have been made permanent parts of the municipality.

The talent managers work in the city's Employment Services, *Tampereen kaupungin työllisyyspalvelut*. In Business Tampere, all of the projects were based on project funding and the clients were

companies. With the new arrangement, the city can work more closely with TEM and the ELY Centre as well as with companies, international talent and immigrants.

Setup of the Hub

International HUB Tampere has been in operation more than year by mid 2020. This HUB has been in construction during 2019-2020. The International HUB Tampere is structured with the city of Tampere as the main co-ordinator. Regarding employer services, it is the Pirkanmaa TE Office and Business Tampere who are in charge. The Chamber of Commerce and Technology Industries of Finland (*Teknoliigateollisuus*) are in the loop as well. The funding comes from AIKO project funding, supported also by the city and University of Tampere. The hub connects the existing actors, describes services for international talent and employers.

What has been done is featured on the International Tampere website. Negotiations are underway to have a physical Talent Hub, inspired by International House Helsinki. The Hub will be a solid part of the services that the city provides. In other words, what the former Talent Tampere delivered before being officially retired in 2018, the city has picked up and carries on the torch. It is very encouraging to see that with the help of Business Finland nationally and thanks to the efforts of the local talent players in Tampere, there is an end to the eternal temporary project-based approach to TAM.

Focus of the hub

The Hub has started centring on Talent Reception and Talent Integration. The journey of Tampere has been a long one in TAM; after more than a decade of work in this field, the region has come to an understanding that not only is retention needed but having a strong reception capacity will also help to attraction.

Activities

In late 2019, Tampere went to Bengaluru in November, as a part of the Team Finland delegation together with Helsinki Business Hub. In 2020, Covid-19 has had its impact and delegations and events are postponed. The local partner in India would be Team Finland, i.e. Business Finland representative at the Finnish Embassy. Read more about different events and delegations to India on p. 60.

This placed international talent attraction high on the agenda. The Tampere City Strategy highlighted the attractiveness of Tampere for international (and domestic) talent. It states that Tampere needs to have a domestic and international pull. A new programme for Attracting International Talent (*Kansainvälisen osaamisen strateginen ohjelma*) is being developed and it will be linked with the wider city strategy.

Guides for recruitment and for talents

A guide for employers on how to recruit international talents has been made available on the International Tampere website. A guidebook for talents and students was made during 2019: the “Employability Guide”. This was targeted to internationals living in Tampere already as well as potential newcomers. This guide has been transferred into a Career Boost, a five step model to employment, featured on the International Tampere website.

These guides are not mere PDFs featuring a wall of data, but its contents are dissected and broken into parts on the website. The resulting pages are a result of hard work that has started years ago with mapping the needs and possibilities.

Moreover, International HUB Tampere is an active member on LinkedIn and on Twitter. The former Talent Tampere accounts are still operational under new names and management. In order to keep up to date, the International HUB Tampere actors are also present in significant local Facebook groups, such as Tampere foreigners, and International Friends in Tampere.

Benefits of a Talent Hub and Talent Managers

The benefits of having a Talent Hub and Talent Managers assigned to work with the recruitment needs of companies are tangible. The business clusters have an ongoing dialogue with International HUB Tampere about their specific talent needs. In addition, International HUB Tampere keeps itself updated on the global trends, the international competition and current best practise. Finally, International HUB Tampere is updated on what the universities need, as well as where the gaps are in the labour market. For example, monitoring trends in the Finnish labour market, keeping an ongoing dialogue with the ecosystem and keeping a close eye on the annual surveys from Tampere Chamber of Commerce and Industry, Finland Chamber of Commerce (*Keskuskauppakamari*, coordinating the operations of the nineteen independent regional Chambers of Commerce in Finland), Confederation of Finnish Industries (*Elinkeinoelämän Keskusliitto*), Teknologiateollisuus ry and TEM are key activities. International HUB Tampere studies surveys, blogs, articles and analyses to spot the trends, potential effect on the labour market and predict needs. The LinkedIn International HUB Tampere group (former Talent Tampere group) has around 3 400 members, but

it is not active enough to get informative discussions going (Tampere is not alone in this).

Future plans

International HUB Tampere is planning additional digital services in order to be more accessible and available to people and companies as well as provide tailored personal services to companies and talents. This is in line with international best practice, as one of the most advanced talent ecosystems in the world, Greater Copenhagen, is pursuing this exact venue: more personalised services to international talents, as it contributes significantly to their user experience and opportunities to get work. International HUB Tampere is inspired by International Houses in Copenhagen and Helsinki and are seriously considering setting up one as well.

Challenges

Despite being one of the most advanced talent ecosystems in Finland, there are challenges. International HUB Tampere is building a platform allowing companies to find international talent. For this, they need to have the companies involved and playing their role. Pilot projects have been carried out and more are planned to increase company involvement. The issue is still low awareness, and many companies in the region don't know about the existence of International HUB Tampere. At the same time, not all international talent finds the International HUB Tampere. These challenges have to do with marketing and communications, as well as internal partners, since International HUB Tampere's own partners are not always able to communicate a consistent value offer either.

Lessons

Creating a talent ecosystem takes time

International HUB Tampere (formerly Talent Tampere) has been working with international talent since 2007 with small EU funded projects. More than 10 years later they are being benchmarked nationally and internationally. Building a talent ecosystem takes time and perseverance, learning, piloting, lobbying, benchmarking, and travelling. Constant work is required to make international talents an effective part of a city's strategy.

Orchestration is needed – it brings results

A talent ecosystem is just that – an ecosystem, consisting of many organisations from public, private and third sector. They all need to come together under the leadership and coordination of an organisation and ultimately, a person or two. Having international talent attraction listed as a priority and a strategic goal will help guide the work. Orchestration can enable to overcome fragmentation of projects, create a value that is larger than the sum of its parts and helps to create the conditions for sustainable and long-term international talent attraction and retention work.

Talent Managers are needed

One of the secrets to achieving a working talent ecosystem is having people consistently developing it. This sounds elementary but many cities and regions across Europe state in articles and speeches their need to attract international talent but struggle to do so systematically. These cities claim to have some project going on somewhere in the city and when shown best practises from among others Tampere, they comment that they “basically have something like this”. The recommendation from Tampere is to have people working full time with Talent Attraction Management: project management, orchestrating the ecosystem, studying domestic and

global trends, benchmarking, working with companies and with talents and running the campaigns and projects.

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<https://business tampere.com/talent tampere/>

Read more about Tampere's work with:

- Talent Attraction: p. 47
- Talent Reception: p. 74
- Talent Integration: p. 94
- Talent Reputation: p. 108

TALENT TURKU

This is the case of the Talent Hub Turku. There are multiple activities covering the talent ecosystems' needs. The focus is on Talent Attraction, while also working with Talent Reception, Integration and Reputation. The key organisations in the area show clearly how important Talent Attraction Management is by having established a common Talent Turku initiative.

This is a very good recipe, reflected in the extent and the intensity of the work going on with Talent Attraction Management in Turku.

Implication for reader: learn about the setup of a talent hub in a very advanced stage, with a special focus on Talent Attraction.

About the case

Managing the ecosystem

Two people full-time and two people part-time currently work with the coordination of Talent Attraction Management in Turku Business Region. The team is growing in the autumn of 2020 as two new projects start, led by the City of Turku and the University of Turku. The Talent Turku team have also employed three interns in the years 2019-2020, two of whom are international talents themselves.

While the Hub is centered in Turku region and is coordinated by Turku Business Region and the City of Turku, it works in close cooperation with the rest of Southwestern Finland (i.e. Salo, Uusikaupunki, Rauma and Pori).

The work at Talent Turku is done in close cooperation with the most important stakeholders and local companies. The cooperation is divided into three levels: local, national and international cooperation.

On the local level, Talent Turku has a strategic management group, which consists of all of the most important stakeholders in the region: Federation of Finnish Enterprises South-West Region (Varsinais-Suomen Yrittäjät), Migration Institute (Siirtolaisuusinstituutti), Ministry of Economic Affairs and Employment (työ- ja elinkeinoministeriö), Business Finland, Technology Industries of Finland (Teknologiateollisuus ry), Turku University of Applied Sciences (Turun ammattikorkeakoulu), Turku Chamber of Commerce (Turun kauppakamari), Turku Science Park Ltd., City of Turku, University of Turku, Åbo Akademi, ELY Centre for Southwest Finland (Varsinais-Suomen ELY-keskus), Southwest Finland TE Office (Varsinais-Suomen TE-palvelut), Regional Council of Southwest Finland (Varsinais-Suomen liitto) and company representatives.

On the national level Talent Turku aims for close cooperation with other Talent Hubs and Talent Boosters.

On the international level Talent Turku aims for active networking, and has been invited to be a part of the European Talent Mobility Forum. The European Talent Mobility Forum is an initiative by the Nordic place management consultancy Future Place Leadership, in collaboration with Berlin Partner, Bizkaia Talent, Brainport Eindhoven, Copenhagen Capacity, Move to Gothenburg, TalentScotland, Turku Business Region and Work in Estonia.

The European Talent Mobility Forum aspires to:

- positively impact international talent globally;
- move towards cross-regional talent mobility rather than talent competition;
- inspire each other and our collaborators around the world with best practices and data;
- continuously co-create the solutions of tomorrow in international talent attraction and retention in order to implement state of the art initiatives locally, regionally, nationally and internationally.

Target groups

Talent Turku has two target groups:

talents: international talents abroad and international talents already in Finland, including international degree students and Finnish returnees, in the following categories: High-tech industry (maritime industry and manufacturing), life-science and programming.

companies: companies already recruiting international talents, companies considering international recruitment and companies that are suffering from shortage of talents but are not yet recruiting abroad.

Who Turku needs

Companies in Turku and Southwest Finland need both knowledge-intensive and skill-intensive workers.

Turku and Southwest Finland need talents especially in the technology industries: ICT specialists, engineers (in construction and maritime),

programmers etc. The Turku region also needs talents in manufacturing (technology industries) and other fields.

Future plans

Talent Turku will continue the ongoing work with Talent Attraction campaigns while putting more effort in Talent Retention initiatives. International students have been recognised as one of the most important target groups to be better integrated to Finnish working life. New campaigns, like the Tech Summer Trainee campaign, are necessary in order to help networking between companies in the Turku region and international students in Finland.

While working with companies in the region, Talent Turku has divided the companies who suffer from lack of talent into five categories depending on their readiness for international recruitment. Specific Talent Boost services or actions need to be targeted for each group. In the future, Talent Turku will continue to develop these services and help companies become more diverse and remove bottlenecks in international recruitment and other factors.

The five categories:

- Companies already recruiting internationally
- Companies who have done their first international recruitment
- Companies who have just recruited their first international person who was already in Finland (for example an international student)
- Companies who are considering recruiting internationally or recruiting an international talent already in Finland
- Companies who have not considered international recruitment

Talent Boost work is done by different actors in the region's public sector. The cooperation between different stakeholders will be even

tighter in the future. In the autumn of 2020 at least two new projects will start. The projects have been tied closely to the Talent Turku work from the beginning. These include development of digital settling-in services led by the City of Turku and improving the integration of international researchers and staff to Finnish working life and society, led by the University of Turku.

Challenges

One key challenge is making the region's services more intelligible for companies and talents. The idea is to have all of the necessary info, resources and contacts under one roof, so that it is easy for incoming and retainable talent to receive everything they need.

The Talent Turku group has discussed what is the best way to collect information from the companies on their talent needs and feedback on planned initiatives. The issue is that companies receive a lot of surveys and are reluctant to fill out any more questionnaires than they have to. Talent Turku is trying to find existing surveys and models where they could weave in the talent questions smoothly. A more methodological push is being coordinated with the Talent Boost programme to jointly develop a national tracking template, so that all of Finland would be able to use a common approach to engage companies. That said, hubs need to keep in mind the local level aspect as well.

Lessons learned

Perseverance leads to success

The discussion about Talent Attraction Management in the region has been going on for years. Thanks to the perseverance of Turku Science Park Ltd. and the larger Talent Turku Network, it is now on the City's agenda to make room for more intense work in the field of

international talent; which is something that the private sector has been advocating for years.

Talent Attraction Management allows for and must include national and international cooperation

Turku has been open to seeking new knowledge, contacts and benchmarking to improve how they work with attracting talents. This is part of their success in developing the Talent Turku initiative, hiring people that work with talent attraction and bringing tangible benefits to companies using different campaigns. According to interviews, unlike in investment promotion, in talent attraction there is a clearer understanding nationally that this is not a zero-sum game. If you are open to exchange, you will learn and be able to better convince your public or private stakeholders of possible solutions to complicated problems of management, priorities and financing.

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<https://turkubusinessregion.com/talentboost>

Read more about Turku's work with:

- Talent Attraction: p. 53
- Talent Reception: p. 76

TALENTHUB JOENSUU

Talent Attraction Management and Orchestrating the ecosystem is in its third year. Joensuu is a city in a fairly remote part of the country that needs international talent.

This is a good recipe. Joensuu has started working with talent Attraction in recent years and has now expanded to Integration. With each passing year, there are more results and initiatives to demonstrate. Joensuu is showing that working with talents has stabilised and “made it”: the municipality has now made the talent services as a permanent part of their services, as opposed to a project-based approach.

Implication for reader: learn about the setup, co-operation with companies and how the city took over the international talent project.

About the case

The situation analysis is as follows. Joensuu is in a situation similar to that of many Finnish cities: there are companies in the region that are looking to internationalise but cannot due to lack of skilled staff. Virtually all companies need skilled talent, among them programmers. There are talents in the region, but language is often a barrier: international talents typically don't speak Finnish and local companies are somewhat slow to switch to English. If an international talent speaks Finnish, the possibilities to get hired would increase dramatically. TalentHub Joensuu has observed that larger companies are better in this regard. It is usually not a problem for them to hire internationals and provide them with an English-speaking environment. In smaller companies the international talent (or the company) need to put in more effort to enable everyday conversations.

The TalentHub Joensuu project was financed by EU Regional Development Fund through Helsinki-Uusimaa Regional Council (Uudenmaan liitto). The project was hosted by Business Joensuu Ltd. Karelia University of Applied Sciences acted as a project partner. The project started with two staff and worked with international talent and returnee Finns. The duration was 2018- 2019. This is how it began.

Progress made

During 2019-2020, coaching on internationalisation has been provided to companies. This has addressed the challenge companies often have in the face of international recruitment. For example, an event named Get Out of Here brought together ca 100 companies in the region, with the aim of talking how to export and to become more international themselves.

Talent Hub North Karelia was among the most successful and largest matchmaking events bringing together international talents and companies. Business Joensuu was present to provide advice to (soon to be) entrepreneurs on how to start up and run a business in the region and talk about the accelerator programmes. A very important issue and achievement is that more than 20 international talents from North Karelia region made a project for the participating companies. Some of the talents got a workplace afterwards.

A new development

In early 2020, the digital platform created in the TalentHub Joensuu project that aims to connect enterprises and international talents was relocated under the city's own talent project called Luotsi. It has been

a project by the city of Joensuu, aimed to help people find work and companies find talent. From 2020 onwards, TalentHub Joensuu will be placed here and is a good example of how results of projects do not simply fade away.

New projects with talents

The set-up of the TalentHub Joensuu is rather straightforward and focuses on Talent Integration and matchmaking. When TalentHub Joensuu started out, the challenge was getting companies involved, as their enthusiasm for talents was not that convincing. With matchmaking and networking events they created an awareness and interest.

Business Joensuu has transferred the TalentHub activities to the city allowing them to move forward with new projects. As of spring 2020, a new project started: “Become Karelian! – Work and live in North Karelia”. The aim is to help the companies build a network of international talents overseas so they could meet and recruit new international talent. However, Business Joensuu does not wish to become a recruitment agency but provide an environment and recruitment network overseas where companies themselves can take the next steps. As a part of this project, a regional branding project will be carried out, too, in order to improve the Talent Attraction and Reputation work that lies ahead. The project will run into spring 2022.

Also, on the Talent Reception and Integration front, an International House Joensuu project has been set into motion, inspired by International House Helsinki (see case on p. 70). Services will be

provided for both international talent as well as companies. Currently companies themselves – often with limited resources – are responsible for Talent Reception and paperwork and advice. Or the international talent will often go through the process. With the new IHJ the city will provide this advice. The resettlement services that will be provided will be connected to the existing maahanmuuttaja service, which has enabled naturally to grow the city’s services. Combined with the political will and decision, the IHJ and its services will be made a permanent part of the city’s services.

Lessons

Escaping the vicious cycle of project funding

TalentHub Joensuu has been made a part of the city’s services and the planned International House Joensuu is being designed with that in mind, too. New funding was applied, with carefully selected partners, and the application was a success. In general, projects are great instruments to pilot new services. At Business Joensuu, they make a point of trying to integrate new services into daily reality of the region after the project is over.

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TALENT COASTLINE IN OSTROBOTHNIA AND CENTRAL OSTROBOTHNIA

This is a case about Talent Attraction Management and Orchestration.

This is cooking and boiling, with much of the groundwork already have been set up.

Implication for the reader: learn about how a talent hub and ecosystem can be scaled from local to regional level, and how a Centre for Economic Development, Transport and the Environment (ELY) can act as regional orchestrator of the hub.

About the case

Ostrobothnia and Central Ostrobothnia have built an ecosystem called Talent Coastline for attracting and retaining talent. The ecosystem is coordinated by the Ostrobothnian ELY Centre. Launched in 2019, Talent Coastline encompasses two regions, Ostrobothnia and Central Ostrobothnia. Ostrobothnia has a strong energy cluster with a constant need for talents and in Central Ostrobothnia the strong chemistry cluster is a strong recruiter. Both regions also focus on manufacturing, trade, construction, agriculture, forestry and fisheries along with transport and storage.

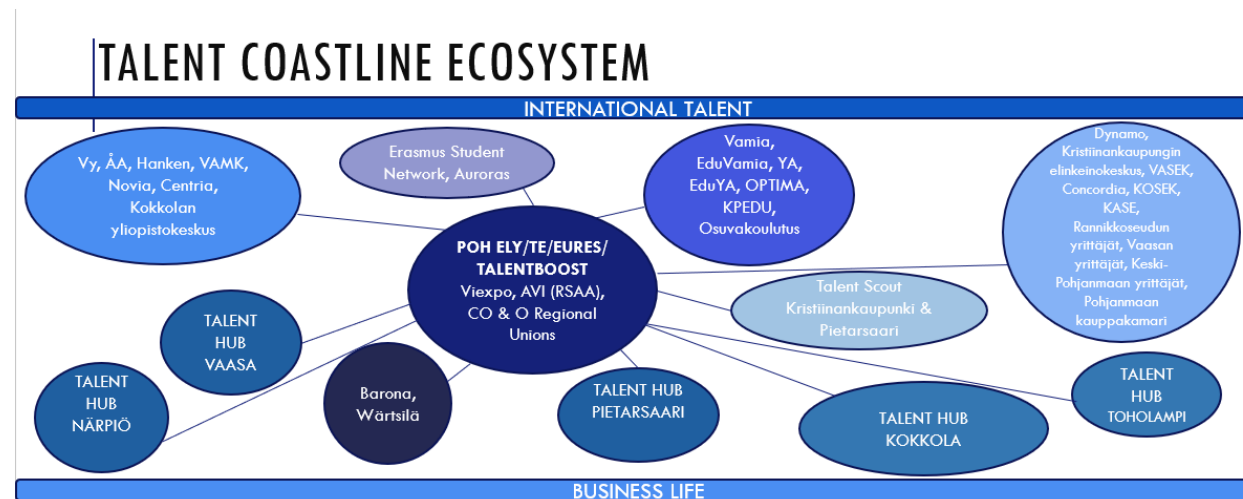


Illustration: the talent ecosystem in the region has been brought together, under the leadership of the Talent Coastline team. For example, in the municipality of Närpiö 13% of inhabitants have immigrant background. Most of them are working in greenhouses and metal construction. The average rate of immigrants in a municipality in Finland is 5 %. The Jakobstad Region has also strong traditions of international recruitment especially in food processing and boat industry. Jakobstad and Kristiinankaupunki municipalities are also carrying out a Talent Scout project with funding from EAFRD together to recruit and retain talent in the rural areas. Ostrobothnia's capital Vaasa has around 8 % immigrants in its population. Talent Hubs Vaasa and Kokkola are now carrying out a joint ESF Kokka kohti Suomea project, Talent Coastline Employment, to develop and strengthen their services to immigrants and the recruiting companies.

The ecosystem works closely with all the stakeholders in the area in order to develop recruitment of internationals already in the region or coming from other countries. The talent shortage in the region is most evident in the companies in the energy industry including high skilled people such as engineers and technicians. Agriculture is a large sector for recruitment in the Central Ostrobothnia region, along with food processing and manufacturing industries. Other sectors that have strong recruitment needs are healthcare, restaurant industry, constructing and services.

#TalentCoastline is a pilot of the Ostrobothnian ELY Centre, to address the needs of talent attraction and retention. Talent Coastline has developed into Talent Hubs or a network of smaller Talent Hubs (see figure below). All universities and vocational education units, development companies, Chamber of Commerce, entrepreneurship societies and large corporations are in the network along with municipalities and regional unions. The years 2019-2020 have been instrumental in building the talent ecosystem for international talent and recruitment for companies.

These hubs are now working together and learning from each other, taking into account the long tradition and work done in the field of immigration in the areas. Service paths for immigrants in Finland are being specified and the message to international talent in the regions is clear: "We need international talent; it helps our companies to grow and export".

The ELY Centre along with Public Employment Services (TE-services) and EURES provide services and guidance for both talents and the companies. The ecosystem is part of the Government's national Talent Boost programme. The target is to boost growth in the Ostrobothnia and Central Ostrobothnia regions and enable local companies and organisations to secure skilled workforce for their needs. Attraction and retention of international expertise are at the core, and the

connection with the local higher education institutions and vocational institutions, along with the cooperation between private and public sector, is strong.

Highly skilled target groups are in focus:

- International students, researchers in the higher education sector as well as international students in vocational education.
- Immigrants already living in the area
- Returnees or expats
- Foreign labour for specific needs

The project consists of activities such as:

- Strategic development and coordination of the region's public functions to attract talent
- Cooperation with the stakeholders across sectors
- Creation of new networks
- Service packages for international talent, including spouses and children
- Trainings and events supporting the actions

Projects done

Work It Out!: Event for international students of the Higher Education Institutions and Vocational Institutions in Vaasa, in cooperation with the University of Vaasa and TE-services in April 2019. Joel Willans (author and owner of the Very Finnish Problems Facebook page), TE Services representatives, and career service specialists of the University of Vaasa were speaking at the event,.

Young Talk 2019 Passion for Future: Event made in cooperation with NordicHub, Viexpo, Bock's Corner, Wasaline and others in August 2019, with the aim of bringing together younger generations of locals and internationals to discuss the region's qualities, strength and potential for international expansion. The event was held in Finnish, Swedish and English, with speeches from experts on entrepreneurship, internationalisation and Nordic cooperation, and possibilities for networking and discussion. There were both locals and internationals participating at the event.

Savo Meets Österbotten: This was an event in October 2019, where professionals in the Österbotten region met with the Savo region from Eastern Finland. They came together (with three buses) to discuss how they work with international talent. People from the public and private sector, municipalities and local companies shared experiences of their work with international talent.

LinkedIn, CV and Interview Trainings for Internationals: In November and December 2019, Talent Coastline organised a series of trainings for internationals in Vaasa with the cooperation of the University of Vaasa and the TE Services, meant to provide the internationals with tools to improve their job search skills.

The first one was a LinkedIn training held by Tom Laine, international LinkedIn expert, and it focused on how to use the platform efficiently to be able to find employment in Finland. The second training was the CV clinic, where the internationals met experts from ELY, TE Services and the University of Vaasa and got personalised advice and feedback on their CVs. The last training, the interview simulation, helped the internationals by giving them tailored feedback on their job interview skills. Around seventy people participated in the trainings, many of them being international students of the local education institutions, but there were also spouses and international workforce in the pool of attendees. The same trainings were arranged in Kokkola in Central

Ostrobothnia in January 2020, in cooperation with TE Services, Centria University of Applied Sciences and Tom Laine.

We Say Welcome to Talent: In January 2020, Talent Coastline and EURES cooperated to bring an event to SMEs of Ostrobothnia and Central Ostrobothnia. The event was arranged in Vaasa, Toholampi, Pietarsaari and Kokkola, collecting almost 150 participants. The event saw the active participation of a range of public and private organisations. The event was meant for the local companies to get the international workforce they need, getting acquainted and using the tools and services offered by TE Services and EURES. During the event there was time for conversation and discussion, where the companies were asked about their needs and how we can meet them with our services.

Talent Scout: Kristiinankaupunki and Pietarsaari cities have appointed a person each who talks as a liaison person for rural companies who are interested or could be in need of recruitment international talent.

Talent Coastline Employment: An ESF project that was approved for funding spring 2020. The project is carried out by the City of Vaasa as the coordinator, City of Kokkola, Yrkesakademin i Österbotten, Vamia and the University of Vaasa Language Centre Linginno. The purpose is to develop integration services in the form of information, counselling and guidance services for international experts and companies in the region. It focuses on strengthening the language skills of international professionals and supporting their local networking. It aims to support and develop the international recruitment of employers through targeted training and communication with employers.

Talent Café: Talent Coastline addresses some important themes with the internationals through webinars called "Talent Café", where internationals of the area could listen to presentations and openly discuss about current issues related to the theme of each event. The

first Talent Café was about Job search during Corona times. The second Café was about networking. The latest Café was about entrepreneurship, as requested by the internationals in previous surveys. These events not only brought information to the internationals, but also a platform to network and discuss, as well as it strengthened the cooperation with many actors of the ecosystem.

Visibility: The talentcoastline.fi website was created to strengthen the ecosystem's presence on the local and national level. It is meant for all stakeholders and target groups to use and find useful links and information on employment in the regions of Ostrobothnia and Central Ostrobothnia. It includes a section targeting international talents, one targeting local companies, and it collects all the contact information of the actors of the ecosystem from ELY Centre, TE Services, EURES, and the Education Institutions of the area. There are also videos highlighting the positive examples of local companies and their international recruitment through. The cases can be found on the website and YouTube channel, and on the Instagram channel of ELY Centre Ostrobothnia.

Lessons

Talent Boost can be scaled

The ecosystem can be formed of smaller and larger Talent Hubs. This shows how the Talent Boost work can be scaled. The hubs always reflect the local labour ecosystem. Here in Ostrobothnia, the work and the setup of Talent Hubs in various cities reflect the structure and needs of the local municipalities and cities. If Talent Boost models can be made more flexible and local, success will follow.

A Centre for Economic Development, Transport and the Environment can be a coordinator

A Centre for Economic Development, Transport and the Environment can be the effective leader of a Talent Attraction and retention ecosystem in a region. Talent Coastline is the engine that is driving forward Talent Attraction Management in Ostrobothnia and Central Ostrobothnia.

Contact person

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More info about the initiative:

<https://www.ely-keskus.fi/web/talent-coastline>

TALENT HUB SOUTH KARELIA

This is a case about early stage Talent Attraction Management and Orchestration. The work is led by LAB University of Applied Sciences. Together with LUT University they have a high share of international students and need to make the most of integrating them into the labour market in order to retain them after their studies.

This would, according to the cookbook, be considered a good start, as they have gathered their ingredients and made decisive moves with multiple stakeholder cooperation. Importantly, a two-year Talent Hub South Karelia project started in March 2020.

Implication for reader: follow their progress in 2021.

About the case

South Karelia as a region has a very unique business structure including some large companies and lots of small companies but only a limited number of medium-sized companies. The growth and internationalization of the local SMEs require an increasing number of highly-educated new talents. The need is also enforced by the rise of especially technology-based start-ups.

Even though both LUT University and LAB University of Applied Sciences are located in the region, many of the local companies are facing difficulties in recruiting new talents, especially in the field of engineering. Expanding their target talent pool also to the international graduates would improve their possibilities remarkably, and possibly open doors to new markets.

Talent Attraction Management and Orchestrating the ecosystem are in the early phase in South Karelia, but some of the important pieces are in place. The need of growing companies for new talents is existent and the new talents are available from the local universities. About 1/3 of students in LUT are internationals. The new Talent Hub South Karelia project aims to find means to activate the interaction between the local companies and international students, encourage and help the local companies to benefit the international talent pool in recruiting and increasing entrepreneurship within the international students.

LUT University and LAB University of Applied Sciences together constitute the LUT Group and both operate in the Skinnarila Campus. They have a long and successful history of executing projects together. The LUT Group will cooperate with local development companies Wirma and KEHY, and other networks to accomplish the objectives.

Talent Hub South Karelia has four pillars:

1. mapping of potential companies and their needs
2. activation and communication with companies in the region
3. getting companies to share their experiences of international talent's benefits
4. finishing the Talent HUB South Karelia-model, establishing the operating model to use mostly international talents to companies' innovation actions

The Talent HUB South Karelia model couldn't have been created by a single actor. It requires an active and open co-operation by all parties: the companies, the universities, development companies and other local networks. It is the only way to ensure that the new model will

genuinely respond to the needs of the local companies and fit their working processes, and at the same time will be adjustable to the studying and working processes at the universities. Active cooperation will also be required to maintain the new model after the project.

Lessons

Having a leader and *de facto* owner for Talent Attraction Management is necessary. Universities can take that role

LAB and LUT have taken the initiative and, in co-operation with other local actors, are leading the talent work in the region.

A shared sense of urgency and co-operation between different organisations makes the difference

There is no patented solution to the challenges of South Karelia as for how to start managing their talent ecosystem. However, all key parties know each other and share the ambition to find ways to channel the potential of the international students and enable them to be recruited by local companies. Naturally, the previous experiences of other Talent Hubs around Finland will be benchmarked in creating the South Karelian model.

Previous work on attracting and engaging international students to LUT form a solid basis to the new model

For several years, LUT has employed an effective First Year Experience welcoming and tutoring model, which has been recognized both in Finland and worldwide. As a result, the LUT graduates are highly integrated to Skinnarila Campus and willing to get employed into the Finnish work market.

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More info about the initiative: <https://lab.fi/en/node/7420>

TALENT HUB POHJOIS-SAVO

This is a case about Talent Attraction Management and an emerging talent hub. It also offers insights into an innovative way of leading by example by the talent hub coordinators – by hiring international talent themselves.

According to our cookbook this would be in a “a good start” phase.

Implication for reader: follow their development in 2021 – and consider how you can lead by example in your region.

About the case

The North Savo region took its first steps to establish a talent hub in 2018. The regional ELY Centre for Economic Development, Transport and the Environment has been the driving force in the preparations and began the work by initiating and coordinating a talent hub working group aiming at agreeing on actions and an operational model. The working group comprised of municipalities, universities, major companies and the regional chamber of commerce. The working group discussions led to an application for financing from the Ministry of Economic Affairs and Employment that was submitted in spring 2020, for the establishment of a talent hub in autumn 2020.

One of challenges the working group had to tackle was that there were many different projects that focused on attracting and retaining international talent, but there was little coordination and common vision between the different initiatives.

One innovative action that has been piloted during the preparatory phase is a trainee programme at the ELY Centre, which decided to hire

an international talent as trainee themselves. The purpose was to “walk the talk” and illustrate how an organisation can benefit from hiring an international English-speaking talent and show that it works also in the public sector, despite the fact that the ELY Centre has Finnish and Swedish as official languages. In doing so, the idea has been to inspire other employers to follow suit. The initiative got lots of publicity in local media and there were many applicants for the position. The main task of the person that eventually was hired was to conduct video-recorded interviews with local companies that had an experience of hiring an international talent.

The trainee was hired for two months at first, and then got the contract extended to a total of four months and was paid a salary during the period. The first pilot worked really well and provided the organisation and its employees with a great learning experience. Employees at the ELY Centre were very pleased with the initiative as they got new perspectives and also could practice their English. The initiative also put focus on the benefits that other companies in the local ecosystem have experienced, for example that it pays off to take a risk and hire an international talent in terms of getting new impetus to the corporate culture and new ideas, and also that it can bring direct value to internationalisation efforts, through the additional language and cultural skills that come with a talent.

The plan of the ELY Centre in Kuopio is to continue the initiative and hire new trainees in the future.

Lessons

ELY Centre can be in the lead of Talent Attraction Management

In North Savo, ELY Centre as the regional representative of Team Finland has been the driving force of starting to manage the talent ecosystem, talking with companies, public sector and universities. This can be a lesson to other regions which need to work with international talent and struggle to identify which organisation should have the lead.

Being open-minded and brave is a success factor

What are the success factors for an initiative like this one? To be open minded and brave, according to the people behind the trainee initiative. Many organisations may hesitate to take on an international talent, so it is important to find the right arguments about how the organisation can benefit from doing this – and be brave enough to persuade and convince colleagues about the benefits.

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TALENTS ACCELERATING GROWTH – THE CAPITAL REGION CASE

The capital region and its AIKO funded project International Talents Accelerating Growth represent one of the most ambitious efforts thus far in Finland to create a regional, coordinated ecosystem for Talent Attraction Management. As such, it is a good start with very promising prospects.

Implication for the reader: consider how you can create a talent hub that allows for both coordination and joint efforts, while at the same time letting the individual actors focus on what they do best.

About the case

Talents Accelerating Growth is a project carried out in cooperation between 12 organisations. City of Helsinki is the lead partner and the project partners are the City of Vantaa, the City of Espoo, Helsinki Business Hub, Helsinki Marketing, Helsinki Region Chamber of Commerce and six higher education institutions – Aalto University, University of Helsinki, Hanken, Metropolia, Laurea, and Haaga-Helia. The duration of the project is two years, ranging from 2019 to 2021 with a total budget of 3m€.

The objective of the project is to attract foreign talent to the capital region, support internationalisation of enterprises and help international talents already in the area to integrate and find a place on the labour market. The project will also work to strengthen the ecosystem for international talent operations by advancing co-operation and the coordination between the actors in the region. The project offers a myriad of activities/services in supporting talent attraction, reception and integration in the capital region. Organisations and service providers like Helsinki Marketing (HM),

Helsinki Business Hub (HBH) and International House Helsinki (IHH) are involved in Talent Attraction activities through marketing and communications and Helsinki Region Chamber of Commerce and the municipalities and higher education institutions tend to specialise in Talent Integration and Talent Reception. Read more about specific activities below.

In the beginning of the project, one of the initial actions of the cities was to identify the range of available services within different actors and to create an overall picture of what there is, what is missing, what needs to be developed and how it is channelled to the enterprises and talents. There is a lack of communication, not services. The current field is fragmented, and many different projects and actions are done without sufficient coordination or communication between the actors. In the early phases of the project, talent attraction has been the most visible and financially invested theme. Now, after one year, the focus has been more on talent retention and integration. Especially during Covid-19, integration support has special emphasis.

For municipalities, integration and employment are key issues. A wide range of surveys and prospecting tools, such as Vainu, were used to map out businesses looking for international talent. Within few months, the capital region municipalities were able to create a business database consisting over 550 businesses. Business sales is one of the core activities of municipalities as the aim is to make enterprises more aware of the services provided by the network. In addition, the goal is to increase interaction between international degree students and enterprises, and to improve communication, cooperation and coordination with higher education institutions.

Specific talent activities

Talent Attraction

Talent attraction is the main responsibility of Helsinki Marketing and HBH. Helsinki Marketing is launching a campaign – a series of short documentaries aimed for people coming from abroad, which will rotate on SoMe. Helsinki Marketing has earlier piloted the City as a Service concept (read more about the concept on p. 51).

HBH is also responsible for attracting talent. The task is to participate in foreign recruitment events and introduce Finland and the capital region as a good place to live and work in. HBH has already participated in several events abroad: Russia, Eastern Europe and India are the biggest target markets with a focus on the ICT-sector. HBH will organise virtual recruiting campaigns this year and next spring, instead of physical events abroad. Read more about the work of HBH on p. 49

Talent Reception and Talent Integration

One of the biggest talent reception initiatives in the region is the Spouse Program, supporting spouses who have moved to Finland together with their partners with social integration networking and employment. The program is coordinated by the City of Helsinki, working together with the Uusimaa TE Office, the cities of Espoo and Vantaa and companies operating in the area that have and are interested in international recruitment. It will be piloted during 2020–2021, after which the effectiveness of the operation and the preconditions for further work will be evaluated. Read about more the talent activities of City of Vantaa and City of Espoo in the chapters on Talent Reception and Talent Integration.

Another important initiative to support reception and intergration is the Entry Point mentoring programme, which offers an opportunity for both mentors and mentees to learn, grow and share experiences over a

5 or 6-month period. The programme is coordinated by Helsinki Region Chamber of Commerce.

In addition, the Talent Boost Index serves as a diversity tool for recruitment promotion. A survey that measures company's readiness to hire international talent, it helps to identify areas of improvement to best employ the expertise of the company's international workforce. The purpose of the survey is to provide organisations with an opportunity to identify strengths and areas for improvement to recruit international talent. Read more about the index on p. 162.

Talent Integration activities in the project focus on business co-operation and student integration, also coordinated by the Helsinki Region Chamber of Commerce. For example, they look for participants to mentoring programmes and organising various events such as matchmaking. In addition, the cities of Helsinki, Espoo and Vantaa have business coordinators who are also responsible for company co-operation in the project. City representatives contact companies to match talent (students & spouses) with open positions at the companies. Read more about other activities of the Chamber of Commerce on p. 84.

The talent activities of higher education institutions (HEIs) support international students during their studies e.g. by mentoring programmes and aim to integrate business co-operation to studies. Within the framework of the project, universities aim to implement the International Talent program, which is a based on Hanken International Talent program HIT (read more on p. 143), a concrete tool for integrating international students to Finnish working life and finding their own career paths. A pilot model will be introduced systematically to higher education institutions, allowing them to work together in creating materials and help each other in making business contacts. For example, Universities of Helsinki and Aalto have created their own versions of the program that would work for bigger

universities. Read more about some of these programmes in the chapter on student activities.

Job Teaser talent pool is a digital environment under development for matching international students with businesses through a digital platform called Job Teaser that is free for universities. That way, concrete tools will be provided for HEIs to promote career paths for students. The career portals serve as a channel to reach out to international talents and also to local students in most institutions.

JobTeaser helps companies to provide targeted information directly to students. More than 700 schools and universities in Europe are already using career portals powered by JobTeaser, a French company founded in 2008. Now as, a part of the project, the service is being adopted by seven higher education institutions in the Helsinki region, and also by several universities nationwide.

JobTeaser talent pool for international students and International Talent programs are in the focus in Autumn 2020 and Spring 2021.

Other talent related initiatives of City of Helsinki

In accordance with the City Strategy (2017–2021) and the economic policy priorities of 2018–2021, the City of Helsinki and various organisations operated or owned by the city has launched a number of initiatives aimed to attract skilled labour and to facilitate the integration of international talents to the society and labor market. In addition, the city is involved in a number of collaborative network projects that contribute in better use of international know-how in the labor market.

Most of the initiatives by City of Helsinki are described earlier in this case about the capital region effort, or in individual cases in the cookbook:

- **MyHelsinki.fi website, by Helsinki Marketing**, as a marketing channel for talents is described on p. 51
- **Start-up attraction by NewCo**: The work to attract and receive start-up teams is covered on p. 124

Specific activities of two of the other capital region municipalities that are part of the Talents Accelerating Growth project are described on p. 91 (Espoo) and p. 80 (Vantaa).

Lessons

Tackling fragmentation is key

In the past, there were many different actors in the TAM field, but no clear channel for exchanging information about talent related activities between them. This type of project is the first step to tackle the underlying issues by identifying current services and improving communication between the actors.

Balancing coordination between national, regional and organisational strategies

The project needs to take into account the balance between on the one hand the regional strategy for better coordination and coherence in services and activities, while at the same time allowing for municipalities and different organisations have their own strategies and specialisations. In addition, the regional state needs to find its place within the national Talent Boost efforts.

More info about the initiative:

<https://www.hel.fi/helsinki/fi/kaupunki-ja-hallinto/yritykset/tyollisyys/tyollisyysshankkeet/kansainvaliset-osaajat-yritysten-kasvun-vauhdittajina/>

OULU TALENT HUB

Oulu Talent Hub is a case about management of the ecosystem, with emphasis on Talent Attraction and Talent Integration. Previously the talent activities of Oulu have focused on attraction, but in the future, more emphasis will be on talent, student and research integration work.

Oulu is preparing the ingredients. The city has piloted activities during the last few years and is now aiming for fresh start and a new focus.

Implication for the reader: Oulu began piloting talent attraction activities a couple of years ago but is now repurposing the work with concrete reception and integration activities.

About the case

BusinessOulu, owned by City of Oulu, is responsible for implementing industry and employment policies in Oulu region by promoting activities for enterprises, employment and business. It is a network builder and coordination point in many matters, from start-up tasks to organising business services such as the regional Talent Hub operations. Building a common agenda between regional organisations is not new to Oulu. For example, Oulu Innovation Alliance (OIA) is a common strategy and operation model promoting cooperation between education, research and the business sectors in Oulu.

In autumn 2020 BusinessOulu will apply for Kokka-funding with its new strategy which to improve the communication between businesses and higher education institutions in the region – University of Oulu, Oulu University of Applied Sciences and Educational Consortium OSAO (VET). The idea is to introduce international students to companies

already during their studies to help international talents to build professional networks. The strategy is based on coordinated activities among regional partners who build a continuing year clock of activities, services and events related to talent attraction, reception and integration.

Currently in Oulu, the focus is on talent attraction. The lack of talent is evident especially in the growing ICT-sector and according to survey conducted together with the chamber of commerce, Oulu needs around 6000 employees in the industry in the next five years. In addition, the University of Oulu needs more international researchers to fill its talent pool. BusinessOulu has organised events at the university to introduce local businesses to both local and international ICT-students. At one of the matchmaking events called Teknologia tasting, the aim is to raise awareness and attractiveness of the sector. In the future, the goal is to focus more in the direction of international talents.

As part of Talent Boost operations, BusinessOulu has created a practical handbook for businesses interested in recruiting foreign talent. Soft landing services are mostly organised by the city, which provides reception activities together with ELY Centre and TE Office. City of Oulu has offered language courses at the campus since the beginning of 2020. In the beginning of 2021, Oulu will also have an immigration centre, which will offer spouse programmes. In the talent hub network different organisations complement each other's services. The Multicultural Centre Villa Victor also provides activities for foreigners living in Oulu. Villa Victor offers assistance in 15 different languages and organises Finnish courses and events on current topics.

The activities are developed together with other organisations in the region.

With the new strategy starting in autumn 2020, Talent Hub Oulu focuses on bringing businesses and international degree students together by preparing ingredients for stronger student integration activities. Another aspect in integrating talents is to have clear and well-structured services paths to provide information on available services in the region. In addition, the networking concept BusinessAsema will open in autumn 2020 in Oulu to offer accessible service spaces that operate as a meeting place for business services, employment activities, students, working life contacts and business in the entire Oulu region.

Lessons

Coordination of regional network in talent work

The strong network of regional organisations is a good basis for comprehensive talent work. The new strategy will include coordinated activities among regional partners who together build a consistent stream of activities, services and events related to talent attraction, reception and integration. That way, Oulu aims to provide talents and international students with more distinct service packages.

Contact person

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ATT



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TALENT ATTRACTION

Talent Attraction is the 1st phase of the journey of attracting talents when looking at the TAM model. Here we find marketing and recruitment activities such as a marketing portal for a city or region, community and content marketing campaigns, online campaigns, online and offline events and marketing and branding toolboxes.

In this section, you can read about the following recipes:

- A good recipe: Talent attraction campaigns for Tampere, Helsinki Business Hub talent campaigns, City as a Service by Helsinki Marketing Case, Talent attraction Turku and TE-live.
- A good start, but still cooking: Jobs in Finland job board, India and South Korea delegations, Study and emigrate event in Seoul, Talent Boost's collaboration and partnerships with specialised events and service providers.

TALENT ATTRACTION CAMPAIGNS TO TAMPERE

This is a case about Talent Attraction in Tampere.

This is a good recipe because International HUB Tampere knew who to look for, where, and how to reach them overseas. The campaigns yielded good results – the companies showed interest, got involved and leads and hires were generated.

Implication for reader: learn how Tampere understands how to be specific about their target groups.

About the case

Target groups

The target groups include international talents and they keep the definition wide: they work with employers, international talent and immigrants (*maahanmuuttaja*). International talent entails highly skilled or otherwise, repatriating Finns or refugees.

Who Tampere needs

Digital talent is key for Tampere: gaming is important, as is cyber security – and a high demand for coders in general. Also, the manufacturing industry is still important in the Manchester of Finland.

Imaging ecosystem and co-operation with India

One of the more established ecosystems in Tampere is the Tampere Imaging Ecosystem, also known among the developers and stakeholders as TIMES. Maintained by Business Tampere, it is a

thriving business ecosystem that stimulates R&D activities of products, services and solutions related to digital imaging. The ecosystem operates as a functioning triple helix cooperation between the imaging companies, the Tampere University and the public sector, or Business Tampere. As the number one imaging ecosystem in Europe – perhaps in the world, the TIMES aims to attract all kinds of talent to support its steady growth. There is a demand both for senior and junior level imaging talent, but also for “home grown”, Tampere university based postdoctoral and PhD researchers, and new master’s students. Among other Tampere based ecosystems, developing TIMES with all respective stakeholders is a key activity for the International HUB Tampere.

Prior to the Covid-19 pandemic the International HUB Tampere, with the help of Business Finland, established a line of dialogue with two respective universities in India: the Indian Institute of Science IISc in Bengaluru and the IIT Delhi in New Delhi. Both institutions and their imaging and machine learning related research is very highly regarded internationally. The initial idea was to create events where Indian IT talent and students could meet with Finland and Tampere based businesses. In addition to the two mentioned universities, the International HUB Tampere and Business Tampere also planned to organise talent-company meetups in IIT Kharagpur and IIT Indore. As physical events and meetings have been postponed due to the Covid-19 pandemic, the International HUB Tampere is actively seeking online events or activities to onboard. Business Finland’s India branch and the New Delhi embassy are key partners not just in physical talent attraction campaigns, but also in mapping the best virtual, online events.

The International HUB Tampere is present on the virtual #finlandworks – booth at the Great International Developer Summit (GIDS) 2020 – a 6-month webinar series dedicated for top IT research and innovation. The HUB is also taking part in the Finnish embassy's Study and Work webinar series, dedicated to showcase Finnish universities, their key focus areas and life in Finland - and why the talents should consider Finland after the pandemic. These activities are still ongoing in the autumn of 2020.

More info about the initiative:
<https://internationaltampere.fi>

Lessons

Engage the stakeholders and set common goals

Talent attraction campaigns tend to attract numerous stakeholders, but co-management is impossible. In order to successfully organise an international campaign, one coordinator has to adopt an active role and lead the team. Set goals are needed in order for all stakeholders to understand the motives of the others.

Know your *exact* target group and go meet them

Which type of talents do your city's companies need? In Tampere's case, it was specifically game developers and imaging professionals. Thanks to cooperation partners (universities, companies, NGOs) they knew where to look for them and how to find people onsite to participate in the events.

Initiate conversations and make things happen

If you want change to happen, you need to drive that change. You, the talent manager of your city, are the only one with a specific talent assignment. Help the companies in your city or region make events and campaigns happen, initiate ideas and help them come to life.

HELSINKI BUSINESS HUB: TALENT ATTRACTION CAMPAIGNS

This is a case about Talent Attraction campaigns launched by Helsinki Business Hub (HBH).

After a successful talent attraction pilot project in 2019, HBH has continued to focus on talent attraction events and activities, providing opportunities for companies who are hiring and international talent to meet. HBH is a member of the AIKO funded International Talents Accelerating Growth project in the capital region (read more about the project on p. 40) and works closely together with regional, national and international ecosystem partners.

This is a good recipe.

Implication for reader: if you are intending to send delegations overseas and matchmaking between employers and talent, read this.

About the case

Since the start of the pilot project in 2019, HBH has participated in and organised various talent attraction events abroad with a view to build awareness around Greater Helsinki and the opportunities in the region. The project is aligned with the Talent Boost program.

HBH hired two Talent Managers in 2018 to give priority to talent attraction. HBH focuses on attracting experienced tech talent currently residing outside Finland to the open vacancies of the Greater Helsinki companies. This work is carried out for example through matchmaking events, where the role of HBH is to facilitate one-on-one conversations between the companies and the talent, through maintaining a job board for open tech vacancies in the capital region (read more below),

and in the future through digital talent attraction campaigns executed in close cooperation with companies. HBH does not provide direct recruitment services, but rather aims to provide opportunities for the companies and talent to meet and continue the discussion from there.

Examples of these events include several matchmaking events in Moscow and Saint Petersburg, Games Jobs Fair (organised by Games Factory) in Kiev, and Junction Budapest (read more about Junction on p. 112). HBH has also been planning a digital talent attraction campaign in India, under the Talent Boost flag in cooperation with Business Finland and a groups of other Finnish cities.

Past, noteworthy initiatives include:

Highway to HEL recruitment events

In November 2018, HBH organised a recruitment breakfast in St Petersburg in Russia as a pilot project to attract software talents and companies. HBH approached potential companies in Espoo and Helsinki and invited them onboard. The event was financed by Helsinki Business Hub. Companies Sievo, GE Healthcare, Paf, Relex and F-Secure joined. The event was marketed to talents through networks and targeted SoMe campaign as an opportunity to work in Finland, with all the great career and lifestyle options as well as the opportunity to solve global challenges. The event was organised together with the Consulate General of Finland in St. Petersburg in their premises, which further emphasized the national level commitment to talent attraction. A similar event was organised also with the Embassy of Finland in Moscow in February 2019. The concept was slightly developed based on

feedback from companies and talents who had participated in the St Petersburg event.

Tech jobs in Greater Helsinki jobboard

Another outcome from the HBH pilot is a tech job board with a target to showcase all the tech jobs for foreign developers in the region. The board is free and available for all companies and tech positions that are open. All jobs presented on the board are open for international talent who do not speak Finnish.

What about the future then? HBH is planning to launch digital talent attraction campaigns. The aim is to work closely with companies to best support their needs and increase the effectiveness and reach of international talent attraction efforts.

Another future need HBH has identified is to move from project-based ways of working to more permanent operations. Projects are great for piloting and experimenting, but there is also a need for consistency and long-term solutions when it comes to international talent attraction.

Lessons

Engage the right audiences

SoMe plays an important role in marketing the events and reaching the international talent. The channels can and must differ depending on which part of the world is being targeted, and the message needs to resonate with the audience. There must be a match between what the companies are looking for in talent and what the talents are looking for. It is therefore essential to analyse this and work strategically to achieve that match. Involving companies to talent attraction efforts is a must.

Find the challenges and try to tackle them

In many locations there is usually a willingness of highly skilled people to move to a new country for work, and there is a big demand for talent among many companies, but the restricting factor can be the willingness of companies to step out of their comfort zone and hire internationally. There is a need for providing tools and solutions to support the needs of the companies and the talent.

Keep learning

Trial and error and constant learning is the key. Talent attraction will not be successful until everyone works together and achieve substantial results in collaboration.

More info about the initiative:

<https://www.helsinkibusinesshub.fi/helsinki-business-hub-pilots-model-international-talent-attraction/>

CITY AS A SERVICE BY HELSINKI MARKETING

This is a case of mainly Talent Attraction and to some degree also Talent Reputation, as it helps build the international reputation of Helsinki, the first Talent Reception given to visiting tech talent.

This is a good recipe – the City as Service campaign is one of the most innovative talent attraction efforts in Finland to date – and made international headlines thanks to its creativeness.

Implication for the reader: you have a good idea you want to try to see if it works? Go ahead and try it and learn from the experience.

About the case

Helsinki Marketing is part of the Helsinki capital region project, the so-called AIKO project, aimed at creating a coordinated ecosystem of talent services in the region. Read more about the project on p. 40.

Helsinki Marketing (HM), a marketing company owned by city of Helsinki, is active in attracting talent and building a reputation for the region, in line with its main mandate that lies within international marketing (some DMOs, destination marketing organisations, also has a mandate to develop the local or regional tourism industry, which is not the case for HM). HM, for example, runs the My Helsinki website: <https://www.myhelsinki.fi/en/work-and-study/work>. Since summer 2017, it has been a main channel for digital international marketing communications with the target group. The website is an English-language service, containing information on working and studying in Helsinki and the Helsinki way of life. At the beginning of 2019, two new content packages were built in the work & study section of the website to support the attraction of international talents and

their families. It comprises content, stories and helpful tips for talents interested in living and working in Helsinki.

The work of HM rests on the premise and conviction that talent attraction activities benefits strongly from general city branding activities. This is especially manifested in how companies choose to use the city brand in their own marketing, and there is a clear trend that some major Finnish companies want to align with the Helsinki brand in their own talent acquisition activities. Another premise is that there is a natural link between destination marketing and talent attraction, where talent attraction can benefit from the more emotional and social type of marketing and branding used in the destination marketing space.

How to add the more emotional appeal of Helsinki to the marketing brew in practice? Enter the CaaS initiative. CaaS is short for City as a Service, which is an all-inclusive service bundle that unlocks the entire city for international tech talent. The purpose has been to motivate, guide and help the very specific target group of international top tech talent to feel at home in Helsinki. The tech talent is invited to come to Helsinki and experience the city as demo users, which is meant to add an emotional appeal to more rational arguments of why Helsinki is an interesting place for tech talent. The campaign, in turn, connects to the two priorities focus areas and branding assets in Helsinki's marketing: digital innovation and fighting climate change.

The first pilot campaign ran in 2019 and was based on a tactical, practical and design-thinking inspired approach to marketing. By experimenting and quite rapidly testing an approach in a pilot phase, HM learnt more about the challenge of attracting talent and the

potential solutions. There is sometimes a tendency to over-plan marketing efforts, and HM believes it is better to adopt more agile work modes inspired by the approach to creating new digital services: test and learn fast, adapt, and scale up efforts if they work.

Six local companies were part of the CaaS pilot. A total of 16 individuals were invited to come to Helsinki, at the same time as the world-famous Slush event was held in November 2019. Some talents brought their families, so a total of about 25 people came in the end. The selection was made by the HR departments of the six participating companies. A total of 7000 applied of which of which 300 remain in the talent pool for the companies to be contacted later. In addition, the media coverage was huge, because of the innovativeness of the campaign, contributing to the high number of applications. The media reach was valued at an impressive € 740 000, at a total value of € 940 000. Some of the videos produced about the initiative went completely viral, supported by sharing by some of the most high-profile tech people in the country.

The total budget was about €90 000, which was mainly spent on marketing the effort and hosting the talent. HM chiefly paid for the marketing and the participating companies paid for the hosting. As for the communication as such, an important aspect has been to choose a tone of voice that aligns Helsinki's desire to be an edgy, creative hotspot for tech and start-ups.

Based on the first pilot, the idea is to launch a bigger brand building campaign that will take inspiration from the CaaS campaign. It was meant to be launched spring 2020 but was put on hold because of the Covid-19 pandemic.

Lessons

Don't over-plan – test and learn instead

Don't over-plan; instead create something real and concrete that cater directly to the needs and wants of the target group and try if it works.

Make your city branding real with authentic experiences for the target group

General branding campaigns benefit greatly from a more tactical, concrete manifestation through which you can create a direct experience for and interaction with individual talents.

Don't forget about spouses and families

Don't forget spouses and families of the talent that come to visit; you need to cater to their needs too.

More info about the initiative:

<https://helsinkiasaservice.com>

TALENT ATTRACTION TURKU

Turku is a rapidly growing area which is especially in need of skilled labour. Turku has started focusing on Attraction as well as Reception and Reputation services. Furthermore, they are taking care of the ecosystem orchestration (see case on p. 27) in order to provide international talent with the necessary services and the best possible experience of the city.

This is a good recipe, given the ambition of Turku to become a welcoming career destination for international talent, and how the region is planning new initiatives and moving fast with the implementation.

Implications for reader: observe how the city has started to respond to the talent needs of the ecosystem, pay attention to the developments in 2021.

About the case

Turku needs to attract talent in the short term since companies need to grow and the lack of skilled workers is a definite bottleneck. Specific sectors in need of talent are the high-tech industry (e.g. the maritime industry and manufacturing), life-sciences and programming. The challenge is that Turku (and Finland in general) fails to register as an international career destination in the minds of potential talents, according to the interviews. This challenge is compounded with a lack of public and private resources allocated for Talent Attraction.

Talent Call Turku 2019

The Talent Call Turku is a contest aimed at professionals worldwide who are looking for new career opportunities. In the spring of 2019, there was a call for professionals especially in technology fields – a growing business cluster in Turku, Southwest Finland. The winners were chosen from over 1,000 applicants. Six of the applicants received an invitation to come to Turku in August with their families.

The Talent Call Turku 2019 application period lasted for a month and attracted over 1 000 experts from all over the globe, representing more than 70 different nationalities.

The selection process had three phases. In the first phase, the skills of the applicants were matched with the needs of the companies in Turku. The second phase consisted of writing a motivation letter and answering questions in a pre-recorded video interview on the RecRight platform. Finally, the motivation and expertise of the applicants was assessed together with the HR recruitment company Personnel. According to studies, talents whose spouses find jobs in their new home country are more likely to stay in that country. This is why the expertise of the applicants' spouses was also assessed and had influence over the selection.

The week-long visit was on 18–24 August 2019. During the visit the esteemed guests made new friends and discovered what the Turku region has to offer in terms of work, schooling, hobbies, services, amusement, nature and more.

Marketing of the Talent Call Turku campaign was based on SoMe: LinkedIn, Facebook, Instagram and Google Ad Words. An ad agency was involved in creating the concept and content of the campaign. The visibility of the campaign during the application period (April-May 2019) was 1,7 million different talents and 5,6 million views. The campaign was successful in receiving visibility in the Finnish media as well, which intensified the influence on companies to think of international employees as an option.

The target markets were chosen in cooperation with Business Finland. Talents already in Turku had a vital role in spreading information about the campaign. For example, one of the countries from which most applications were received was Latvia. Marketing was not heavy in Latvia, and the word got around through Latvian talents in Turku and Finland. One of the other countries with the most applications was Singapore. This can be explained with the good cooperation with the local embassy in Singapore. In addition, the Finnish Promotion Board and the Ministry of Education and Culture did a lot to spread information about the campaign.

The budget of the campaign was around 100 000 €. The advertisement costs were at 15 000 €. The total costs involved tickets, hotels, videos, webpages, catering and more, but excluded personnel costs. Two people were working full time on the campaign, not to mention other colleagues helping out.

The campaign was organised in cooperation between Turku Business Region (a brand managed by Turku Science Park Ltd.), the City of Turku and Business Finland. The initiative was a success, as this gave the new Turku Business Region brand visibility and raised the profile of Turku and Finland. The campaign was unique because it targeted families, i.e. international talents coming to Turku with spouses.

A Talent Call Finland (working title) is being discussed as of May 2020. The idea would be to launch a similar campaign on a national level. The next Talent Call campaign is planned to be held in the summer of 2021, rescheduled from the summer of 2020 due to Covid-19.

Tech Summer Trainee Campaign (kesäteekkarikampanja)

For several summers, the Turku region has arranged campaigns to attract Engineering master's degree students by offering free housing and public transport benefits. In 2020, the Tech Summer Trainee campaign (Kesäteekkarikampanja) went international, as a part of the places were reserved for international degree students. The campaign is primarily aimed at Master of Science students of mechanical engineering, production engineering, maritime technology, building technology, and architecture in the universities outside of Turku.

The campaign is organised because companies in the region have had difficulties in both filling permanent posts and attracting engineering students from their study towns to work for the summer in Turku. In 2020 an international aspect was added to the campaign since international Masters of Science in engineering are an under-utilized asset in Finland (Technology Finland).

Organising the campaign includes mostly marketing, handling of the applications and booking the housing and public transport benefits. A candidate can apply after signing the employment contract with a company in Turku Region.

The registration period was open between January and April of 2020 and of the 45 applicants, 30 were chosen. The campaign was open to students studying in Finland and abroad. 30 tech summer trainees started in 17 different companies in the spring and summer of 2020.

The campaign is organised by Turku Science Park Ltd. and the City of Turku.

Singapore and #FinlandWorks event for families

In November 2019, Turku together with Business Finland organised a #FinlandWorks side event during the Singapore Week of Innovation and TeChnology (SWITCH).

The Talent Call Turku campaign was well received in Singapore with over 80 applications sent to the first phase of the career competition. Finally, after three qualification rounds, one couple (web developer Audrey Kow with her husband) was selected to visit Turku in August 2019.

The side event was organised for all the participants of Talent Call Turku 2019 from Singapore and others interested in career opportunities in Finland.

During the side event, there were presentations about Finnish work-life balance, working in Finland, and the Finnish education system: studying and doing research in Finland. There was also a Q&A with Talent Call Turku 2019 winner Audrey Kow and her husband Ryan Ho.

Entertainment for children and teens included a HobbyHorse track and Finnish children's games (e.g. the Angry Birds board game). Everyone who completed the HobbyHorse track received a certificate.

Turku and South Korea

Turku co-operated with Business Finland on attracting talents from South Korea (see case on p 60).

Turku independently arranged to participate in a separate event in South Korea, taking the national #FinlandWorks concept and adapting it to their own needs. This was done with a #FinlandWorks stand during the Kormarine fair in October 2019. Kormarine is an international marine, shipbuilding, offshore, oil and gas exhibition organised every two years in Busan, South Korea, attracting over 36,000 visitors. Numerous Finnish maritime companies have previously attended the exhibition, both with their own stands and as part of the wider Finland brand (Finland pavilion). Turku is the leading region within the Finnish maritime industry, which is why it was logical for Talent Turku to attend Kormarine 2019 as a talent attraction activity. Together with Business Finland and Finnish Marine Industries (Meriteollisuus ry), Talent Turku successfully represented working in Finland throughout the four-day exhibition.

Talent Turku 2019-2020 delegations to Bengaluru, India

Turku co-operated with Business Finland on attracting talents from India (see case on p 60).

Career in Turku & Southwest Finland

Talent Hub Turku has divided its marketing and communications based on its two target groups (companies and talents). Information and services to companies are communicated through the Turku Business Region brand and channels. Talents are serviced through the Career in Turku & Southwest Finland brand, which is linked visually and digitally to the national Work in Finland brand.

The Career in Turku & Southwest Finland website aims to be the channel where international talents (both in and out of Turku) can find all of the information relevant to them. The website provides information from careers to culture, not to mention daycare, services, healthcare and information about the region's opportunities to work

with global challenges, including a job board with open job positions. On the website, visitors can also find events aimed towards international talent and latest news on topics related to this theme.

The Career in Turku & Southwest Finland Newsletter is an important communication channel for international talents who already work in the Turku region or are interested in its possibilities. Email addresses are collected through Career in Turku & Southwest Finland website and at different events. The newsletter is sent around once a month, depending on when there are relevant developments to report.

Lessons

Involve companies early and consistently to attract talents

By getting companies on board, initiatives cater to their needs and are more likely to have an impact. In Turku, companies have been asked what they need (better marketing and co-financed attraction campaigns) and how campaigns can be delivered in coordination with the public sector.

Importance of job openings

Active search of job openings that are fit for promotion on the Jobs in Finland platform (and thus also on the Career in Turku & Southwest Finland platform) help Talent Attraction work. It is also an easy way to contact companies and further involve them in future activities.

Cooperate nationally, seize opportunities

#FinlandWorks is working both as a concept and a campaign. Talent Turku is active in the Talent Boost programme and cooperates with Business Finland, who is responsible for marketing the country to international talent. Turku has seized the opportunity to be a part of

these campaigns. Marketing is needed for overseas international talent to recognise Finland, Turku and other cities as viable and interesting career destinations.

Turku is working hard to provide services for existing and future international talent. The services need to be in place to ensure that talents have a good user experience: access to social networks, activities, work (also for spouses) and English speaking daycare for children. Read more about Turku's Talent Reception work on p. 70.

Turku sees the need to have more marketing resources and better coordination with the national level, i.e. with Talent Boost. Otherwise, instead of unified and coherent communication, marketing messages may remain weak and fragmented.

Cooperation on a national level with other cities brings benefits instead of rivalry

The main partners are local companies, Business Finland and other cities. According to the interviews, Talent Turku realizes that when doing Talent Attraction, working together with other talent hubs, there is a clear and common understanding that "this is not a zero-sum game". This is a national exercise in which cities play a very important role. When Finland gets more people interested in working and living in the country, every city needs to provide the competitive advantages for their region. For example, in manufacturing, Turku competes directly with Tampere that has the same need for skilled workers. Both cities acknowledge that there is no point in working separately to attract talents.

More info about the initiative:

<https://careerinsouthwestfinland.fi/>

TE-LIVE – RECRUITMENT THROUGH LIVE RECRUITING BROADCASTS

TE-live is a case of Talent Attraction, and with strong Talent Reception and Talent Integration components, as it is used not only to attract talent to Finland but also help with the first transition and settling in.

It is a good recipe, as an innovative service concept that provides tools for remote recruitment and a comprehensive, tailored package for companies.

Implication for the reader: consider how virtual recruitment can be done, which is more important than ever following the Covid-19 pandemic.

About the case

TE-live – MessiLive until 2020 – is a North Savo-based recruitment innovation which was created in 2016 when the ELY Centre, Finnvera ja TE Office moved under the same roof in Kuopio. It is a new approach to recruitment, combining the latest technology, strong interaction skills and extensive experience of serving employers and jobseekers alike. As of 2020, there are TE-live studios in Northern Savo, Kuopio, Iisalmi, Varkaus and Kajaani, and the aim is to expand the service to TE Offices across Finland.

In 4 years, TE-live has produced around 500 live recruitment broadcasts and they are currently developing an international website as well as virtual reality recruit system for competence testing in different fields of occupations. The mobile studio feature of TE-live is particularly an innovative concept, as it enables broadcasting

anywhere in Finland. That way, employers can provide a different and authentic approach to recruitment by presenting the workplace, future colleagues and the city. In turn, job-seekers are able to ask the recruiter questions through the chat function that is embedded in the live-broadcasts. Speed interviews are also possible.

Locally, TE-live co-operates with the Talent Boost network and chambers of commerce. At the international level, EURES network promotes TE-live services with the support of Finnish embassies and Business Finland. As a public organisation, it is a liable service helping jobseekers in all aspects of recruitment and moving to a different country – from permits to finding free time activities and family services. It also offers additional tailored services such as training programmes on site to support the integration process. Most international recruitments have been from other EU countries, but since summer 2020 recruitments from non-EU countries are included with a wide range of international services. The newest TE-live unit will be opened in autumn 2020 to Helsinki Antinkatu TE Office and in the future, the focus is on extending the service concept to a larger scale and to facilitate international recruitment. Future plans also include creating Talent Boost (for employer services) and #FinlandWorks (targeted to talents) brands for TE-live.

Lessons

Innovating recruitment to attract talent

TE-live is an innovative concept that can make it easier to attract from other countries without the need to meet physically.

More info about the initiative:

<https://te-live.fi>

JOBS IN FINLAND JOB BOARD

This is a case of Talent Attraction, showcasing English speaking jobs in Finland.

It is a good and promising start, which offers learnings and shows some positive, early results.

Implication for the reader: consider how a solution in your region can be scaled up to the national level and benefit other regions.

About the case

The Job board, Jobs in Finland, is a national board for English speaking jobs. Launched in January 2020, the Talent Boost team and partners had seen the need for quite some time to collect all jobs located in Finland for which Finnish is not required in one place, as it previously was difficult to find these on regular job sites. The job board is linked to Work in Finland web page. The Talent Boost hubs can all post jobs directly to the board. The service is coordinated and funded by the Talent Boost team at Business Finland. It is a free and easy channel for companies to advertise their jobs.

The inspiration came from regions such as Turku and Helsinki that already had set up similar platforms with good results. The case therefore offers an instructive learning about a bottom-up development process, where a solution can be innovated and piloted in a region, then be adopted on the national level and made available to all regions.

The target audience are international talents abroad as well as international talents already located in Finland.

How does it work in practice? Each Talent Boost hub has appointed a “Jobster”, i.e. a project manager or adviser on the team that has particular responsibility for identifying and collecting jobs in their local business community, and then post them to the portal.

At a given time, about 70 to more than 100 jobs are available in different sectors and the coordinators see quite a good reach and lots of traffic to the webpage. No systematic follow-up of the effects of the platform has been done yet but might be a future area of development.

The system will be a temporary solution until the public employment service is launching its new job market Finland, which had been delayed.

The platform and the jobs are marketed through SoMe, at events and roadshows, and outdoor screen on Business Finland’s building and through partners at HEIs and other stakeholders.

Lessons

Need a quick solution? Keep it simple

What to think about when doing something similar? Do not make it too complicated and difficult to manage. Sometimes a simple and easy-to-use platform will do. In this case, more advance features such as AI capabilities will be part of the future platform developed by the public employment office, so a deliberate choice was made by Business Finland not to include this in the current, temporary platform.

More info about the initiative:
<https://jobs.workinfinland.fi>

USING PROFESSIONAL CONFERENCES AND TECH EVENTS TO ATTRACT TALENT – THE INDIA AND SOUTH KOREA CASES

This is a case of Talent Attraction, and how on a national level Finland works with promoting the country to talents, in co-operating with cities and companies.

This is a good start as the first years of activities have been launched, and it is in some case to gauge the long-term effects, but efforts so far seem promising and well-executed.

Implication for the reader: think about how you could benefit from pooling resources under a common national or regional umbrella in joint international attraction efforts.

About the case

The last few years, Finland has – under the Talent Boost and Team Finland umbrellas – enhanced its efforts to attract talent from global target markets, such as Russia, India and South Korea. In this case, some of the activities on two of these markets, India and South Korea are described and analysed.

Nationally, Finland is looking for talent in broadly three categories:

- Highly skilled, IT engineers and software developers
- Start-up talent and new start-ups (read more about this in the start-up chapter)
- International students

Team Finland goes to India

India is one of the key markets for attracting international talent to not only Finland, but for many countries. The work overseas, in the case of India, focuses on actions with local partners and events in India. For example, Great International Development Summit (or GIDS, see more below) and strategic university collaboration to build long-term relationships. Recruitment partners and local digital tools are put into use and finally business and ministerial delegations are an important building block. Such delegations participate in for example the Bengaluru Tech Summit.

When this cookbook went into press, Business Finland had one designated project manager devoted 100% to developing talent attraction ties with India. The person operates in a network with the Team Finland representatives in India. Also, the Ministry of Education and Culture has sent a senior specialist Team Finland Knowledge Expert to India whose mission is to strengthen academic collaboration between Finland and India. Talent Boost is an integral part of the expert's work. Thus, Talent Boost is strongly represented in the Team Finland network in India, which provides excellent opportunities for creating new networks, organising ministerial-level business delegations and campaigns to attract Indian specialist and students to Finland.

Finland making history in India

April 2019 saw the Great International Development Summit (GIDS), to which nearly 6 000 Indian senior coders flocked. The agenda included all the latest in AI, developments in coding languages, workshops, an exhibition area, career counselling and so on.

It is important to note that Finland was the only one to participate as a country, as a national delegation. Other participants came as companies. This helped to make Finland's overall career and lifestyle offer more visible among the tight global competition between large corporations and career destinations, and made their appearance seem professional and well co-ordinated. All of this contributed to the attractiveness of their booth, that of a foreign and relatively unknown country.

Helsinki, Turku and Oulu were involved in co-organising and participating. Helsinki was present in India, with Turku and Oulu having sent materials.

Event concepts are done in India and according to the local needs and conditions. In the sidelines of the event, a #Finlandworks Evening Event (and Finland Works Networking Event) was organised. Marketing and communication was done with own resources. A conference room was booked in a hotel, with some 120 participants attending. A number of larger Finnish companies present in India took part (Nokia, Kone, Tieto for example). The format was speeches by companies, QA session and networking afterwards. Helsinki Business Hub marketing team has been instrumental in helping to get people there. Importantly, B2B and ministerial meetings were organised to discuss export and streamlining work permits.

The event concept has been very successful and will be continued in the future.

Raising awareness of Finland in India

Indian start-up organisations, associations, accelerators etc have been targeted to spread the information about Finnish possibilities. A "Media and influence" delegation was organised from India to Finland. This was co-ordinated between Business Finland and the Ministry of Foreign Affairs. In early December 2019, HeadsStart India largest grassroots association early-stage start-ups, came to Finland. They took a massive interest in Finland after the visit and established their "chapter" in Finland, which has already created one event before the Covid-19 crisis hit in 2020. As with all events that Business Finland and the Finnish embassies hold, when related to investment or career promotion, include the #FinlandWorks hashtag. In April 2019, a recruitment platform was used with events and international campaigns. As of 2020, Jobs.WorkInFinland has been launched and despite the challenges of Covid-19, it is being rolled out as the go-to source for career information about Finland.

In terms of regional and national co-operation, the most important region is Bangalore, as that is the giant nation's IT centre in terms of companies and talent. A Memorandum of Understanding (MOU) has been signed with with Karnataka region and the Government of Finland on innovation co-operation. This was in place before Talent Boost was initiated. A steering group consisting of the Finnish Embassy, Business Finland, Finnish companies and Government of Karnataka (ITBT Department) convenes four times a year, where Finnish companies present in the region are invited as well as universities. The regional co-operation is good and strengthens the collaboration between Finland and Karnataka.

More Indian students to Finland

In November 2019, a Team Finland delegation consisting of Business Finland, the Labour and Economy minister Mr Timo Harakka along with 15 company representatives was organised. Preparations included arranging a meeting with IIT Delhi, Indian Institute of Science and the

International Institute of Information Technology Bangalore, all of with whom Team Finland wanted to discuss potential co-operation. The driving question was how could the top students go to Finland for practise and further studies and work, in addition to the usual US/UK destinations? During the visit, the Team Finland delegation also attended the Bengaluru Tech Summit which is one of the most prestigious tech events in India.

The results are early to judge, as these things take time. The meetings were held, and the tone was positive. Importantly, a lot of groundwork is being put in place to make recruitment of students possible already by 2021 (note the year long time for this process). The fields were diverse, from quantum computing to machine learning.

South Korea delegations 2019-2020

In 2019-20 several Finnish Talent Boost delegations to South Korea took place. These have been Talent Attraction activities to recruit and market Finland as a career destination. Usually, the team has arranged a #FinlandWorks side event for talents before or after the main event (e.g. trade fair) in order to engage with the talents better.

The co-operation with Korea has deepened thanks to the initiative of Korea Trade-Investment Promotion Agency (KOTRA) whose local branch in Helsinki contacted Business Finland. They told about the country's challenge of high youth unemployment. To meet that challenge, KOTRA together with the Human Resources Development Services of Korea (HRD), have put in place a programme, with campaigns encouraging young people (students and talents) to go abroad to further educate themselves, and/or to get a job and later move back to Korea with that experience. On paper, it sounds like a great match as Finland needs international talent.

However, the events where Business Finland, along with many cities and companies, has participated, have shown that while there is great potential and talent, there are cultural and language challenges that need to be taken into account.

That is why in the future, more focus will be on attracting students from South Korea who hopefully will be employed in Finland after their studies as well as start start-ups.

KOTRA Seoul Career Vision, June 2019

This was a Talent Attraction delegation visit organised to South Korea. The event had selected exhibitors able to meet potential candidates with fluent English-Korean bilingual abilities who were exploring employment opportunities in Finland. KOTRA was the organiser. KOTRA asked Finland to join. Both companies and cities joined, among them Turku, Southwest Finland TE Office (*Varsinais-Suomen TE-Toimisto*). Business Finland organised work permits and settling in services in advance in order to fast forward emigration processes. Read more here: <https://www.businessfinland.fi/en/whats-new/events/2019/career-vision-seoul/>

Finland Day in Korea, April 2019

This three-day event featured a show-room type exhibition of Finnish design and lifestyle products, food, travel, and education, as well as workshops, lectures, and other activities for the visitors to enjoy. A pop-up store selling Finnish products that are already in the Korean market was set up. It was organised by Business Finland and its stakeholders by their own initiative. Talent Boost and prospects of living and working in Finland were spoken about in speeches. A few thousand participants took part. Several were asked in an interview if they would be interested in visiting, living or working in Finland. A lot of contacts, i.e potential recruits were generated. Read more here: <https://www.businessfinland.fi/en/whats-new/events/2020/finland-day-korea-2019/>

KORMARINE, Busan, October 2019

This is an annual maritime industry conference, with over 800 companies, 45 countries and some 2 000 booths present. Turku is Finland's shining diamond in the industry and took initiative to participate in the Talent Boost framework. Turku Business Region went and brought several businesses to recruit from Korea. Business Finland provided finance and assistance. Turku took the lead in organising - and marketing the entire country on behalf of Business Finland and other cities. Read more here:

<https://www.kormarine.com/>

Pangyo Technological Valley Start-up networking event, Seoul, November 2019

Pangyo Technological Valley is an area around Seoul that is home to the largest gaming companies and hundreds of start-ups in South-Korea. It is referred to as the Silicon Valley of Korea. Business Finland was invited to introduce the Finnish Start-up ecosystem to various start-ups and actors present. This event was a success based on the initial invitation, the interest of the participants and the number of useful contacts in the start-up sector and the gaming industry that the event generated.

Global Game Exhibition G Star, Busan, November 2019

G-Star is an annual trade show for the computer and video games industry, organised by Korea Association of Game Industry (K-GAMES). It has both a Business To Customer (B2C) and Business To Business (B2B) part. B2C was a festival and had students attending, while the B2B part was a smaller recruitment fair. Business Finland was present in the latter with its Entertainment Finland representative, the Finnish Neogames representative and a representative of one Finnish gaming company. The Business Finland #FinlandWorks booth introduced Finland as a potential country to work, live and study and its open positions in the gaming and ICT sector to the participants of the BTC event. The participation of Finland in the event drew much attention

and the Finnish delegation was invited to visit over 12 gaming companies, start-up incubators and other organisations during the week prior to the G-star event. A number of participants were interested in moving to Finland for work. For further cooperation, a language training incubation should be considered to reach the level required by Finnish companies.

Read more here: https://www.gstar.or.kr/eng/gstar/gstar_info.do

Korea Study Abroad & Emigration Fair Seoul, November 2019

Business Finland took part in the largest study and recruitment event in the country. Business Finland co-operated with the Finnish National Agency for Education as well as Finnish universities and universities of applied science and jointly participated in this event to tell the visitors about studying and working in Finland. It was considered a success given students' interest, new followers to SoMe accounts and contacts made. Read more in the stand-alone cases on p. 65 and here <https://www.businessfinland.fi/en/whats-new/events/2019/study-abroad-and-emigration-fair-2.-3.11/>

Lessons

Unite, know your target audience, market and test

The concept of participating in key tech events in India or events in South Korea is not particularly revolutionary. What is, however, is the fact that Team Finland goes there as one. It takes a lot of willingness and preparations to pull off the approach in its entirety – with long-term preparations and attending high-level meetings. It is also important to understand where your target audiences are (in this case, tech events and universities) and come up with a way how to best get there.

Overseas work requires preparing the ground at home

The other side of the coin of attracting international talent to Finland is investing into better activation in Finland so that the Indian or South Korean potential talent would reach the relevant companies in Finland. The issue is that Finnish companies are not that aware about these opportunities that delegations bring, or they do not necessarily know about Indian students studying figuratively – or literally – next door to them. The same goes for universities in Finland and their unawareness of the potential for exchange programmes that the Talent Boost team offers (no research has been done on this; this is an observation from the field).

The Indian future of Finland looks promising

Focusing on attracting highly skilled talents that Finnish companies need provides a clear value for companies and taxpayers. Team Finland will be further investing resources into boosting the co-operation between Finnish and Indian universities, attending the tech events, working with the Indian diaspora, making companies in Finland aware of the work and possibilities - and of course raise the general Finnish profile in this enormous country. This investment holds a promise for the future, especially on exchanging students on master and PhD levels.

STUDY AND EMIGRATE EVENT IN SEOUL

This is a case of Talent Attraction, both for attracting talent in general as well as potential students.

This is a good start: it is a new initiative that displays an impressive scope of partners and showcases the benefits of doing joint Study and Work in Finland operations.

Implication for the reader: consider how you can partner up with others when targeting remote countries, to achieve bigger impact as well as share costs.

About the case

The Korea Study Abroad & Emigration Fair Seoul is the largest fair for studying and working abroad in South Korea. It also focuses on general emigration issues, such as people that want to buy a house abroad when they retire.

Held in November 2019, a large delegation of Finnish stakeholders participated under a common Finland umbrella, focusing on attracting both students and employees to Finland. This was the first time that both the “work in” and “study in” shareholders participated under one flag and one booth. The participation was coordinated by the Talent Boost team at Business Finland.

Among the “study in” stakeholders, HEI’s such as Aalto, Jyväskylä and Turku universities, HAMK and FINNIPS (The Finnish Network for International Programme) participated, and from the “work in” side the national Talent Boost team as well as some of the regional talent

hubs came along, such as Talent Turku. The Embassy of Finland in Seoul was involved, too.

The visitors to the fair that showed interest in Finland could talk to representatives of HEIs and regions and fill out a form on a touchpad if they were interested in more information.

Afterwards, the organisers sent the contacts links to job board and the Work in Finland websites with their permission. The Finnish team also organised side events, such as an evening event about working in Finland. The team also visited a start-up side event to promote Finland for start-up talent. A challenge for the follow up is GDPR, and a future development is to find out how to store the contacts (as they are private individuals and not companies) for future use and follow up.

The joint participation was successful, according to the coordinators, and brought benefits such as more visibility and a bigger, better designed booth. Not the least, it was also easier to give for example a couple where one person was interested in work and the other in studying a comprehensive offer. The booth was busy at all times. Interestingly, the universities – despite also being competitors – directed students between each other.

Concrete results, apart from general marketing and reputation building, was that about 80 work related and a couple of hundred study related leads were collected and later followed up with.

The participation in the fair was deemed so successful so delegation will most likely go back to South Korea and new, similar efforts are considered in Russia, Eastern Europe and India.

Lessons

Do side events too for more impact

It is worthwhile to build a programme around the fair event. For example, meeting local partners and holding side events.

Package work, start-up and study attraction into one offer

It is also worthwhile to package work, study & start-up attraction in one entity where possible, as this has yielded positive results when it has been piloted.

More info about the initiative:

<https://www.businessfinland.fi/en/whats-new/events/2019/study-abroad-and-emigration-fair-2.-3.11/>

TALENT BOOST'S COLLABORATION AND PARTNERSHIPS WITH SPECIALISED EVENTS AND SERVICE PROVIDERS

This is a case of especially Talent Attraction.

It is a good start – and the innovative thinking around partnerships is a benchmark to be inspired by and follow over the next few years.

Implication for the reader: think about how you can innovate talent attraction by partnering up with other actors that have the expertise or networks that you don't have in your own organisation.

About the case

The national Talent Boost team collaborates with a range of different partners and stakeholders. A special focus has been on the vibrant start-up event scene in the country, as well as attracting gaming talent.

One such collaboration has been with the Shortcut, a sister organisation to the flagship conference Slush. The Shortcut is a non-profit initiative functioning as a talent accelerator. The Shortcut organised the Talent Heist as a side event to Slush in 2019, through which the Talent Boost team has helped facilitate matchmaking between start-ups and talent through their platform (read more about Shortcut on p. 98). Another such collaboration has been with Games Factory Talent, which is a recruitment firm specialised in recruiting gaming talent to Finnish game studios. Junction is another such partner (read more about Junction on p. 112).

In some of these cases, Business Finland has acquired the specialised expertise and service provision through public tendering. A case in point is Games Factory Talent, with which a two-year framework contract has been initiated. This illustrates that there are many ways to facilitate talent attraction efforts as a public entity, of which public tendering is one viable avenue. Other fields where this approach might be successful is in the recruitment of specialised health care works, which also is a field that requires deep understanding of requirements and how to do recruitments.

Lessons

Successful talent attraction needs innovation and agility

Lessons learned from the collaborations are that it is important to try new collaborations and new ways to attract international talent – and learn from these experiences in order to continuously develop and improve talent attraction management. This holds especially true as for attracting very specific profiles – such as gaming specialists – where you need deep knowledge of what attracts them and where to find them. It may sometimes be more efficient to collaborate with someone that has that knowledge than to develop it yourself, and this realisation has been a main rationale behind the Talent Boost team's partnerships.

RE



CEPT



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TALENT RECEPTION

Talent Reception is the 2ndst phase of the journey of attracting talents based on the TAM model. Without well organised Talent Reception services to offer the ecosystem and the talents the transition to the Talent Integration phase will not be smooth. The Talent Reception is the phase of the talent journey where they have made the commitment and are either looking for more information about your place (the practical stuff about a move, paperwork, family, licenses, finding an apartment etc.) or have already arrived and want to start their work and get on with their lives. How can you help them navigate the bureaucracy and the practicalities they need to solve and perhaps help them get over the fact most of the information they request is in Finnish?

Under Talent Reception we find pre-arrival information, information portals, open-house activities, soft-landing, welcome events and programmes, expat services and expat centres that provide public services; access to housing, access to schools and dual career assistance.

In this section, you can read about the following recipes:

- A good recipe: International House Helsinki, Hidden Gems Tampere and Talent Reception Turku.
- A good start, but still cooking: North Savo attracts healthcare talent from Spain and Talent Boost Vantaa.

INTERNATIONAL HOUSE HELSINKI

This is a case about Talent Reception (and Integration). Having a one-stop shop or an international house as it been called in Copenhagen, Helsinki and Tallinn, is a sign of a mature and advanced talent ecosystem. To date, International House Copenhagen has been one of the best, if not the best, examples in Europe of how international talent are provided a service in lieu of bureaucracy. That is the point of Talent Reception: Making life easier for the much wanted international highly skilled talents, as well as optimizing public money and making processes more streamlined.

This case is one of the best recipes in Finland, as International House Helsinki (IHH) has now entered this small Nordic and global club of cities having a functioning one-stop-shop.

Implication for reader: IHH has demonstrated that this is possible within the existing legal framework in Finland. Other Finnish towns have started to follow suit. Begin small if needed and score quick wins if needed, according to general change leadership principles¹².

About the case

International House of Helsinki is a one-stop-shop for international talent in the Helsinki region. The clients are immigrants, highly skilled international talent and employers. IHH also caters for refugees and asylum seekers. The house has about 500-700 people visiting daily which is higher than a year ago, 300. These figures are obviously from

before Covid-19. Since April 2019, they have approx. 40 staff. Compared to 2019, the customer base has risen in 2020, as some 6 000–9 000 individuals every month visit IHH.

It took around a year to discuss this idea from April 2016 until March 2017 when work began and when it finally opened in December 2017. The City of Helsinki took the initiative and involved the Local Register Office, the Tax office, the Social Insurance Institution (KELA), the Office of employment and economic development (TE Office), the Finnish Centre for Pensions (*Eläketurvakeskus*), the Helsinki Region Chamber of Commerce, the Finnish immigration service and the police. Partnerships help; thanks to Uusimaa ELY Centre, EU funding was provided. IHH (Helsinki City) started the discussions earlier than TEM started their Talent Boost initiative. The piloting of operations – starting to design the processes and bringing the services under one roof – took a few months, from April to November 2017.

The key challenge was to make the case why this is necessary for companies and the local economy, how the participating stakeholders would benefit by having their work made easier and finally, of course, how the international talent will benefit and will be enticed to stay longer in the country because of the good user experience. Luckily in Helsinki's case, the political backing from the mayor's office opened a lot of doors. That said, there was a shared sense of urgency and understanding among the participating stakeholders that the Finnish

¹² How to manage and lead change in places? Here is a short introduction.
<https://futureplaceleadership.com/wp-content/uploads/2018/10/The-Eight-steps-of-change-method-Change-Management-for-Place-Attractiveness.pdf>

economy needs to grow and working with international talent is one key way to achieve this.

Working with companies

The companies learn about IHH's services through the Helsinki Region Chamber of Commerce, which effectively markets IHH's services to their clients, the companies. The Chamber of Commerce also has the role of spreading the word about the benefits of international recruiting and provide help to companies. In terms of talent attraction, IHH advises employers and companies which are interested in recruiting international talents. This model will be developed further in the future. Other services by the chamber like providing mentoring programmes (EntryPoint, see COME case) that offer benefits to international talent are also mentioned by IHH's consultants when talking with internationals¹³.

As an update for 2019-2020, there is a clear message from companies. Many, among them Neogames and Supercell, have said that the municipality is offering rather good services in English already. The next logical step, however, is having a more robust spouse programme (see separate point below). Also, companies have started contacting IHH by themselves, having learned about IHH and its services. Their clear message has been that services for international talents are the critical question for their talent attraction and retention. Some companies, like Supercell, have even publicly said that. Companies have been saying that there should be more activities in English for children, overall the municipality could do more communication in English and services for spouses. To address this concern, the city of Helsinki launched a development agenda for English-language services in October 2019.

Management

Continuous stakeholder engagement is required to motivate the collaboration and commitment of the stakeholders. Management or orchestration is necessary. This innovative set-up of multiple public sector organisations will not function like clockwork by itself; there is a multitude of cooperation partners and human co-ordination is needed. Also, the fact IHH has a heterogeneous client base needs to be taken into account.

Continuous development

IHH is a one-stop-shop in principle. This means that like in Lisbon, Copenhagen or Tallinn, an international talent needs to have different agencies present at all times. If somebody (from the tax office, for example) is not there, other staff cannot replace him or her, because this is not one legal organisation but literally, a house where they all work. IHH aims to develop this further to the point (national legislation permitting) where the client could initiate several processes at one service counter, making the process onsite even smoother.

In 2019-2020, services have been amplified, allowing for example EU citizens to register their residence in the country at IHH, too. Internally, there are data sharing issues between different government agencies that need to be solved. In the future, IHH hopes to conduct more business online compared with today, as legally people need to be verified face-to-face onsite by officials. A more developed way of e-verification of individuals is needed (like the *verokortti* or tax card, for example).

¹³ Read more: <https://www.ihhelsinki.fi/>

Expanding towards Talent Integration

While the current set-up of IHH focuses on Talent Reception and soft-landing services, the ambition is to connect already relocated international talents and companies. More recruiting and matchmaking as well as mentorship programmes are on the horizon by developing tighter cooperation with employers. The cities of Helsinki, Espoo and Vantaa are cooperating with the universities and have involved IHH in a programme that will help international students to the labour market. This will launch in mid-2019.

IHH is working with TEM and Business Finland so that the tool *Työmarkkinatori* (led by TEM) would function as a Talent Attraction tool as well, by providing online information about available jobs for international talents.

Finally, spouse programmes are extremely important for any talent ecosystem and IHH is prioritising this, as well as creating social and professional networks. IHH would like to connect local people with the international talents. IHH is hoping to see that citizens will be interested in becoming mentors. The *Kulttuurikaveri* (literally: culture friend) concept, for example, is based on volunteers and could be extended to international talents. In the future, IHH would like to offer the international talents at the IHH the possibility of networking with these tools.

Spouse programme

As an update in 2019-2020, IHH is participating in the AIKO project (read more about it on p. 40) representing the Helsinki Capital Region to develop English language marketing services. Also, Helsinki, Espoo

and Vantaa will receive a spouse programme for spouses of international talent in the region. As of spring 2020, IHH is developing such a programme, with Uusimaa TE Office as a partner in this. Companies have been wanting this to happen for a while, based on the conversations IHH has been having with them. The spouse programme will have a social networking track and an employment track. At the end of May 2020, the social networking track will be launched, coronavirus situation pending. The employment track will start in August-September 2020.

A “spouse hotline” (a working title) will be created, where IHH will be giving advice over the phone to give spouses more advice. IHH will be launching a website for the programme, too.

The Uusimaa TE Office is an important partner in the employment track, as they will be the organisation giving advice to individuals. Companies will be giving coaching and feedback advice to individuals regarding their business plans and ideas to go to market. These services will be purchased from companies. Thirdly, competencies and qualifications and relevant certificates will be translated more quicker in the future. Soon, such documents will be analysed and translated to Finnish by the Metropolia University of Applied Sciences and their service called SIMHE (Supporting Immigrants in Higher Education in Finland)¹⁴. SIMHE services have to do with the recognition and supplementation of skills and qualifications acquired abroad. (Translating certificates is a separate matter handled by other authorities.) This service has been designed especially for this, financed by the Ministry of Education and Culture (*Suomen opetus- ja kulttuuriministeriö*). This service will be bought.

¹⁴ <https://www.metropolia.fi/en/rdi/rdi-projects/simhe>

IHH spouse programme compared with others?

IHH Spouse Programme is co-created, owned and managed by three city municipalities. It will be interesting to see how it will develop and compare notes. For example, in comparison the Tampere Hidden Gems programme (read more on p. 74) is executed by the University of Tampere. The IHH spouse programme was launched in 2020 and will carry on for a year as a pilot. Two hundred individuals will be chosen for the employment track, the social network track has no fixed limit as of yet. The programme is financed by Espoo, Helsinki and Vantaa, with AIKO programme through TEM. The prime target group are companies, who have an international talent at work who has a spouse. There will be no rigid academic or background test foreseen, participants will be trusted to give a correct account of their academic and professional past. A statement of purpose, an essay will be given to people. A selection will be made. After a selection will have been made, the programme managers will have a better idea if and which tracks to create. For example, they will consider if it should be rolled out more in a certain sector, will need more experience and traineeships etc? The approach is flexible and in the experienced hands of the Uusimaa TE Office.

Lessons

This is possible in Finland. Follow Helsinki's lead

Helsinki has done this – and other cities can, too. In fact, several cities are in consultations with IHH to get practical advice.

Make your international house a necessity for talents

If you are an international talent living in Helsinki, you need to go to IHH. The reason is the Local Register Office (*Maistraatti*) that registers and issues personal identity codes. The trick is to get the key

organisations onboard an international house so that it becomes a necessity.

Innovation needs leadership

IHH is innovation in the public realm and it will not function unless there is a team with a mandate, connections, experience and drive to make things happen and constantly keep the motivation of collaboration partners up.

Work with what you have and improve incrementally

IHH opened as a nearly one-stop- shop. In the pilot period it did not have enough staff and sometimes more than one visit was needed, but that has changed.

For example, initially the IHH did not have all organisations involved in the cooperation (e.g. the Finnish Immigration service) that they thought were needed to be a true one-stop shop service. But – they had a broad enough collaboration to be able to create significant added value for the customers, and so they launched the pilot. The Finnish immigration service joined the cooperation in 2019, so this goal was achieved as well.

Opening as “beta version” did not stop IHH and does not need to stop anyone. Like software, this too will be improved and updated over time. Likewise, it has not had spouse programmes and matchmaking services available at launch, but they are pursuing these goals having realized how important they are. Change leadership is very much about plucking low hanging fruits and working with what you have, to pave the way for additional smaller changes in order to achieve a big change over time.

More info about the initiative:

<https://www.ihhelsinki.fi/>

HIDDEN GEMS – REACH TALENTS’ AND COMPANIES’ FULL POTENTIAL

This is a case about both Talent Integration and Talent Integration, and an aptly named spouse programme in Tampere. Working with spouses is critical to retain talents abroad. What is more, if their skills, experience and networks go untapped by the local economy, all will lose. Hidden Gems is coordinated by Tampere University and part of International HUB Tampere activities.

This is a good recipe as this programme intended for spouses has already shown good results. Looking at its design, it seems to have the qualities to scale up.

Implication for reader: read about how Tampere understands that enabling spouses to begin their careers in a new country is not a “nice to have” factor as many towns mistakenly still believe they are.

About the case

The Hidden Gems is now a programme and no longer a project. It aims to facilitate the employment and full integration of the spouses into the Finnish society. Hidden Gems promotes growth and internationalisation by enabling local companies to tap into the “hidden” expertise of international spouses, who are international talents themselves, too. It is the first comprehensive spouse programme in the country.

The programme Hidden Gems provides language courses, networking, career coaching and preparing for career development in Finland. The programme was designed for the spouses of researchers in Tampere as

a first step. Then it was opened to spouses of international talent working at Tampere based companies, too. The target group involves highly skilled immigrants or Finnish returnees with international experience and expertise as well as networks that can generate added value for Finnish business and industry. Hidden Gems is an initiative of Tampere higher education community and a part of the Talent Boost agenda of the TEM. The initiative was funded by the European Social Fund for the first two years.

The organisers have deemed the results excellent and according to expectations, running two programmes of 20 participants per year ever since September 2018. The staff will follow the national and university Covid-19 guidelines closely and will be prepared to take any necessary measures, e.g. split the group in two smaller ones and also make use of online tools. A call for applications for the spring 2021 programme began in autumn 2020.

Mentoring has been an important part of the programme from the very beginning. In summer 2020 they started recruiting mentors for the autumn 2020 participants. The aim is to build contacts and develop mentoring skills through practical experience. The mentors will be paired up with international talents who are in the early stages of their careers in Finland.

The city of Helsinki (with Vantaa and Espoo) has just launched its own Spouse Programme with similarly inspired elements (read more on p. 72). University of Helsinki is also planning their spousal programme with local partners. Three universities (Helsinki, Turku and Tampere, together with the regional universities of applied sciences) have just

received funding from the Ministry of Education and Culture for a project that supports the integration of international staff members in higher education institutions. The project has three work packages and one of them is built around spousal support. Read more about this project on p. 153.

Lessons

In order to attract and retain talents – don't forget about their better half

One of the main reasons why international talent refuse an international career is because of their spouses. This is decisive factor when attracting talent. What will their families and partners do? If a city does not assume responsibility for helping the careers of spouses, chances are that the talent will either not be attracted in the first place or they will leave sooner than planned. Tampere has realised this and has acted, with good results.

Start however small you need to make it work

The first class of 2018 included spouses of researchers at Tampere's universities. It could not accommodate a wider target group, but instead chose its university cooperation partners wisely and tailored a programme to their needs. The approach is open and will be opened to others, e.g. the private sector. The latter may often want to see proof of concept or public money invested before they pitch in. The recommendation is to start small and be specific about who you will start working with.

Finding ways for the participants to sustain motivation

Proactive tactics to keep participants in the programme – and interested in integrating with the local life – can include information seeking, relationship building and positive framing. Even if the programme offers the entire world, if participants are not active, the results will be poor.

Work in close collaboration with the ecosystem

Provide a safe environment for the spouses to go out there and test things. There is no need to recreate something existing. Provide the information and connections. Let them meet real companies and have real conversations with real people.

More info about the initiative:

<https://projects.tuni.fi/hiddengems/>

TALENT RETENTION TURKU

The Turku region has realized it needs to not only attract talents but work hard to receive and integrate them. New services are being developed continuously, based on the needs of talents and companies. In addition to the ongoing Talent Turku services, two new projects in Talent Reception and Talent Integration started in autumn 2020, led by the City of Turku and the University of Turku.

Both soft-landing and integration services are hard factors that can play a critical role for a particular international talent and their accompanying family. Some of the newest, good recipes in Turku are highlighted in this version of the cookbook.

Implication for reader: learn about how Talent Turku managed to support the networking of international talents and provide resilient services

Study and Stay in Turku creates connections for international students

The six higher education institutions of Turku collaborate closely with each other and also with the City of Turku and Turku Business Region within the Study in Turku network. The idea of the Study and Stay in Turku event for international university students is one of the examples of this tight cooperation. The first event took place at the Joki Visitor and Innovation Centre in November 2019. More than 200 students and international talents attended the event. The overall goal of the event was to meet the national government's goal of getting more international students to remain in Finland after graduation to help fill severe worker shortages in many sectors. Students were able to meet company representatives, take part in a CV review clinic, get

interview tips and hear about the experiences of other international job seekers who graduated from Finnish universities.

The International Working Women of Finland Collaboration

International Working Women of Finland is an association based in Helsinki. It started out as a Facebook group and has about 2000 members across Finland. The association wanted to start activities in Turku and the first get together was organised in cooperation with Talent Turku.

When the Covid-19 pandemic hit, International Working Women of Finland and Talent Turku set up weekly online meetings to maintain peer support. For some meetings speakers have been invited to talk about e.g. setting up a business in Finland, introducing a mentoring program, case examples of managing cultural diversity in a workplace, etc.

Starting up the Turku group helped to gather international talents, employees, students, spouses, job seekers etc. that add to the local talent pool. The new activities also strengthened collaboration among the local projects working with highly educated immigrants (MESH Mentor program by Turku University of Applied Sciences, TEMPO project by HUMAK, City of Turku's Työpiste).

The Covid-19 Information Page for International Residents in Turku

When the state of emergency was declared with the spread of Covid-19, the Talent Turku team quickly opened a simple Covid-19 information page for the international talents in Turku. In an uncertain situation,

quick access to accurate information is very important. The team collected information in English from reliable national and local sources and categorized them for better findability. The official Covid-19-sites of the City of Turku (for residents) and Turku Business Region (for companies) were also translated into English to meet the needs of the target groups.

Information in English often comes at a slight delay. The situation has been changing constantly and the information flooded from different sources. It was important for the team to quickly provide a reliable source of information for the international residents in Turku and give them the feeling of security and being taken care of, which is crucial in Talent Retention.

Lessons

Support in emergencies

Be ready to provide support to the international talents in your area when an emergency situation arises. They are in even more uncertain situation than the locals.

Support other's initiatives for win-win

Support the initiative from the target group, international talents and collaborate. The result will be a win-win.

More info about the initiative:

<https://careerinsouthwestfinland.fi/>

NORTH SAVO ATTRACTS HEALTHCARE TALENT FROM SPAIN

This is a case of mainly Talent Attraction and Talent Reception and to some degree Talent Integration.

It is still cooking and has the potential to become a really good recipe soon, so keep an eye on how it develops over the coming year.

Implication for the reader: consider how beginning the reception of individuals *before* they arrive in the country can improve the first impression, employability and long-term integration prospects.

About the case

The ELY Centre of the North Karelia region has since 2015 managed an ESF funded project aimed at promoting labour mobility in Europe and at supporting and developing EURES services in Finland.

The main focus of the project is to work with and support employers by developing employer services that facilitate recruitment of workers from abroad, mainly from the rest of Europe. The main principle for the work is to listen to the needs of the employers and then pilot and try out new services that can support them in especially the attracting and reception phases of international recruitment. When a service or service model has been tested and works well, it can be made permanent through the TE Services, i.e. the Public Employment Service.

One noteworthy pilot project with many innovative features aims at attracting health care professionals from Spain to Finland. In addition, the project has managed to continue despite the limitations that were

imposed following the Covid-19 outbreak, which can serve as inspiration for other, similar efforts.

The idea stems from a dialogue with a private nursing home company that runs elderly homes in many Finnish cities. The focus has been on especially so-called practical nurses, of which there is a large shortage. The ELY Centre has designed a complete path with activities beginning in the country of origin, implemented in cooperation with Spanish EURES offices, and continuing once the talents have arrived in Finland.

The programme began with 14 participants in January 2020 with a Finnish language course, offered to the participants on site in Spain by a Finnish teacher living permanently in Spain. The next envisaged step was that the participants would travel to Finland after four months to continue their training in Finland, but due to the Covid-19 situation, the relocation was rescheduled to autumn 2020. The training on site in Spain has also been carried out through digital means to tackle the situation.

Despite the challenges, 11 of the participants, some with families, arrived to the region in August 2020 to continue their on-the-job training as well as studying to become practical nurses.

An important component – and most likely success factor – of the programme is a high level of commitment from the employer. In this case, the future employer has shown a great deal of commitment, for example by encouraging the participants to continue studying Finnish and offering bonus salary to those that achieve a particular language level.

The idea is then that the participants will be offered an apprenticeship contract and work as nurse assistants in elderly homes, for which they will be paid a monthly salary, and in parallel study a degree in practical nursing. The studies will earn them a degree as practical nurse according to the Finnish system after one year and provide them with an employment offer as practical nurse.

The programme combines different funding schemes in an interesting mix of EU, national and private funding, such as ESF funding, and national funding for running apprenticeship training. In addition, the employer pays part of the costs for the language training in Spain, as well as the salaries once the person starts working in Finland.

As for settling in and integrating, a number of other organisations such as City of Kuopio have efforts in place. For those participants that will bring a family or a spouse, the organisers send information packages before they arrive as well as help them find a place to live, get in touch with other Spanish speakers in the region and find a job for spouses. They can also help the participants find schools or day care if they bring children.

What about the future then? There are future plans to extend an equivalent programme to other countries but that are pending due to the Covid-19 situation, as well as venturing into new occupational areas which see shortages. There are discussions about starting programmes focusing on other health care professionals such as doctors and nurses and industrial sectors such as metal workers and electric automation. The latter group may not need Finnish courses in the country of origin as they could initially perform their job in Finland without command of the language.

The ELY Centre also wants to elaborate a new funding model which is using more sustainable national funding and is less reliant on ESF funding. They are in talks with the Finnish government about how national budgets could be used to make these types of services more permanent. The focus here is long-term as changes in legislation may need to happen before this could be achieved.

Lessons

Cooperation, cooperation, cooperation

A successful cooperation with all involved partners, such as the public employment office, the employers, the private companies that take care of the training is a key success factor.

Attraction and reception go hand in hand

The receiving community needs to be on board too, in other to provide a soft landing and safety net for the newcomers. The first impression is also important, in this case that the teachers in Spain take good care of the group from the very beginning of the programme and that they relay information about concerns and experiences of the participants to the programme managers in Finland.

TALENT BOOST VANTAA

This is a case of Talent Reception and to some degree also Talent Integration.

Talent Boost Vantaa is a good start, which is also connected to the International Talent Accelerating Growth project.

Implication for the reader: consider how your municipality can find a niche and specialisation in a broader context of a regional collaboration, in this case in the capital region.

About the case

The Talent Boost project started in Vantaa in the autumn of 2019 along with the Capital Region project, which is based on the idea of shared responsibilities between the actors. Read more about the capital region project on p. 40. The City of Vantaa is responsible for talent integration and employment together with the Chamber of Commerce, higher education institutions, and the cities of Helsinki and Espoo. Vantaa has utilized the TAM model found in the cookbook to map out Vantaa's services and assess what could be further developed and how to create better services for international talents and businesses in Vantaa in the future. Currently, the operations of Talent Boost Vantaa are project-based (under *Elinkeinopalvelut*), but the aim is to merge talent activities and immigration services to the organisational structure of the city.

The individual talent activities of Talent Boost Vantaa are focused on reception and integration, with emphasis on comprehensive assessment of immigration services and promotion of employment. In its reception activities Vantaa co-operates closely with higher

education institutions and in autumn 2020, two pilots will be launched – a Welcome to Vantaa-brochure aimed for international students and Vainu Clinic, which focuses on finding jobs for international degree students through the Vainu-prospecting tool (see p. 92). The city co-operates with International House Helsinki (IHH) and local organisations such as Hakunila International Organisation, which offers expat services and cultural coaching.

Business cooperation is based on the idea of identifying and responding to the needs of the customer, partner or company. Vantaa also organises tailored services and events. Available studies and information on the region's industries have been useful for identifying the right target groups and has produced effective results in finding and contacting potential partner companies. Furthermore, in autumn 2019, Vantaa launched a pop-up day together with IHH providing employer advisory services and information on available services regarding international recruitment. The concept received positive feedback and it will continue in 2020.

In August 2020, Vantaa launched a Talent Hub co-creation project to develop service paths for the employment, entrepreneurship and recruitment of international talents. Both local businesses and talents will be involved in the process through various workshops and events.

Lessons

Begin by identifying and assessing current services and needs

Similar to the International Talent Accelerating Growth project, in Vantaa the Talent Boost work started by mapping and assessing current services.

More info about the initiative:

<https://www.businessvantaa.fi/rekrytoi/talentboost/>

INTEGRATION



TALENT INTEGRATION

Talent Integration is the third phase of attracting talents according to the TAM model. This is essentially the long-term experience of working and living in a place. This is the 9-5 and the 5-9 o'clock aspects of life in new city. Will the experience be as good as the marketing promised it to be? Are there other jobs and career opportunities available? How to integrate socially? This is when talents make the decision to stay for their intended duration, a bit longer – or leave earlier, because they have a hard time finding work, boosting their career or making friends. The latter is not a small thing when being an expat in a foreign country.

In addition, enhancing the opportunities to find jobs for foreigners already in Finland is an important aspect here, for example by enhancing skills, including language skills, and supporting companies in their efforts to recruit internationals as well as become good employers for them. Many times, companies need to be made aware of the fact that there is a large talent pool already available in Finland.

Under Talent Integration we classify activities such as professional networks, mentoring programmes, trainee programmes, cultural coaching, employability support, career advice and events.

In this section, you can read about the following recipes:

- A good recipe: Helsinki Region Chamber of Commerce's integration work, Talent Integration in Kanta-Häme, Espoo city paradigm for internationalization, Talent Tampere services, The Shortcut – a grassroots built community accelerating people from diverse backgrounds into tech employment, Indian Embassy promoting talent integration, Expand2ebusiness – helping companies internationalise with international talent.
- A good start, but still cooking: Inklusiiv – promoting diversity and inclusion in business

HELSINKI REGION CHAMBER OF COMMERCE'S INTEGRATION WORK

This is a case about making the talent ecosystem of the Helsinki Region more attractive by focusing on especially Talent Integration. The case is composed of several projects that merit highlighting and they are listed below.

This is a good recipe: the examples demonstrate how to engage companies and international talent, have them meet and how to demystify the concept of internationalisation and make it a practical thing.

Implication for reader: focus on the approach and strategy behind how this business chamber worked to internationalise the companies and help to get international talents into the labour market. Do not pay too much attention to the size of the city – the lessons can be replicated in smaller cities.

About the case

Helsinki Region Chamber of Commerce (HRCC) ran the Chamber of Multicultural Enterprises (COME) from March 2016 to August 2018. This project is important to mention. It started a multitude of different actions and activities, of which some are in place today. COME was part of a regional project called At Work in Finland (*Töissä Suomessa*). COME was a large project to boost the internationalisation of the Helsinki region. It was considered a success by companies and project partners (Helsinki, Espoo, Vantaa cities, companies). The COME the project was funded by the European Social Fund. Key learnings and activities from COME are used and further developed under the HRCC's

Talents Boost project which started in June 2019. The Talent Boost programme itself tried to learn a lot from the COME project.

HRCC has partners like Helsinki Business Hub and Helsinki Marketing, universities and vocational schools. HRCC's Chamber Talent Boost project is part of regional "International Talents Accelerating Companies' Growth" project with cities of Helsinki, Vantaa and Espoo, University of Helsinki, Aalto University, Hanken School of Economics, Metropolia UAS, Haaga-Helia UAS, Laurea UAS, Helsinki Business Hub and Helsinki Marketing (read about the case on p 40).

One of the main challenges of working with international talent in the Helsinki region is that the rate of change in companies is slower than their urgent need for international talent would suggest. The campaigns by HRCC enhance companies' awareness, but the long term effects take time. Through its projects and actions HRCC aims to spread the word and giving companies a chance to think about international talent and recruitment and their potential benefits. The work rests on the premises that change in the public sector takes too much time, as regulation and policies necessitate discussions and time to change.

Other challenges, concerns and steps taken

There is a need for talent. Before the 2020 Covid-19 hit, a variety of labour was in high demand. For example, the IT sector and robotics talent were in high demand in the capital region, as well as cooks in restaurants, even though they do not count as highly skilled talents. A

late 2019 study by HRCC showed clearly that international talent is in high demand, mostly in the IT sector. The talent issue is widespread. At the same time, when companies say that they need talent they claim they cannot find them. There are thousands international students in vocational training and universities in the capital region. According to HRCC, links between the private sector and academy could be strengthened. HRCC does its part with their matching and networking events as well as mentorship programme and by telling companies in individual consultations that there are potential recruits available at vocational schools and universities. Also, HRCC co-operates and invites academy contacts to their relevant events. As a major challenge, the national level bureaucracy with non-EU talents is a challenge.

Finally, often companies are reluctant to hire internationally despite the acute need for talent. The most common reasons for this is the language barrier in companies. Depending on the sector, there can be a skepticism about a foreign qualifications certificate. Companies have also said that hiring from a different culture can involve uncertainties in terms of work ways and work ethics: how will it play out. HRCC tries to make the case of how international recruitment offers possibilities as opposed to challenges. They encourage companies to recruit internationally if needed, reminding that the first international recruit does not necessarily mean that everyone at the company need to start talking English overnight. HRCC also advises that mentorships and internships can be a good way to get to know a potential employee as well as get used to an international recruit.

Here are some of the specific projects that they carried out:

Recruiting and Matching Mornings

HRCC has been continuing to work with matching and networking events. In November 2019, some 100 international talent were present in a breakfast seminar with 14 companies, with mostly IT

companies. Earlier, during the COME project three larger Recruiting and Matching Mornings were arranged. These events were based on companies' talent needs. In these events companies in need for talents met with international talents from the region's higher education institutions (both universities and universities of applied sciences) and their career centres. At the beginning of the event each company pitched what talents and skills they were looking for. After that the participants could network at the companies' stands. The purpose was to create an easy and cost-efficient way for companies and talents to meet. These events were organised in cooperation with the universities and universities of applied sciences in the region. Each event had seven to ten companies and 100-150 international talents participating.

EntryPoint

The COME project started the EntryPoint in 2016. Summer 2019 saw the renewed programme and since January 2020 the fifth mentorship season began.

EntryPoint is a cross-cultural networking programme focusing on mentor-mentee pairs with different cultural backgrounds. The project organised mentor-mentee pair meetings, networking gatherings and company visits. For example, international talents have been brought to a company to get acquainted with the work culture at, among others, international companies like Kone, Nokia and Wärtsilä, and organised intercultural workshops to give international talents a better understanding of the local way of life in Helsinki. The aim has been to encourage reciprocal learning and integration. The retention side of this programme has been to help international talent integrate with Finnish society. International students, the main target group of the EntryPoint programme cultivated their employability by focusing on aspects outside their education. In order to be employed, international

students need to be familiar with local society and have access to networks.

What does the new programme include?

- As an innovation since before, there are meetings for all mentors and mentees in the programme as well as thematic and how to work with different cultures.
- Mentors have “peer support groups” to share experiences and support one another.
- There are also pairs where the mentor is an international talent and the mentee is Finnish, in which case the former has been here for a longer while (with some knowing Finnish, some not) and the latter is a Finn who has repatriated after, for example, overseas studies.
- The programme has been opened to international spouses to acquire a network and introduction to the Finnish work-life.

In the program that started in January 2020 there were 68 participants (34 pairs). Finnish students as well as international talents who have earned their degree abroad were also accepted. The mentors are mainly from the business sector, but also from ministries, academia and municipalities. The aim is to create an interesting network and mix of different sectors. The programme strived to provide an interesting network for mentors, too. Having a varied public sector mix will help to build an interesting network, was one assumption behind the programme. Fourteen mentors out of 35 that participated in spring 2020 program wanted to continue in the program again in autumn 2020. This can be considered a high figure, given the nature of such programmes and how difficult it is to build

and sustain networks that bring value to international talent and companies. The purpose of the activities (collective meetings, workshops and one-on-one meetings) was to give both the mentor and mentee a chance to learn and get to know each other. The workshops and company visits gave the floor to the participants, who could suggest and host the events. Meetings brought all the participants together and encouraged participants to meet with other participants and grow their networks.

Intercultural Toolkit

The Intercultural Toolkit¹⁵ is a skill-building platform for people in leading positions and their teams to succeed and thrive through diversity. It offers information and a variety of tools regarding interculturality to help individuals and organisations build an inclusive workplace. This is a very practical source of information for talents and companies. It includes articles, videos and guides on how to prepare practically and legally for international recruits, including a checklist. The project team had discussions with companies and found that this kind of tool was very appreciated. Also a few academic representatives confirmed that will use the toolkit for teaching purposes. As a part of this, a Cross-cultural Mentoring Toolkit has been made available on the same website as an open-source toolkit. It deals with the aspect of what cultural aspects to take into account when mentoring international talents¹⁶.

¹⁵ <http://interculturaltoolkit.fi/>

¹⁶ <http://come2.fi/the-abcd-of-entrypoint-mentoring-programme/>

Successful Multicultural Company – a successful multicultural campaign

HRCC's COME project, Finland Chamber of Commerce and Ministry of Economic Affairs and Employment organised a Successful Multicultural Company campaign in 2017, in order to give recognition to organisations that have succeeded in creating multinational teams and who have embraced a diverse workforce.

HRCC opened a new round of Successful Multicultural Company Campaign in autumn 2020.

The point of the campaign is to raise awareness of the benefits of hiring international talents among companies by recognising and bringing up the positive experiences. The aim is also to recognise the benefits of multiculturalism and diverse workforce and encourage employers and companies to expand their multicultural management skills.

The 2020 campaign will use Talent Boost Index as a basis. Successful Multicultural Campaign will also encourage companies to test their organisation's readiness to recruit and manage diverse teams and workforce with Talent Boost Index. The aim of the campaign is on the other hand to bring up good experiences and success stories and on the other to provide the companies an opportunity for self-assessment with the Talent Boost Index.

This will be continued as the Diversity Index in cooperation with Business Finland.

Lessons

Do things, together with talents and with companies

Understanding talent needs is an important prerequisite for effective Talent Attraction Management. One of the best ways to do that is to include the talent themselves directly in the activities – by organising events and organising matchmaking with them and for them. The companies and their needs are the starting point for HRCC.

Size does not matter – the principles at work matter

Every city can do what Helsinki did above: organising mentor-mentee programmes, matchmaking, training international talent for entering the Finnish labour market and creating a good guide that is easy to navigate online; asking companies about internationalisation and setting up a campaign. Basically, what COME did, with the help of public, private and EU funding, was working one-on-one with talents and with companies.

Creating campaigns to raise awareness on internationalisation is simple – and brilliant

COME managed to apply some Finnish common sense to the often-mystified concept of internationalisation and how to make it happen. What they did was to ask companies, give them the opportunity to test themselves – and then they celebrated them. As a part of the campaigns, HRCC created videos, interviews and put these companies as examples on stage: this is what internationalisation is and how it can be done.

Each approach is different, while national co-ordination is welcome

Close collaboration is good, but we do not have to have a uniform approach. Each city is different. Helsinki may have some examples to share how it worked with its stakeholders. All cities need to listen to their stakeholders and answer to those needs.

More info about the initiative(s):

<https://helsinki.chamber.fi/en/our-services/talent-boost/>

<https://helsinki.chamber.fi/kansainvalistaminen/kansainvaliset-projektit-ja-yhteistyö/chamber-talent-boost/>

<https://helsinki.chamber.fi/kansainvalistaminen/kansainvaliset-projektit-ja-yhteistyö/menestyvä-monikulttuurinen-yritys/>

<https://interculturaltoolkit.fi/>

TALENT INTEGRATION IN KANTA-HÄME

This is a case of Talent Integration, especially through employability but also through social networks. What is characteristic about this region is the need to speak Finnish: companies are open to recruiting international talent, but the fact remains that SMEs are slow to changing their culture and language.

This is a good recipe. The scope of activities that facilitate full, holistic integration is noteworthy; the region has understood the complexities of integration and employability and acted on this understanding. The case has also successfully managed the transition from a pilot project to regular, permanent services.

Implication for the reader: consider how different activities such as mentoring, language studies, skills development and career guidance can create a comprehensive support package for international talent.

About the case

One flagship initiative of the Municipality of Hämeenlinna is the International Talents in Kanta-Häme project that ran between 2018 and 2020. The municipality has a long tradition of working with the reception and integration of foreigners that pre-date the project. General immigration services have been part of the municipalities permanent service provision since 2009, when an immigration service centre was set up. Another great initiative of the municipality is the web portal MyIntegration (www.myintegration.fi), offering all

necessary information in order to provide both a reception and integration for the internationals.

The area today has more than 3400 people of foreign background. A main challenge has been to help the international talent find employment, as they tend to move to bigger cities if they cannot find a job. Thus, the main focus of the project has been to improve the employment situation of highly educated international experts through either employment or entrepreneurship, especially those that already are in the region.

The project has enabled international experts to network with companies and organisations through various seminars, recruitment events and business contacts, with a view to find solutions to barriers of the employment of international professionals. The project has strived to strengthen the participants' working life skills and encouraged them to identify their own skills and competences. Practically, this has been done through offering for example Finnish language training, job search workshops, CV writing and LinkedIn advice and mentoring to prepare for the labour market. The project has also produced “expert cards” with individual experts that make their skills visible to potential employers on an add-on to the MyIntegration website mentioned earlier¹⁷.

The project has been funded to 75% by ESF funding and to 25% by funding from the Municipality of Hämeenlinna and Häme University of Applied Sciences (HAMK). HAMK has also contributed with Finnish

¹⁷ See examples of expert cards here: <https://www.myintegration.fi/fi/tyonhaku-tyo-ja-yrittajyyys/talenthub/osaajahaku/>

language teaching resources (read more about HAMK's international student work on p. 139).

When the project ended in June 2020, the municipality carried on the work. The project modelled a strong support service that had previously been lacking in meeting the needs of international talents for their coaching for employment and work life, also taking into account the requirement for higher-level language skills in Kanta-Häme. The project has also tried to promote positive stories of internationally active companies that have hired internationals that do not speak Finnish to overcome the idea that a high-level command of Finnish is necessary. The project's result has been impressive indeed: Out of 70 participants, close to 50%, i.e. 32 of them, have found employment after being part of the activities and 21 went on to studying.

What about the future, then? Future plans after the project has ended include acquiring various training packages for international experts according to service needs as part of a project called We Work Together. Also, HAMK provides higher level Finnish language teaching in their open university.

Lessons

To increase attractiveness, begin by making changes, not by marketing

Too often cities reach out for marketing and communications instead of starting with the basics – providing better services, improving the user experience and creating something that can be marketed.

Start support early in the integration process and offer comprehensive services

The project showed that an international expert with a foreign background should immediately have a strong start and guidance to the services he or she may need, offering a wide spectrum of opportunities to receive proper support both in professional and personal life. Higher level of Finnish language skills and networking with employers play a significant role in enabling employment.

Don't forget social elements and leisure time for full integration

Life in Finland contains important elements; family life and health care, work and/or study, and leisure time. Guidance on leisure opportunities and networking with Finns in their free time increases the everyday well-being of the international expert and his/her family. These elements help people become a vital actor in society and the community, both as an employee and in their leisure time.

More info about the initiative:

www.myintegration.fi/

ESPOO CITY PARADIGM INTERNATIONALISATION

This is a case about Talent Reception and Integration in a very international part of Finland. Espoo is a good case of inclusion strategies working in practice

This is a good recipe, since the executed and planned activities positively influence the Finnish talent scene. They have taken concrete steps and are focusing on the right thing: providing services for talents, after having asked them what they need.

Implication for reader: learn from their initiatives and consider how to involve talents in your policymaking, create networks, push the talent agenda and participate in pilot projects together with other stakeholders. Follow their development in the near future.

About the case

The Talent Boost Espoo approach to working with talents is based on various diversity and inclusion strategies, such as Hello Espoo and Town Hall meeting. In the capital region, Espoo works in close collaboration with its neighbouring cities, higher education institutions, regional marketing organisations and the business community in order to provide a comprehensive service path to companies at all the stages of international recruitment.

Retention and job market integration of existing talent is a key challenge in Espoo. Many organisations and companies in Espoo have a long history of recruiting top professionals, researchers and students

from abroad, and currently the main focus of the city is to make sure that its services match the needs of the newcomers. What makes Espoo interesting and noteworthy is their realisation that international talent is best retained – and attracted – with good services and user experience of the city.

The City of Espoo has a strategic goal that the personnel structure of the city should reflect that of Espoo's inhabitants. There are salary support mechanisms and Finnish language courses in place to support this goal. The city is working smartly – international talents are consulted in focus groups in order to know what is important for them. Talent Reception and Integration are the focus of Espoo's work, as the rate of international citizens is large and growing fast. It is estimated that by 2030, 30% of the working age population in Espoo will not speak Finnish (or Swedish) as their mother tongue¹⁸.

Introducing English as a language of service in Espoo is one concrete result of recent years. The decision was taken in 2017 and the following year the city has mapped the current state of English language services within the city administration. A lot of information about people's needs and wishes for communication has been collected for the English language service development in Espoo. In this process they have involved many stakeholders, including international talents in workshops and focus groups to learn what to improve from the customer perspective. Espoo has conducted surveys with international talents, preparing the questions and communicated this in various

¹⁸ [https://www.espoo.fi/fi-FI/Espoon_kaupunki/Tietoa_Espoosta/Tilastot_ja_tutkimukset/Tilasto_ja_tutkimusjulkaisut/Vaesto_ja_vaestonmuutokset\(2451\)](https://www.espoo.fi/fi-FI/Espoon_kaupunki/Tietoa_Espoosta/Tilastot_ja_tutkimukset/Tilasto_ja_tutkimusjulkaisut/Vaesto_ja_vaestonmuutokset(2451)) and

[https://www.espoo.fi/fi-FI/Espoon_kaupunki/Tietoa_Espoosta/Tilastot_ja_tutkimukset/Muut_teemat/Eetvarttineljannesvuosijulkaisu\(563\)](https://www.espoo.fi/fi-FI/Espoon_kaupunki/Tietoa_Espoosta/Tilastot_ja_tutkimukset/Muut_teemat/Eetvarttineljannesvuosijulkaisu(563))

channels: web forums, SoMe, Aalto University, VTT and universities of applied sciences as well as the city's network of HR people.

This international potential and the city realising the need for providing better services for internationals puts a strain on the financial budget. There is no Talent Manager assigned or Talent Reception programme in place. A Welcome to Espoo web page is being developed, however, in order to offer simple checklists with links for different phases of the process of moving to Espoo – what does the newcomer need to know about city services and processes before, during and after moving to Espoo.

User experience is the focus of Espoo's service development. International talent needs to experience good service, not bureaucracy or frustration. Espoo is participating in the national Talent Boost working group, follows the international talent discussion closely and develops regional solutions and develops the city services to meet the needs of international inhabitants. For example, in the *kotouttamisohjelma* (integration program)¹⁹, the Talent Boost programme is one of the most important fora for Espoo to contribute to a positive change in Finland regarding attraction and retention of foreign talent.

Hello Espoo: Talent Reception

Espoo has been working actively with the TAM model. Special emphasis on community and content marketing has been put, for example the new Hello Espoo website. This is also a good tool for Reception, as it presents information related on moving to Espoo and Finland. Hello Espoo also organises events with the aim to introduce the city's leisure

services and those who organise hobbies and cultural activities to business partners and their international talents. Espoo is also launching co-operation with Aalto HR in this regard. In terms of more concrete recruitment and attraction, Espoo collaborates with big events like Junction (read more about Junction on p. 112) to promote itself as a career destination.

Talent Integration activities

Town Hall meeting and resident events: The Town Hall meeting, launched in 2019, is based on the idea that in short and concise sessions, the non-Finnish and Swedish-speaking population will be involved in planning the activities of the city. The concept of having English as a service language is also strongly linked to this concept. With the town hall meeting events, the views of non-Finnish and Swedish-speaking residents will be even better included in the next Espoo Story.

Within the framework of the Capital Region project (see separate case, p. 40), there is a strong co-operation with project partners in the aspect of career development, and the Chamber of Commerce in particular is an important co-operation partner in recruitment events.

Prospecting tool Vainu: Static and dynamic data sources can be used to gather information about companies. Vainu is a tool for searching for those companies and indicating the real need for recruitment. Using it to support international professionals by finding hidden jobs, finding companies that match the interests of jobseekers and being able to identify and inform them so that jobseekers can develop strategies to approach a company that interests them. Instead of

¹⁹ <https://www.espoo.fi/download/noname/%7B6F530A19-F292-408B-9F02-ECE7328C9E1A%7D/105704>

sending resumes indiscriminately, one would be able to find the right companies and information about them so that they can be approached at the right time.

This tool provides a forum and the opportunity to be heard is really important. Talent Boost Espoo sees itself as an intermediary organisation helping businesses to interact with students. It is an important tool for Espoo.

Among other things, it provides the opportunity to engage and discuss with people. Not just sit in the agency but go there and consult people and be genuinely interested in what companies or experts need and hear their ideas. That is where the real thoughts and views are, and it is hugely important resource for Espoo. It speaks of inclusion and that is important to them.

Espoo City immigrant recruitment model: The idea is that there is a centralized fund from which the city's various industries and units can recruit a non-Finnish jobseeker from Espoo, for a maximum period of nine months for an internship. It has proven to be a really effective tool; in the Business Espoo network many have been recruited via this tool. It is a good “springboard” for employment.

Lessons

Involve international talents

When making a strategic decision regarding how to work with international talent, or trying to design the services for them, it is essential to involve the people and ask them what they need and where do they see the shortcomings in the current situation. As elementary

as that may sound, cities very often forget to do that. Espoo does not forget and has been able to make sound decisions with the help of international talent as well as establish networks and relationships with them and relevant stakeholders.

Pushing ahead despite lack of resources

Developing activities for the talent ecosystem can be tricky if there are not enough resources, time or a sense of urgency. Espoo provides a good example of how to pursue objectives even on a small scale. Espoo participates in the national Talent Boost working group, even though they do not have a talent manager allocated. They not only follow the talent discussions closely in Finland, but develop regional solutions, develop services to meet the needs of international inhabitants and consult them. Espoo is definitely starting up its talent ecosystem.

Talent Boost is a very welcomed and needed initiative

According to interviews, Espoo appreciates that Talent Boost and Talent Attraction Management is being discussed on a national level. According to the interviews, Finland is still a beginner in talent attraction and retention, compared, for example, to Canada or The Netherlands.

More info about the initiative:

https://www.espoo.fi/en-US/Jobs_and_enterprise/Urban_and_economic_development/Talent_Boost

TALENT TAMPERE SERVICES

This is a case about Talent Integration and mentoring programmes that International HUB Tampere organises.

This is good recipe of a collection of Tampere cases. The former Talent Tampere developed a comprehensive set of services that covers the entire Talent Attraction Management journey, with Talent Managers orchestrating the ecosystem. The International HUB Tampere and its stakeholders are operating with that set of services today.

Implication for reader: learn about the different approaches of International HUB Tampere to mentorship.

About the case

Talent Tampere Mentoring Programmes

The Talent Tampere Mentoring Programme is designed for international talent working in the region or international degree students in the local higher education institutions. Mentoring is a process whereby experienced professionals impart their knowledge and skills regarding the local labour market to aspiring talents at the beginning of their careers in Finland. Members of the local community (international and Finns) can join as mentors. The majority of mentors are from businesses but also a few are from the public sector. The International Talents' mentoring programmes aim to improve the mentees' prospects to find a job through improved job-hunting skills, introducing them to the nuances of Finnish work culture, helping them expand their professional networks, and enabling them to share their international experience with mentors.

The results are satisfactory, based on testimonials and the feedback from mentoring companies as well as students. Tampere does not monitor the employment rate of the students after the mentoring programme, but in some cases the mentee has been able to find a job through his / her mentor or the networks established via the programme.

The first programme was implemented in 2010-2011 by the WorkPlace Pirkanmaa project and the mentoring programme has since been a permanent activity of Tampere HUB and the higher education institutions of Tampere. Tampere University takes the vast majority of the responsibility and the actual organising. This mentoring programme has gained nationwide popularity and is a benchmark for other universities around Finland. It has been in place for a while, gathered many participants, brought benefits to international talent and companies alike, and has been carefully planned.

This is how mentees benefit from the programme in the organiser's words:

1. broadening perspectives into possible career options regularly comes up in the feedback
2. having the opportunity to learn from an experienced professional and interesting discussion partner to talk about careers and working life
3. having the chance to develop your job-hunting skills with a personal mentor
4. creating new networks and contacts
5. developing intercultural communication skills
6. building professional confidence

Mentors are accepted in the programme if they are looking to:

- develop intercultural communication skills
- familiarise themselves with principles of coaching
- strengthen teamwork skills
- expand their network of professional contacts through mentees and other mentors
- share their thoughts and experiences with motivated students and graduates in their field
- connect with potential future employees and talented, international professionals
- mentors are expected to be professionals in their own field interested in different countries and intercultural communication working in the private or public sector who are fluent in English and are working in the Tampere region.

A part of the International Talents' Mentoring programme is the Hidden Gems mentoring sub-programme. Here mentors have the opportunity to participate in either the Hidden Gems spouse programme (see separate case on p. 74) or in the International Talents' mentoring programme. Mentors are expected to have at least three years of experience in Finland and being actively engaged in the work life.

Another sub-programme is International Talents' Mentoring Programme. The International Talents' Mentoring Programme is aimed at students with international degrees attending one of the higher education institutions in Tampere universities or other international talents who have graduated from studies somewhere else, moved to Tampere and are looking to start their careers here. In this programme, mentoring is one-on-one, i.e. each mentor has one mentee. Mentors and mentees are teamed up for six months and the mentees receive coaching on how to apply for work in the Finnish working culture, which networks to follow, and how to access them.

Talent Meet Goes International. Ordinary recruitment events that are held virtually monthly throughout the year, are not usually attended by international talents. These events, organised by the TreStart employment project, are in Finnish as a rule, however even when marketing was done in both Finnish and English, there was little effect. The team at Tampere came up with an idea: Talent Meet Goes International was an event in November 2019 held for international jobseekers, with some 200 participants and 10 companies. The aim was to have a matchmaking event, designed to have a very low threshold and make people simply talk with one another. The Covid-19 pandemic has eliminated the opportunity to organise physical Talent Meets anytime soon, so the coordinators are evaluating various online tools and methods to run the events.

International Tampere Skill Centre is another initiative that the Hub has introduced. Here, information and individual coaching is delivered to international talents. The centre is in contact with local companies and act as a potential connector between talents and companies, whether for traineeships, internships or work. For example, an Indian spouse found a job through the centre, starting with a trial period first for three months.

The Centre functions as a multidisciplinary employment co-operative of the City of Tampere, Tampere Vocational College Tredu and the Pirkanmaa Employment Office. Other partners are Migration Info Centre Mainio, Tampere Social Services, The Social Insurance Institution of Finland (Kela) and other service providers in the Pirkanmaa region.

A roundtable with the chamber of commerce and International Hub Tampere was started but interrupted due to Covid. The aim was to have a platform to learn about the needs of companies. International Tampere has also information package on Covid-19, targeted for the

talents, companies and start-ups. Entrepreneurs with an immigrant background have also been contacted in the network.

International Business Powered by Talents

International Business Powered by Talents has come to an end as a project. However, the project's results have been spread out to other services in the city government.

In this programme international talent was engaged in the development of new public services that were directed at SMEs. The purpose was to promote international talent's visibility, competencies and expertise to SMEs. The aim of the project was to (re-)design and digitalise the public business services in a way that highlights the value of international talents' expertise. Different digital business services were piloted during the project. There were several subprogrammes of this project, here are the ones worth mentioning as they were innovative and successful at the time. The IBPT ended officially in Spring of 2020, with International HUB Tampere adopting many of its key activities.

Growthbuilders matching companies with international talent.

Growthbuilders was one-month bootcamp allowing companies to work with international talent in an environment of trust and minimize the risk of hiring a new, unfamiliar person. In this programme companies and international talent together worked on projects that the companies bring to the table. The program consisted of one-month long collaboration projects.

Talent CV Gallery

Talent CV Gallery is meant for both companies and individual talents as an interactive platform to meet and discuss recruitment opportunities. It has been received well by the companies in the area. The Talent CV gallery is used by companies looking for their next employee. The target group is companies located in the Tampere

region. The interest and involvement of these companies is crucial to the project's success and International HUB Tampere is considering new ways to make this resource more valuable to the companies using the service. It makes it easier for companies to fill roles for which there is a lack of highly-skilled Finnish workers; to get new international contacts, networks and ways to enter new markets; to get ideas and perspectives from various cultures to boost creativity and innovation that opens up new business opportunities. This allows companies to enrich their workplace culture and their reputation as an employer. The service is free of charge.

International HUB Tampere/Talent Tampere works actively to get new companies and talents to sign up for the service. Once registered the companies have access to the uploaded talent profiles. If they are interested in a particular candidate, they can get in touch with him/her via a contact button. The Gallery administrator can monitor the number of contact requests that have been made by companies and later contact them to find out if the contact has resulted in a recruitment.

For talents, the contact presents an opportunity to discuss the role in more detail and, hopefully, schedule an interview. There is currently no functionality to advertise a job opening, however this is being discussed. It is easy for the international talents can upload their CVs. The Talent CV Gallery has been up and running since 1 January 2019 and is now operating under International HUB Tampere's management. The new management team wants to develop the platform further and it will continue to be free of charge for both companies and job seekers. Company and talent feedback is needed to make the service as user friendly as possible.

Since 2019, the international CV Gallery has been updated with a matching facility and companies are able to advertise jobs on the site. The matchmaking has been automatised to the degree that if, for

example, an offer is published and its requirements match the skills presented in a particular CV, they are automatically connected. Some other updates are needed for the website as well, to make it sustainable and running smoothly.

More info about the initiative:

<https://internationaltampere.fi>

<https://businesstampere.com/fi/international-business-powered-by-talents-hanke/>

Lessons

Involve talents in the talent and business ecosystem

International talents' competencies will be a competitive factor in business in the future. Therefore, it should be leveraged more intensively in business development and innovative product and service design.

Involve companies and motivate their collaboration

The interest and involvement of companies is crucial to the success of these international talent projects. International HUB Tampere is constantly considering new ways to make this resource more valuable to the companies using the service.

Be practical and solve real problems

Matchmaking companies and international talent in a programme, where under guidance the talent can solve challenges that companies have, is a good opportunity not only to hone one's skills, but also to meet potential employers.

THE SHORTCUT – ACCELERATING PEOPLE FROM DIVERSE BACKGROUNDS INTO TECH EMPLOYMENT

This is a case of Talent Integration. The Shortcut is community-driven, independent player. All their services to the public are free of charge, delivered pro bono by the tech community.

The Shortcut is a good recipe because of the results they have achieved in a short period of time and their high level of connectedness to the start-up ecosystem.

Implication for reader: learn how The Shortcut works with the tech scene and consider how your city could cooperate with them.

About the case

The Shortcut operates as a grassroots built community and a talent accelerator. A not-for-profit organisation, it is promoting diversity and the optimisation of skills to support the tech community, playing a major role in supporting the integration and retention of international talent in Finland. Their goal is to help people improve their skills and acquire new ones, in order to enter the tech world by either creating a start-up or joining one. A start-up according to The Shortcut means a scalable business aiming at high growth.

They are part of Start-up Foundation Sr. and a sister organisation to Slush, Maria 01, Wave Ventures and Junction (read more about Junction on p. 112). Thanks to the support of a big network of start-ups, scaleups and high growth companies in Finland, they are able to provide services for free and integrate diversity in the tech community. The services are in demand by companies which need

international talent, from digital marketers, content creators, programmers, talent acquisition and HR – every aspect of a growing company regardless of industry (e.g. food tech, health tech, clean tech, gaming, AI, VR/AR, etc.).

The Shortcut offers:

- A point of entry to the start-up world
- Hands-on workshops designed by industry experts
- Training in fundamental skills needed in the Tech industry
- Project creation and the opportunity to showcase them
- Employment opportunities through their networks

The results have been clear: of their Koto-SIB (immigrant social impact bond) programme participants, 56% have found employment, including full-time and part-time work, internships, or founded their own companies (as of August 2020).

Three pillars guide Shortcut's work:

1. Inspire and activate (community and networking): Inspiring people to take initiative, building community, developing networks, sharing ideas/experiences in entrepreneurship in Finland. Activities include inspirational talks, My Start-up Debut, Open Workshops, Peer-learning clubs, and community gatherings.
2. Acquisition or upscaling skills: Improving and complementing skills that are in high demand in tech companies and start-ups, through learning by doing. Entails activities such as School of Start-ups, Entrepreneurship Bootcamps, Certifications (Google,

FB, Azure, etc.) and Immersion programme into start-up mindset.

3. Job creation (job placement, helping to create a start-up or join one): Develop own ideas further, through access to networks and start-up needs, increasing recruitment visibility and interviews. Activities include projects & traineeships, Talent platform, Employability training, Talent Heist (talent recruitment event), Access to accelerators opportunities and Coaches and mentors.

The Shortcut is a service provider to Koto-SIB (Social Impact Bond) and provides training for highly skilled immigrants seeking employment. They cooperate with national and city organisations as well and receive funding from the City of Helsinki, EU projects, and sponsorship from companies and foundations. They offer training programme and hands-on knowledge sharing using different revenue models.

They also provide peer-to-peer learning as well. The success factor is creating a community that brings added value to the knowledge sharing, which is sometimes lacking in formal education and online courses.

Lessons

Successful integration of international talent is about creating community

International talents often are in a dire need of access to networks. Local biases, needing to prove oneself without being given a chance to show, indirect recommendations from being part of specific circles, etc. are often playing a major role in recruitment. The Shortcut credits their success to being able to reach people both online and offline by creating an entry point to the tech and start-up community the organisation belongs to.

The result of a program or project or company that works with talents can be measured in the community it creates. The number of people who have been hired amongst these circles and referred to, have accelerated these individuals' integration and connectivity. It is a testimony to the power of community. It is about working for and with the people.

The Finnish talent ecosystem needs better coordination

The Shortcut as an organisation brings another perspective from the private sector and has observed in their work with the public sector on the national and city level that there is a tendency to duplicate services. One reason is insufficient coordination in the ecosystem.

Becoming a closer partner to Talent Boost

The Shortcut cooperates with different ministries and cities and, as a partner in the MEGE project (read more about the MEGE project on p. 118), with Talent Boost. Their hashtags include #TalentCatalystProgramme, #Start-up #TechWorkshop etc. However, using #TalentBoost would help promote both initiatives.

More info about the initiative:
<https://theshortcut.org/>

INDIAN EMBASSY PROMOTING TALENT INTEGRATION

This is a case of especially Talent Integration, but also Talent Reputation to some degree. This case provides a compelling illustration of what a country's embassy can do to enhance the integration of their own nationals in their new country of residence.

It is also a case of how two countries can collaborate in promoting mobility of talent between them and how local actors and a country's embassy can find common ground in this work.

This is a good recipe. The case sets an inspiring benchmark for how Finland can find common ground with other countries in Talent Attraction Management.

Implication for the reader: consider how you can team up and find common ground with other countries in talent integration and talent mobility.

About the case

The number of Indians in Finland are a bit more than 13 000, according to the Indian embassy's estimates.

Many of these are working in Finland, but a significant proportion are students. The number of students of Indian nationality in Finland in education that leads to a qualification is steadily increasing and stood at 933 in 2018. Out of these 348 are studying in a master's degree programme and 309 are doctoral students.

The main role of the Indian embassy is to promote and facilitate different forms of collaboration between India and Finland. One way of

doing that is to organise different business and cultural events. Events that are talent-related include India Day, which is a celebration of Indian culture that brings together Indians in Finland and Finns interested in India, sectoral b-2-b events where Indians in Finland can network with Finnish companies, and Indian Students Day at Aalto university, linking Indian students to Finnish employers as well as offering Indian cultural experiences.

India Day is an annual event that brings together up to 15 000 people, half of which tend to be Indians living in Finland and the other half Finnish people interested in India and Indian culture.

These events have been organised in close cooperation with the Talent Boost team at Business Finland. An example is that the Talent Boost team had a stand at both India Day and Indian students Day, where they could inform about job opportunities in Finland to the Indian community.

The embassy has also helped organise activities that link up companies in India with local actors in Finland, such as connecting the Talent Boost coordinators with a delegation of Indian ICT SMEs that came to Finland in May 2019, which was organised by Nasscom, a major Indian ICT trade association.

What's the link between talent attraction in Finland and Indian ICT SMEs, one may ask? All major Indian ICT companies as well as some SMEs have offices in Finland, and they need help to attract talent from India to come and work for them in Finland, creating a common ground for Talent Boost, Nasscom and the Indian Embassy to Finland.

In addition, the embassy carries out a lot of work focusing on helping Indians in Finland to settle in and thrive in the country. There are a total of 11 Indian associations in Finland, representing different cultural and language groups in India, with whom the embassy organises many different events, helps with funding and helps connect people to each other, with a view to make people feel at home and be able to build social and professional networks.

One recent example is how the embassy has assisted in setting up a network that connects Indian academics in Finland and Estonia to each other, so that they can get acquainted to each other as well as find research opportunities and research funding jointly, from sources in all three countries: Estonia, Finland and India. The network of Indian Academics and Researchers in Finland and Estonia (IARFE) was launched at a networking seminar organised in February 2020 and coordinated on LinkedIn, and a web portal will be developed and launched at a forthcoming event.

Another – topical – example of help to the Indian community is how the Embassy published extensive information on their website on Covid-19 precautions and about how Indians in Finland can access support programmes that have been launched by the government during the Covid-19 pandemic.

Do the Indians in Finland integrate and thrive in their new location? The embassy's own research suggest that people are happy about their stay in Finland and that they feel safe and that the country is well-functioning. The biggest shock tends to be the climate and the biggest integration issues have been in remote areas, where there is less social

interaction. There are some challenges that persist though, where delayed residence permit processing times have been one of the biggest obstacles to successful reception and settling in, and the embassy has been vocal about this. The shift of responsibility from the Finnish Migration Service to the Ministry of Economic Affairs and Employment will perhaps bring a positive change to this.

Lessons

Truly joining forces brings best results

One particular success factor for the embassy's talent related work stand out: Events that have been able to project positive sides of both India and Finland have been the most successful ones, like the India Day event, bringing Indians and local people together, while at the same time constituting a celebration of Indian culture, dance and music as well as bringing the Indian community closer to each other.

Future opportunities: students, spouses – and helping Finnish companies in India finding talent

Future opportunities identified by the embassy include the opportunity to help more Indian students or spouses of someone that has moved to Finland for work to find a job. There also lies a great potential in helping Finnish companies based in India to recruit Indian students that later on can transition to Finland as an internal move within the company, bringing the benefit that they have already familiarised themselves with the Finnish company culture.

EXPAND2EBUSINESS – HELPING COMPANIES INTERNATIONALISE WITH INTERNATIONAL TALENT

This is a case about Talent Integration. It was a project that matched skills of international talents based in Finland with Finnish SMEs in the Uusimaa region, with the aim of helping SMEs with digital marketing and international business.

This case is a good recipe, thanks to its clear results. The outlook is interesting: it aims to connect international talent with local companies and a practical and hands-on project that benefits the companies, talent and the Finnish economy.

Implication for reader: learn hands-on how this project is created results though matchmaking and networking between international talent and employers.

About the case

The Expand2eBusiness project (*Kansainväliseen kasvuun digitaalisin työkaluin*) was running from March 2018 until May 2020. The project aimed to connect international talents with local companies. The talents accomplished practical and hands-on projects that benefited the companies, talents and the Finnish economy.

The project involved Uusimaa based talents and companies. The project was coordinated by Laurea University of Applied Sciences, and the funding came from Helsinki-Uusimaa Regional Council (*Uudenmaan Liitto*). The main local cooperation partners were YritysEspoo, YritysVantaa and Uudenmaan yrittäjät. The project was

one of the EU Regional Development Fund financed Talent Boost projects.

The aim of the project was to help SMEs and enterprises to develop their business in order to enter international markets. During the project, 44 events, several seminars and workshops were organised. The events focused on internationalisation and digital tools and channels. Six of the events were especially tailored to international talents. Four matchmaking events for talents and companies were organised. In these events, talents could introduce their knowledge and expertise to the companies and participating companies presented their challenges in digital and international business. As a result, an international talent and a company could agree on a common project. A company taking part in the project could, for example, benefit from a digital marketing strategy for getting into the Swedish market. International talent carried out practical projects and experiments which were based on the needs of the SMEs.

The international talents who participated in the Expand2eBusiness project were students or persons who had completed their studies in higher education. The talents needed to have digital marketing skills or a knowledge of a business sector (such as international business). Talents received training, in particular digital skills like SEO, e-commerce, marketing with SoMe etc. Since there were cultural differences in recruitment processes such as writing CVs and networking – some people might be unsure about what information is relevant in a Finnish perspective on their CVs – this issue could be

overcome with the events which were specifically targeted to the talents.

During the project, a total of 447 companies registered to be part of the activities, of which 95 cooperated with international talents in a company-based project. The number of international participants amounted to 491 people. The project also created a learning/workshop tool for entrepreneurs which was well accepted by talents, entrepreneurs and business advisors. The tool was created with a CC-license, so it can live on in future projects as well.

The project reached some clear results: As an example, 27 % of those companies – with whom the talents made a project – reported that their willingness and readiness to hire an international person had risen substantially.

Lessons

Networking and matchmaking activities yield clear results

During the project five talents established their own company and they were selling their services to the SMEs they have had a mutual project with. This lesson demonstrates that when talents were supported in networking and matchmaking activities some of them activated themselves as entrepreneurs.

Speaking English and speaking Finnish – both are important

This theme emerges in various cases across Finland. On one hand, everybody needs to be able to work in English these days, especially if we talk about exports and digital marketing. On the other hand, being able to speak a local language is a part of the local culture and provides perhaps more sustainable possibilities to integrate into the society. The challenge is to strike that balance.

A higher education facility can be a strong force in Talent Attraction Management

In many cases, a vocational school or university has assumed a very active role in Talent Attraction Management.

Expand2eBusiness type of programmes are what are needed

International talent already based in Finland needs programmes like this. The project focuses on digital sales and marketing training and finding needed skills for SMEs. The objective is to help SMEs to develop their business before entering international markets with the help of international talents and students already based in Finland. This addresses one of the three pillars of Talent Boost: Talent Integration and leveraging the skills of international talent in Finland.

More info about the initiative:

<https://www.expand2ebusiness.fi/in-english/>

INKLUSIIV – PROMOTING DIVERSITY AND INCLUSION IN BUSINESS

Inklusiiv helps businesses become more diverse and inclusive and is as such a case of Talent Integration.

The case is a good start; it is fairly new but has already launched a number of promising initiatives.

Implication for the reader: think about how you benefit from and apply Inklusiiv's different initiatives to support diversity and inclusion (D&I) among employers in your region.

About the case

Inklusiiv ry is a non-profit community with a mission to advance diversity and inclusion in working life. In recent years, it has become evident that businesses need support to understand and develop diversity and inclusion in their own organisations. Inklusiiv was founded in 2019 to tackle these challenges and set out to build a community that creates a platform to come together, experiment, innovate and develop knowledge, best practices and know-how in different areas.

Inklusiiv focuses on helping organisations to understand the positive relationship between the diverse talent pool and better business results and well-being of the employees. Simultaneously, it is equally important to increase awareness of inclusiveness; that is, how to get people involved with organisations and to build a sense of belonging. There are many challenges in this regard, which also makes it more challenging to recruit diverse talent to Finland. When companies invest

in improving D&I, they also support the image of Finland as an attractive market for foreign talent.

Inklusiiv community activities mainly consist of two integral parts: First of all, it focuses on raising awareness and understanding by creating various projects, activities and campaigns that support the making of working life more diverse and inclusive. Raising awareness of what diversity means and why it is important in business life. In Finland, the term diversity is frequently associated with the promotion of gender issues although in reality, gender is only one of the diversity aspects alongside ethnicity, sexuality, disability, socio-economic background, marginalized bodies, religion and age. The challenges of promoting equality need to be understood on a broader scale.

Secondly, it aims at creating concrete actions and building a community for organisations and companies that help them learn and implement D&I best practices in workplaces. There is a lack of best practices and information on what works and how to promote diversity and inclusion. It affects every person in every organisation and it is not the task or responsibility of management or HR alone. Thus, in addition to knowledge and understanding about D&I, Inklusiiv helps its community organisations to learn and apply best practices into their daily operations.

In addition, organisations can buy customized training, workshops and consultation through Inklusiiv on topics related to D&I. Therefore, the work of Inklusiiv is strongly linked to the talent perspective because building a diverse and inclusive organisation enables organisations to

recruit and engage diverse professionals. The Inklusiiv community has kicked off quickly and their network has grown to more than 50 organisations advocating for their cause.

Initiatives of Inklusiiv include:

Diversity in the Finnish tech industry: In 2019, Inklusiiv challenged Finnish fast-growing technology companies to report their diversity data. The initiative helped to raise awareness on diversity and inclusion in Finland.

European VC challenge to promote diversity: Inklusiiv launched an initiative to challenge European VCs to promote diversity and inclusion in their own firms and the European tech industry at large.

Inklusiiv Talks is an open and free series of events that brings people together to discuss and learn about different themes regarding diversity and inclusion in working life. The first Inklusiiv Talks event was organised in June 2020.

D&I Data bank: Inklusiiv launched a data bank of D&I related information to support organisations to find data, research and best practices related to the topic. Data bank can be found here:

Inklusiiv Media is producing and sharing content related to D&I in working life. These include e.g. blog posts with varying themes and newsletters.

Women in Tech aims to encourage more women in technology and to promote the value of diversity, inclusion and equity in technology.

I Started This campaign, run by Inklusiiv and its partners, aims to tackle the distorted stereotypes and negative attitudes associated with entrepreneurship and its image to present-day: what does entrepreneurship in Finland look like in 2020?

Lessons

Talent attraction needs D&I

Talent attraction will not work if employers fail to incorporate diversity and inclusion in their organisation, therefore efforts to attract talent need to go hand in hand with efforts to promote D&I in working life.

More info about the initiative:

<https://www.inklusiiv.org>



REPUTATION

TALENT REPUTATION

Talent Reputation is the fourth phase of the TAM model. It concerns the reputation that a city finally *earns* based on progress in the previous phases. While the reputation of a city is partly a result of the user experience of the international talent, there are ways to work actively in phase with talent ambassador networks and alumni networks.

In this section, you can read about the following recipes:

- A good recipe: Tampere Talent Ambassador network, Lappeenranta working with celebrities, the Junction movement – putting Finland on the global tech map

TAMPERE AMBASSADOR NETWORK

This is a case about Talent Reputation and an ambassador network that has been active since 2015. It is providing value to the international talents and the companies in the region, not to mention marketing the region overseas.

This is a good recipe: having a functioning ambassador network is about creating a community and in that the former Talent Tampere has succeeded.

Implication to reader: learn how the network has been set up and expanded over the course of five years.

About the case

The purpose of the new Tampere Ambassador programme is to advance the strategic goals of the city of Tampere and to strengthen business activities and regional economy. The renewed program consists of five different subprograms as follows:

- Business Ambassadors
- Congress Ambassadors
- Talent Ambassadors
- Alumni Ambassadors
- Sports and Culture Ambassadors

Most of the ambassadors are chosen for a fixed-term and based on individual invitations. However, the Talent Ambassador sub-program organises as a new development in 2020, an open application round annually.

International HUB Tampere is coordinating the Tampere Talent Ambassador subprogramme. In mid 2020, they were looking for a group of 15-20 passionate Tampere Talent Ambassadors for the year 2020-2021.

Tampere Talent Ambassador Programme

Tampere Talent Ambassador Programme is an international talent network, which promotes Tampere as an attractive city for professionals and boosts the retention of talents in Tampere. Talent Ambassadors are enthusiastic, Tampere oriented individuals from all across the globe with wide networks and strong professional mindset. The goal of the programme is to develop targeted talent attraction as a tool in international marketing and creating connections to chosen fields of business and cities abroad.

Tampere Talent Ambassadors are international experts who have settled in Tampere. They are mentors who want to promote the inclusion and professional reputation of highly educated people who are settling down in Tampere. They act as cultural interpreters between the target country and the players in Tampere, and they provide information on Tampere – in Finland and abroad – as a good place for settling down and creating a career.

Benefits of being a Tampere Talent Ambassador:

- Direct connection to the City
- Honorary position
- Networking opportunities with the city leadership and within the network
- Access to the latest information on current topics in the city of Tampere
- Access to invitation-only events
- Opportunity to work for a better city for everyone and make a change

Selection Criteria:

- Love for Tampere
- Being an international talent living in Tampere
- Participation in local and international networks and projects
- Personal mission to promote integration and professional involvement of international talents in Tampere, passion for making a change
- SoMe presence and natural attitude towards being present and sharing messages
- Connections to chosen fields of business and target countries in talent attraction
- Motivation, proactivity and positive mindset
- Peer review – recommendations
- Commitment and availability to attend regular meetings

Lessons

Good service design service makes a good talent ambassador network

The Tampere Ambassador Network team has done a good job by connecting the talents with mentors and companies and, furthermore, making the value offer very clear and articulating the benefits of different missions in a very understandable way. Having an Ambassador Toolbox, a set of presentations and photos about the region that can be downloaded, is an example of good service design.

More info about the initiative:

For more information about the subprograms, please see the city of Tampere website: <https://www.tampere.fi/en/ambassadors.html>

LAPPEENRANTA WORKING WITH CELEBRITIES

This is a case about Talent Reputation and working with an internationally recognised public figure who acts as an ambassador to a city and its university's incubator.

This can be considered good practise, based on Lappeenranta University of Technology's successful recruitment of a high-profile ambassador and judging by the extent of the cooperation so far. This is not a passive relationship, and will involve an annual pitching competition.

Implications for reader: dream big and make it happen. If one small town in Finland can work with high-flying celebrities, all Finnish towns can!

About the case

At Lappeenranta University of Technology (LUT) there is prototyping lab full of high-tech equipment for start-ups and students to test new ideas and products. This is the entrepreneurship incubator Jamie Hyneman Center (JHC) is operating at the campus since late 2018.²⁰ English is the working language and provides services for international talent. This promotes integration and supplies international talent to the local labour market. The figurehead is an international celebrity from the MythBusters television programme where different urban myths are put to scientific test. Mr Hyneman is one of the two hosts – and a LUT honorary doctor.

LUT has started a programme and event called JHC Spring Build 2019, which is not a pitching competition *per se*, but a programme where students (including internationals) can prototype a new product or a solution. Students can submit ideas and six ideas will be selected in cooperation with Mr Hyneman for the programme. The selection criteria are: the novelty of the idea, possibility to build the prototype in JHC, efficient use of a variety of skills, and the need and usability of the final product. These selected teams will get equipment and guidance. During weeks 9-10, these Spring Builders will introduce their work to the JHC Spring Build board, including Mr Hyneman, and will get possible comments and ideas to further develop of their products. Fine-tuning will follow and in week 17 the final works will be displayed.

The players behind this are LUT University and Saimaa University of Applied Sciences which comprise the LUT Group together with Lahti University of Applied Sciences. This talent operation covers Skinnarila Campus, meaning LUT University and Saimaa University of Applied Sciences together. They have a long and successful history of executing joint projects together. The JHC is a part of an effort to attract international students for the benefit of regional SMEs who are willing to increase their international business.

The curious case of getting Mr Hyneman to be a figurehead to the accelerator was a straight-forward process. The rector called Mr Hyneman in 2017 and wished to offer him an honorary doctorate degree because of his work in popularising science and highlighting its practical and fun aspect. Mr Hyneman gladly accepted and came to visit LUT with a delegation. Then, he was asked if he would also like to

²⁰ <https://www.lut.fi/web/en/-/lut-to-open-jamie-hyneman-center-for-rapid-prototyping>

preside over an accelerator working in the inquisitive and scientific rigorous spirit of his show. Mr Hyneman was liked the idea and accepted the kind offer.

More info about the initiative:
<https://www.lut.fi/jhc>

Lessons

Dream big and make it happen

If one small town in Finland can work with high-flying celebrities, all Finnish towns can!

Measure the impact

Having an international figurehead is great for publicity. Assessing the impact of the SoMe and international press would be useful for planning communications and inform other .

THE JUNCTION MOVEMENT – PUTTING FINLAND ON THE GLOBAL TECH MAP

This is a case of Talent Reputation and Talent Attraction, as the Junction movement helps both to put Finland on the global start-up and tech map as well as directly help attract talent to the country.

This is a good recipe. The movement has developed from an annual event in Finland to a global movement with around 40 events globally.

Implication for the reader: how can you, in your own work, create an authentic, vibrant experience for your target group?

About the case

Junction started out as a tech hackathon event in Helsinki in 2015 and has since then developed into a movement of tech events around the world. The global hackathon programme, JunctionX, was launched in 2018 and has now expanded to about 10 countries in Asia and Europe. In 2019, Junction and JunctionX organised a total of around 40 hackathons, speaker events, coding workshops and other tech events. The original Junction event in Helsinki is now the biggest hackathon in Europe with its 1500 participants.

The overall aim of the different events is to empower people to create and express themselves with technology. The core events, which are hackathons, are in practical terms aimed at building and creating solutions to problems and challenges.

The events have helped put Finland on the global map of highly skilled programmers, designers and entrepreneurs and built a reputation

around the Junction experience. According to the organisers, many participants have been amazed by the vibrant, kind of crazy and cool Junction experience, which also has helped galvanize the Junction brand into a global movement with strong ties to the original event in Finland.

How does it work then? The organising teams are to a large extent volunteer-lead. People that are interested participating apply and are screened and handpicked to participate. Participation is free of charge, and participants can even get travel reimbursements to come there. At the other end, companies pay a fee to participate, either by proposing challenges that participants can work on and/or by being part of matchmaking happenings – supported by a matchmaking tool – where they get to meet talent. Especially public sector organisations participate to get help hacking challenges, whereas companies participate for both reasons. Even though many companies say that they may not have used innovations coming out of the event, they have helped trigger and shape internal discussions, given them fresh ideas and helped build their own innovation roadmaps. At the 2019 event, 140-180 recruitment-oriented meetings were held between the 40 participating companies and individual talent. The organisers have not followed up how many talents that were recruited but have a gut feeling that the effects have been substantial. In addition, a talent pool of close to 3200 talent has been built through the matchmaking tool. And interestingly, 51% of the 1500 participants said they were “open for discussions” and 22% said they were actively looking for job opportunities (and hence only 27% said they were not interested in job offerings at all).

The events have a natural international focus. The main event attracted more than 50% of the participants from abroad. The composition showed that the majority of the international came from Russia with around 30%, around 10% from the other Nordics and around 6% from the Baltics.

The events either help bring the best people to Finland or – in the case of the international events – help create awareness about Finland in relevant communities of talented people. According to the organisers, many people that come to the events may not even have heard about Finland before or at least do not know so much about the country. With close to 10 000 applicants to the main event in Helsinki, it is clear that it generates a lot of exposure and awareness.

The operating model for the international events is based on cost-free licensing of the Junction trademark, inspired by TED's TEDx model. The Junction core team in Finland also offers the organising team in other countries education on how to do events, guidebooks and monthly calls, all with a view to ascertain a certain level of quality. One important aspect here is an ongoing dialogue on how to adapt the events to the local context; what may work in Finland does not necessarily work in say Tokyo or Singapore.

Lessons

Be transparent and manage expectations

A success factor for these types of events is to be transparent with and manage the expectations of both parties. It is for example important to encourage international talent to think their decision through and give them honest information. To that end, the organisers sent information, among other things from the talent Boost programme, to the participants before the events and gathered tips on relocation in a toolkit. They also gave information to the companies about things to consider when recruiting internationally. The organisers also made

sure that those participants that said that they were not interested in getting information about jobs upon registration never receive such information. Tech talent are intensively courted by recruiters and can grow tired of this, which you as an organiser have to respect.

Individual companies may need support in approaching tech talent

One challenge was that the participating companies had some difficulties knowing how to approach the tech talent audience. One example is that some companies did not understand the need for following up a first contact with a talent. The organisers had to educate some of the companies and manage their expectations. A company cannot expect talent to come running towards them if they do not do the proper follow up.

Why is your event relevant to the target group?

What advice could the Junction organisers give to others that want to recruit tech talent? Everyone wants to attract the most talented people to their event, but to succeed you have to define who you want to recruit and understand how to attract them: Why is your event relevant to the target group?

Don't fake it

Do not fake the experience. Do not try to be someone you are not. Instead be honest and manage expectations to engage your target group successfully.



ATTRACTING & RETAINING

**START-UP FOUNDERS
AND ENTREPRENEURS**



ATTRACTING & RETAINING START-UP FOUNDERS AND ENTREPRENEURS

Activities aimed at attracting start-up talent and founders have increased over the last few years. Start-ups are important contributors to growth, job creation and innovation and are therefore important for a place to try to attract. At the same time, the international competition between cities and countries for start-up talent has intensified over the last few years.

Start-ups are attracted by a mix of access to ecosystems and to services, funding and talent – as well as place and lifestyle qualities. It is therefore essential to not only focus on direct business opportunities and access to services but also the qualities of the general ecosystem as well as the place when attracting and receiving this target group.

In this section, you can read about the following recipes:

- A good recipe: Polar Bear Pitching in Oulu – best practice in marketing, MEGE – helping internationals start up in Finland.
- A good start, but still cooking: National-level start-up talent attraction, Tampere attracting international start-ups, NewCo Helsinki attracting and receiving international start-ups.

POLAR BEAR PITCHING IN OULU – BEST PRACTISE IN MARKETING

This is a case about Talent Attraction and to some extent Talent Reputation describing an inspiring, innovative and highly successful event in order to market and brand Oulu, especially to start-up talent.

This is one of the best recipes in Finland.

Implication for reader: learn from the reasons this event stands out in a place context, consider using these lessons in your own work.

About the case

The Polar Bear Pitching event has done a lot to advance the global brand of Oulu as a tech and start-up destination. The Nokia crisis created a sense of urgency that mobilised the entire region to act strategically. The needs in terms of talent are focused on the tech sector, i.e. programmers, engineers and others related to software and hardware development. Internationalisation at companies is a struggle - some of the companies that don't have an international work force yet are hesitant even if foreign talent expertise would be needed in the company. One of the main reasons why companies do not jump at the chance to hire from abroad is the perceived bureaucracy and additional costs that come with hiring from abroad. It doesn't help that media describes lead times of 6 months or longer for work permits and visas.

While the Talent Attraction Management ecosystem is in an early stage, a Talent Attraction pilot project by BusinessOulu, Polar Bear Pitching, has brought high visibility to the city. The event was originally created

in order to attract more venture capital to the Oulu region, as well as helping born global start-ups enter international markets. The event shows the Finnish “can-do” attitude of *sisu*, how it is mustered in the face of challenges (during Oulu's economic difficulties) and helps people push forward regardless. Polar Bear Pitching has developed into a best practise and an inspiration to other places who are looking to attract not only investors but also bright start-up talent, as well as media. After a successful launch in 2013, focus is now on export and expanding the international network: Polar Bear Pitching has hosted side events in Norway, Silicon Valley, China, Germany and Japan.

Polar Bear Pitching is a unique event that contributes to the image of Oulu as one of the best cities in the world for start-ups. The event is the result of a close collaboration between BusinessOulu, university students, University of Oulu staff and many other organisations and entrepreneurs. It embraces the start-up attitude – taking an innovative and bold approach. People deliver their start-up pitch in a hole in the ice of a frozen lake – to both a jury of global VCs and global media coverage. The event has become part of a broader strategy to create a venue for handpicked start-ups with for scalable and international business potential to present their ideas to investors.

The event has received publicity from global media. Polar Bear Pitching serves as a platform for meaningful encounters, which can lead to investments in the future, but also to advice that can help scale businesses. This approach has resulted in a widespread interest for Oulu, which is essential for start-ups seeking growth capital.

Lessons

Be authentic in branding a place

Polar Bear Pitching may, at first glance, seem like “simply” a marketing stunt, but the event is closely linked to the habits and identity of Finland. The tech scene that is Oulu meets the sauna and ice-hole culture that is Finland. The event is as authentic as there are ice holes and tech talent in Finland.

If events are done well, it shows and has an effect

Polar Bear Pitching illustrates the importance of events, creativity and how a city can get a lot of international attention that leads to financially measurable follow-up. The event is being watched and exported, expanding the awareness of Oulu’s and Finland's tech-scene.

Marketing – think what makes your location positively unique

Oulu focuses on marketing. It has deemed itself the Capital of Northern Scandinavia, and describes itself as the 12-minute city since that’s how long it takes to travel between places. You can cycle – throughout the year. The quality of life is highlighted, and with quirkiness (“we cycle to work – just like in Silicon Valley”). The most successful tip of the iceberg – the Polar Bear Pitching - serves as a way to demonstrate how places can bravely use underutilised assets like the cold, the snow (things that other cities often try play down) as their advantage.

It’s not always tech talent that is needed.

While the city has confidence in its hi-tech ecosystem and skilled talents, they also need branding and marketing professionals to help start-ups export and gain access to global market value chains. Also, venture capital is always welcome, not to mention media. Polar Bear Pitching is the type of event that has attracted them all.

More info about the initiative:

<https://polarbearpitching.com/>

MEGE (MULTICULTURAL ENCOUNTERS, GROWTH, ENTREPRENEURSHIP): HELPING INTERNATIONALS START UP IN FINLAND

This is a case about Talent Integration and helping international talent start companies and become entrepreneurs. Many cities today look for entrepreneurial talent who create new jobs and provide value to the economy. MEGE stands for Multicultural Encounters, Growth, Entrepreneurship and it aims to remove barriers for international professionals to establish and acquire businesses in the Helsinki region. Trainings, courses, matchmaking, and mentoring are provided.

This is a good recipe, for example because of the relatively strong reach and customer feedback: 90% of the over 800 future and current entrepreneurs participating the program are either satisfied or extremely satisfied with the services.

Implication for reader: learn how they help to promote entrepreneurship and support international talent in fulfilling their entrepreneurial ambitions. Full project documentation is made available on the project website by the end of 2020.

About the case

The target group of MEGE is diverse: architects, programmers, engineers and others, from Ghana to Canada, who are starting up as

entrepreneurs. Different services are provided to talents in a tailored way. For example, Aalto University provides services regarding research, Haaga Helia regarding vocational training, The Shortcut provides hands on training and informal education. MEGE repackages training in an entrepreneurial way to benefit a specific segment. MEGE offers courses, like “Developing an Entrepreneurial Mindset”, which is a six-week course that focuses on articulating a potential business idea. MEGE provides group coaching and mentoring with experienced entrepreneurs.²¹

What MEGE does is working with internationals who are considering starting up businesses. It is possible to get training from various organisations on establishing a business in Finland, but as many interviewees have pointed out, gaining employment, becoming an entrepreneur or finding clients is a challenge without fluency in Finnish. This may explain why quite a few of the participants have a global focus for their businesses.

MEGE project has developed a number of new service concepts for early stage entrepreneurs. The Start-up Circus is an annual early-stage business idea pitching event that brings together the leading student teams, including international participants, from the Helsinki area.

²¹ Here are few cases of companies that have attended the programme:
<https://www.mege.fi/blog/2019/1/14/plutote-tote-bags-for-environment-and-style>

<https://www.mege.fi/blog/2019/2/7/selling-more-homes-in-one-system>

The MEGE Mentor Day brings together international professionals and experienced business mentors, for 4 to 5 one-on-one meetings for the duration of one day only. Be Your Own Boss is a 3-week intensive entrepreneurship program, which springboards a dream into an actual business. The MEGE Business Acquisition programme walks participants through all key aspects of business transfers.

MEGE is financed by the EU Regional Development Fund from Uusima Regional Council and its cooperation partners are Business College Helsinki, Aalto University, Haaga Helia University of Applied Sciences and The Shortcut (see case on p. 98).

Lessons

Need for community creation

With the early stage entrepreneurs, international or not, social interaction is the key for developing business ideas and the entrepreneurial thinking (e.g. Järvinen & Potinkara, 2020). MEGE has enabled this interaction through training services focusing on skills of the entrepreneur, few community events, and also through mentoring with the MEGE Mentor Day approach. The community creation aspect should not be neglected, and can be build around the international identity of the participants.

Helping to solve the language challenge

Language is often a barrier to enter the Finnish market and MEGE does not offer any language courses. A concrete solution could be finding a Finnish speaking partner (mentoring, coaching, business advisory service), and the programme has seen recent development with this aspect. Mentoring may be seen as one good practice for supporting entrepreneurs with a domestic focus.

More info about the initiative:

<https://www.mege.fi/>

NATIONAL-LEVEL START-UP TALENT ATTRACTION

This is a case of Talent Attraction and Talent Reception, as Business Finland focuses on attracting international start-up teams as well as providing information on reception and settling in.

This is good start. The work on the national level to attract start-ups is fairly new but has shown some promising results already, for example in terms of target group satisfaction with the services provided.

Implications for the reader: consider how “study in”, “work in” and start-up attraction can be coordinated to provide a comprehensive offer to international talents.

About the case

The start-up promotion wing of Business Finland has stepped up its focus on attracting start-up talent following the introduction of the Finnish Start-up Permit in the beginning of 2018 (read more about the permit on p. 159). The work rests on two main pillars: assessing eligibility statements of those applying for a start-up permit and managing attraction activities under the Talent Boost umbrella.

This work stems from the understanding that attracting start-ups is key for the national economy; it brings innovations, new ideas and new international connections and helps internationalise the ecosystem.

The main attraction activities have entailed participating in events abroad, mostly together with other Talent Boost partners and stakeholders. An example is international spin-off events to the Slush conference. Partners in some of these events has been City of Helsinki and Vero (Finnish Tax Administration).

In addition, the team managing start-up talent attraction has piloted SoMe campaigns in order to build reputation for Finland as a start-up country.

Business Finland has also created a Start-up Kit that provides information to entrepreneurs that are coming or planning to come to Finland. A sub-page to Business Finland, it provides links to different organisations in different cities that can help with reception and settling-in (as this process is more localised). The most important city-level partners for Business Finland in this work has been Helsinki Business Hub and NewCo in Helsinki region, as well as City of Tampere.

As for the Start-up Permit, a total of 150 teams applied in 2019. About one third has been accepted and then apply for a residence permit. Business Finland as well as the national immigration agency is now assessing how services and processing times can be improved in the future. A long-term goal is also to attract better applications so that the acceptance rate increase. This could be done for example by collaborating with foreign incubators.

To this end, Business Finland employs an interesting concept used for evaluating and improving services, called “Customer Club”. The idea is to ask service user for feedback both through digital surveys and in workshops. To the Customer Club, Business Finland invited people that had recently moved to Finland as start-up entrepreneurs, and also teams that didn’t move even though they were accepted in the evaluation process. This group has in general expressed that they are happy with the services they have received, but they also see room for

improvement in areas that are partly beyond the control of Business Finland, such as the general immigration process.

All in all, the introduction of the Start-up Permit has been considered a success.

Future opportunities when it comes to start-up talent attraction lies within tying it closer together with the whole talent attraction ecosystem in order to serve talents whatever needs they have. For example, introducing entrepreneurship opportunities to international students early on can help them get into the start-up community at a later stage.

Lessons

Collaborate between study in, work in and start-up attraction Making sure there is a collaboration between "study in", "work in" and start-up attraction is key in order to be able to present a comprehensive and attractive offer.

Understand the talent journey

It is essential to understand the "talent journey" for entrepreneurs, for example what happens after they get interested, whose responsibility is to help them settle in etc.

Promote Finland and regions together

Promoting Finland and regions as a package better is a future opportunity, building on both Finnish strengths and strengths of regions in which start-up talent will want to settle in

Nordic collaboration in remote markets

Nordic collaboration when promoting start-up talent attraction in remote markets (e.g. in Asia) is also an opportunity that should be considered.

TAMPERE ATTRACTING INTERNATIONAL START-UPS

This is a case of both Talent Attraction and Talent Reception as it addresses both how to attraction start-ups and start-up teams to Tampere, but also to make sure they settle-in and get started in the location.

This is a good start. The start-up service model for international start-up founders in Tampere is a case to follow closely and be inspired by.

Implication for the reader: consider how you can collaborate with different actors in your own region, but also with the national level in talent attraction activities.

About the case

The efforts have two aims – attracting start-up talent from abroad and creation of start-ups by international talent already in the country.

In Tampere, the activities are coordinated by the employment services department of the City of Tampere under the International Tampere Hub umbrella. The efforts in Tampere has to date focused heavily on preparing the base for future attraction activities by creating a local Start-up Kit in close dialogue with the Talent Boost and Business Finland teams as well as local players like Start-up Tampere (Business Tampere) and Tribe Tampere focusing on essential information about the local ecosystem and what steps you need to take to settle in well.

Tampere is also developing a start-up landing programme for international start-ups with a view to help them feel well-received and integrate smoother in the city and the business ecosystem, for example by finding customers and investors. The development began

in summer 2019 and activities so far include surveying and interviewing start-ups to understand their needs. There is also a collaboration between City of Tampere and the local accelerator program Red Brick Accelerator (RBA), which is now piloting its first online and pre-accelerator program which can be used for start-up attraction and landing online from any country.

Tampere has a close dialogue with Business Finland and the TalentBoost team in this work and has also been inspired by NewCo in Helsinki (read more about NewCo on p. 124). Ideas for future development include adding different modules to the acceleration programme that can benefit international founders, such as business culture, network building and mentoring.

The Tampere team has also carried out some attraction activities by going to events in Nordic and Baltic regions to meet with start-ups and founders which has yielded some interest in establishing in Tampere already.

As for the potential founders already in Finland, City of Tampere and their partners have organised events where international talents and locals with entrepreneurial ambitions are matched with each other. The aim is to facilitate discussions on business ideas and make it easier for founders to find co-founders and staff. The city has also organised recruitment events for start-ups and scale-ups that need to find talent in order to grow. In a recent event, a total of 16 start-ups and scale-ups had about 150 attendees organised through a matchmaking tool and which led to around 150 meetings and interviews. The next step will be to follow up and evaluate how many people that actually got recruited through the events.

The City of Tampere also helps immigrant entrepreneurs setting up a business, for example through a business mentoring programme. In addition, the regional development agency Business Tampere also offers start-up support services focusing on more mature start-ups whereas City of Tampere focuses more on the pre-start-up phase.

Another role of the Tampere team is to be active networkers in the start-up ecosystem. This work-mode can be described as the same, agile discovery process a founder can go through: fail fast, learn fast and find out what works.

Some of the challenges for the work to attract start-up concerns access to funding. Many founders are in dire need of investments to be able to grow, and funding for early stage ventures is a bottleneck in the local ecosystem. An important future role for those facilitating international talents to start a business or move their start-up will be to build closer relationships to the investment ecosystem.

Future opportunities include going more international in the attraction efforts under the national Talent Boost flag.

Lessons

Have a start-up mindset

Having the start-up mindset (fail fast, learn fast) is the key – you need to be lean and agile to go talk to the customer before creating solutions and constantly test these until finding the right fit.

Collaboration, networking and co-creation

Collaboration and networking between different actors in the ecosystem are key – and co-creating with the talents in the case of recruitment events has been a great success factor.

NEWCO HELSINKI ATTRACTING & RECEIVING INTERNATIONAL START-UPS

This is a case of Talent Attraction and Talent Reception.

The case is a good start; a functioning approach for receiving start-up talent has been elaborated, for example. However, some persisting challenges for start-up attraction to Finland have been identified and need attention over the coming years.

Implication for the reader: consider which target countries that are the best to try to attract start-up talent from – those that have a similar living standard or those that have a lower living standard?

About the case

NewCo Helsinki is the entrepreneurial and start-up support organisation of City of Helsinki. Regular services include providing business advisory services to entrepreneurs who are starting a new business and developing their operations, as well as assisting start-ups in their efforts to grow and expand to international markets. They also provide services and information to international start-up teams with a view to attract them to Helsinki, as well as welcome them to the city. That said, talent attraction is still a side aim to other aims for NewCo. For example, when going to a start-up event, talent attraction is rarely the main focus, but one aim among many.

NewCo collaborates closely with both Helsinki Business Hub and Business Finland in the attraction endeavour, as well as with a range of different organisations in the Helsinki ecosystem, such as International House Helsinki (see p. 70), when it comes to soft landing²². About 30 organisations in the ecosystem play a particularly important role in receiving and servicing foreign start-ups. The approach of NewCo is that they do not engage in a mass-marketing approach, but rather serve customers one-by-one in a personal customer-oriented way, for example by guiding them to the right person to talk to among the 30 ecosystem partners.

One important lesson learned for NewCo has been that it extremely difficult to attract start-up talent and investors from remote countries that have the same level of development as Finland. NewCo has, for example, been to major events like Slush Tokyo and the SWITCH innovation week in Singapore where one aim among several has been to attract talent, but come to the conclusion that it is very difficult to persuade someone to take the plunge and move to a country far away. Instead, trying to attract start-up talent from nearby locations like Sankt Petersburg has proven far more effective. NewCo and partners have done 3-4 annual events in the city. One reason why it might be more advantageous to attract talent from a country like Russia instead is because the standard of living is lower than in Finland, whereas it might be difficult to attract people from countries with a comparable living standard, like Singapore.

²² Read more about soft landing support here: <https://newcohelsinki.fi/en/services/soft-landing/>

NewCo is also engaged in a marketing concept called New Nordics, together with similar organisations in Riga, Stockholm, Oslo, Tallinn and Copenhagen. Joint Nordic marketing makes a lot of sense on especially remote markets like Asia, as they tend to see the region as one market with similar conditions anyway. This cooperation has to date been more informal, but there are ongoing discussions about making it more formalised. Joint activities have for example been to invite the other cities to start-up events in respective cities and facilitate their participation. There is also a collaboration between innovation ecosystems and hubs in different verticals. The health-tech sector is an example, where incubators in Helsinki, Oslo, Stockholm and Copenhagen have a close collaboration, which can form a value proposition to foreign start-ups: If you set up in one of the cities you can reach multiple interesting innovation hubs.

Early results include that NewCo with partners have managed to attract about 10 start-ups. teams from Sankt Petersburg. NewCo is still in the learning phase when it comes to talent attraction and are in the process of trying to understand the target groups' needs and in which cities to find them.

Lessons

Lack of big picture

At the national level, there is still a lack of coordination, and no one actor has the big picture under control, according to NewCo. There is a need to for a national, strategic coordination and planning of talent attraction efforts of regions and universities. There is much talk about talent attraction in the public sector, but a higher ambition and more activities are needed to step up the efforts.

The immigration service is a bottleneck

Finland still attracts low numbers of start-up-talent, judging by the number of start-up permits that are applied for. A major bottleneck are the slow processing times at the Finnish Immigration Office.

Finland may need to adjust its self-image

Different actors in the talent attraction field have a too positive picture of Finland's attractiveness. For example, for a young start-up team, typical Finnish welfare state benefits such as free childcare or health care are not that important (yet), but they still need to pay high taxes. That said, a city like Helsinki also has distinct advantages, like short distances for commuters, good public transport, high level of safety, especially for children and it is easy to get by in English.

Amplifying honeypots has potential

NewCo works with the idea of developing and showcasing innovation and start-up support hubs that are of especially high interest to international talent, which they call "honeypots". It could, for example, be about linking an incubator or accelerator closer to universities in order to present an offer to international students that want to stay in Finland and start a company. In addition, linking these hubs to other hubs in the Nordics and Baltics make them even more attractive for talent from remote countries like in Asia.

More info about the initiative:

<https://newcohelsinki.fi/en/services/soft-landing/>

ATTRACTING & RETAINING



**STUDENTS AND
RESEARCHERS**

ATTRACTING & RETAINING STUDENTS AND RESEARCHERS

There are over 20 000 international degree students that study in Finland at a given moment (pre-Covid-19 figures). In addition, a considerable number of exchange students, PhDs and post-docs every year come to Finnish Higher Education Institutions (HEIs).

University graduates and scientists are a key driver of innovation and economic development and are closely connected to the wealth and affluence of towns and cities, according to a large number of studies. International students and academics can add even more to local innovation capacity and economy – it is now well established that diverse teams and companies are more innovative than more homogeneous ones.

Attracting and retaining more students is also a key factor for meeting the demands of the local labour market – and lack of qualified labour is increasingly becoming a challenge for companies in Finland, especially outside the larger capital city regions.

Hence, attracting more international students and academics to Finland makes perfect sense, as well as making sure that they can find a job and stay after finishing their studies or PhD has enormous potential – and can bring lots of potential for solving the talent challenge in the future.

According to the recent International Student Barometer (2018), learning environments and facilities are considered a strength of Finnish higher education. Finland is seen as a safe and secure country. As many as 83 % of the respondents would recommend Finland as a country for studies.

Finding employment after studies is, however, considered as a challenge. The barometer revealed, for example, that information on career and recruitment services should be provided more actively. According to the interviews with Study in Finland, the experience shows (like many cases in this book) that lack of networks is an impediment for international talent to find work.

ABOUT STUDY IN FINLAND

Study in Finland supports the Finnish higher education institutions (HEIs) in the recruitment of international students by branding Finnish higher education on the international market and by promoting Finland as a study destination. Study in Finland functions at the Finnish National Agency for Education (EDUFI). EDUFI's range of activities cover Talent Attraction, Talent Reputation (country branding) and Talent Integration in the field of higher education.

Study in Finland co-operates closely with the other authorities in Finland, e.g. the Ministry of Education and Culture, the Ministry for Foreign Affairs of Finland and the Talent Boost network to attract international talent.

Read more about the marketing operations under the Study in Finland umbrella on the coming pages.

Study in Finland is currently exploring possibilities for cooperation with Business Finland under the umbrella "Work and Study in Finland."

TALENT ATTRACTION & TALENT REPUTATION – STUDENTS AND RESEARCHERS

As you know by now, Talent Attraction is the 1st phase of the journey of attracting talents when looking at the TAM model. Here we find marketing and recruitment activities such as a marketing portal for a university, city or region, community and content marketing campaigns, online campaigns, events and branding toolboxes.

Talent Reputation is the 4th phase of the TAM model, when it has come full circle. It concerns the reputation that a university or city finally *earns* based on progress in the previous phases. While the reputation of a HEI or place is partly a result of the user experience of the international talent, there are ways to work actively in phase with talent ambassador networks and alumni networks.

In this section, you can read about the following recipes:

- A good recipe: Study in Finland – attracting international students, Career Night in Shanghai – by Study in Finland, Aalto University's student marketing, Student ambassadors of Turku, HAMK's international student work.
- Preparing the ingredients: LUT University attracting talent from China

STUDY IN FINLAND – ATTRACTING INTERNATIONAL STUDENTS

This is a case about Talent Attraction and Talent Reputation, focusing on the international marketing to attract international students to Finland.

This is a good recipe: Study in Finland has a long track-record of attracting students to Finland, and have explored new approaches to doing this.

Implication to reader: learn about why it sometimes makes sense to outsource the marketing to a service provider and the joint target markets of Study in Finland and Talent Boost.

About the case

The Finnish National Agency for Education, EDUFI, is responsible for promoting Finland abroad to attract students to Higher Education Institutions, HEIs, in the country. The practical responsibility lies with the Study in Finland team at EDUFI.

The main marketing and communication channels are the Study in Finland website (www.studyinfinland.fi) and SoMe channels such as Facebook, Instagram, YouTube, WeChat and Weibo (Chinese messaging and SoMe app and microblogging service, respectively) and events abroad, often in cooperation with individual HEIs, Business Finland and Finnish embassies.

The Study in Finland team also collects information from HEIs to understand how they market themselves and which markets they target. Activities at national level are carried out in close cooperation with different ministries and government agencies, especially in the Talent Boost programme and the new national coordination group responsible for the #Finlandworks brand.

According to Study in Finland, the current Study in Finland website usually receives positive feedback from the HEIs. It is quite streamlined and aims to serve marketing purposes, whereas the previous version was more focused on providing detailed information. Another successful initiative is the marketing process for the Chinese SoMe channels. Inspired by service design thinking, a process through which the HEIs can send content directly to the chosen service provider managing these accounts has been successfully developed. The reason for outsourcing it to a specialised company is that they possess the required language skills and cultural understanding to manage the accounts.

New opportunities in the development of activities have also emerged through close collaboration with the Team Finland Knowledge Specialists. Currently, the Ministry of Education and Culture has university and science specialists posted in eight target market locations around the world. These are Abu Dhabi, Buenos Aires, Moscow, New Delhi, Beijing, Pretoria, Singapore and Washington. The specialists are specifically tasked with attracting talented people to

Finland and building contacts for sharing Finnish knowledge, expertise and educational innovation²³.

As for target markets, the national Talent Boost programme offers a set of guidelines, as well as the national policies to promote internationalisation in Finnish higher education and research 2017–2025.

The target markets shared by the Talent Boost programme and the Team Finland Knowledge network are India, Southeast Asia and Russia. In addition, the mentioned marketing survey to the HEIs gives some guidance on which markets to prioritise.

In 2019, the Study in Finland team and the Talent Boost team began working more closely together in not only promoting Finland abroad but also with regard to how to make it easier for international students to find a job and stay in Finland after their studies. The first step has been to create a combined Study and Work concept, based on common key messages for both general talent and student attraction, as well as planning joint events. In practical terms, this means that in connection with the student recruitment process, the students also receive information about future job opportunities and how they can stay in Finland in the longer term.

Most of the common events planned were put on ice due to the Covid-19 situation in 2020, but one common event was held, in South Korea at the end of 2019 (read more about the event in p. 65).

What does the future have in store for Study in Finland and its work? It is likely that the competition for students will toughen after the Covid-19 pandemic is over, and it will then be important to convey the image of Finland as a safe and well-functioning country that welcomes international talent. As for marketing tactics, doing more digital marketing and online events is a way forward, in parallel with many HEIs in Finland developing more online courses that can attract a global audience. What's more, the focus on adding reception and integration components to the attraction and reputation building will most likely continue.

Lessons

Pooling resources is key

According to the Study in Finland team at EDUFI every HEI needs to invest into international marketing and attraction efforts in order for the country to be successful in the global competition; it is only by pooling resources a small country can compete with for example the English-speaking countries.

HEIs need to improve their reception and integration work

Similarly, many of the HEIs and employers need to step up their efforts to welcome and integrate international students, thereby increasing their chances of staying after their studies.

²³ Read more about the specialists here: <https://minedu.fi/en/team-finland-knowledge-network>

Creating a seamless student journey is essential

All in all, all parts of the talent attraction management process need to be streamlined into a seamless journey for the students, making it essential that the national level actors and the HEIs collaborate effectively and build a sustainable platform for collaboration. A key question is how the whole ecosystem functions and succeeds at national, regional and local level in attracting and retaining international talent.

More info about the initiative:

<https://www.studyinfinland.fi>

CAREER NIGHT IN SHANGHAI – BY STUDY IN FINLAND

This is a case about Talent Attraction, where the Finnish Agency for Education, EDUFI, organises a successful career event in Shanghai, China, in order to help Finnish companies in China find talent.

This is a good recipe in terms of being an established, recurring event with happy participants.

Implication for the reader: talent attraction does not only have to be about bringing people to Finland – helping Finnish companies in other countries finding talent has lots of potential. Interested in doing a similar event? EDUFI is happy to help with advice, connections and templates.

About the case

Career night is a networking event for prospective employees and Finnish companies in China organised by EDUFI, the Finnish Agency for Education and partners. Organised in Shanghai, the target group is Chinese alumni from Finnish HEIs. The organisers saw great potential in bringing together this group with the Finnish companies, as these people already have a link to Finland and have knowledge of the culture, and these soft skills would be valued by Finnish companies looking for talent in China. Hiring someone that has studied in Finland would therefore bring many benefits to the Finnish companies in China, as the cultural understanding to some degree already is there. The main purpose has been to help Finnish companies in China find employees, but some companies may also seek talent for their operations in Finland.

The events have also created an interest from Chinese students currently studying in Finland and who may have been on vacation back home at the time of the events. Some of these may have wanted to stay and work in Finland as their primary choice but are open to working for a Finnish company in China as a backup option. In addition, a third target group has been Chinese students that are interested in studying in Finland in the future. Finally, also Finnish people that are alumni of a Finnish university or on an exchange in China and that might be interested in working in China or switch jobs are identified as a target group.

The background to the initiative is that Chinese students are one of the biggest group of international students in Finland.

The event has been held four times, once per year since 2015 with the exception of 2017. The first event was held as joint Nordic event, but EDUFI came to the conclusion that Finland is known enough to go for its own events. The funding comes from EDUFI and sponsorship from co-organisers. The event organisation is a collaboration between EDUFI, the local embassy or consulate and the Finnish Business Council in Shanghai.

The events have always been full, with around 120 participants and a number of companies. Getting that many participants is not something one can take for granted, according to the organisers.

The concept is quite straightforward. The companies typically present themselves to the participants during the events by participating on a panel. The panelists are China-based professionals who share general advice and tips on how it is to work for a Finnish company, both in

China and in Finland. After the panel, companies that have openings or thesis topics they need help with get a chance to present themselves. The night ends with a casual cocktail reception and mingling, where representatives of the companies are available for a chat.

Around 10 companies have participated at each event. Both smaller and bigger companies have participated in the events. The organisers figured that it would be mostly SMEs that would be interested in participation, as they typically have the greatest recruitment needs, but also bigger ones have been interested.

The event is marketed to Chinese alumni with the help of Finnish higher education institutions, who forward the invitations to their alumni. The organisers also market the events locally in China through SoMe, especially by targeting students in high-ranked universities. Following up after the events and building a long-term relationship with the student is an area for future improvement, but general communication including making a video and articles about the event.

The initiative has to date not done any systematic follow up of the impact, which as such could be a future improvement, but feedback collected from the participants and the companies has shown a high level of satisfaction, averaging in the range of 4.5 out 5. Participating students and alumni seem pleased with the event-concept; in the feedback given during the event most of participants (over 90%) were either happy or very happy with the event.

What's in it for the companies? Employer branding seems to play a role, apart from direct recruitment opportunities. The companies do not always have vacancies but are interested in marketing themselves

as interesting employers to particular group of people that possess special expertise. The HEIs, in turn, get an efficient way to keep in touch with and offer value to their alumni.

Lessons

EDUFI is happy to help

Currently EDUFI does not have resources to replicate the event in other countries but would gladly help any other actor that want to do similar events. EDUFI can help with advice, connections and templates for invitations, to give a few examples.

Local co-organisation with Finnish representations

A success factor is to co-organise the events with a Finnish embassy, consulate or chamber of commerce in the area in question.

Choice of venue is important

Another success factor that stand out is the choice of venue: A good venue tends to be appreciated by the participants. Having the event at an embassy or consulate, with the ambassador or consul doing the official opening, gives prestige to the event. Also, the venue cannot cost too much to rent.

Both recruitment and employer branding are important

Both companies that have vacancies and those that are interested in long-term employer branding could be interested in these types of events.

More info about the initiative:

<https://www.oph.fi/en/career-night-event-concept>

AALTO UNIVERSITY'S STUDENT MARKETING

This is a case of Talent Attraction as it is about marketing to attract international students.

This is one of the best recipes in Finland. Aalto University's international marketing displays a great deal of agility and innovativeness as well as impressive results.

Implication for the reader: think about the importance to quickly adapt to your target group's new preferences. If your target group suddenly moves to a new platform – like TikTok – well, that's where you need to be too.

About the case

Aalto University offers an impressive total of close to 100 master's programmes in three fields – art & design, business & economics and science & technology – in English. In addition, the university has eight bachelor's programmes in English. About 11 500 FTE students study at Aalto at the moment and about 15% of them are international.

The marketing to attract international students is noteworthy for a number of reasons. First of all, Aalto University has been quick and agile at adapting to new trends and changing market conditions. A case in point: it was the first Finnish university to establish a presence on TikTok during spring 2020. Secondly, they can display results speak for themselves: the university has consistently been ranked number one or second in the country over the last 10 years period when it comes to student awareness and interest to study.

When it comes to student marketing, the focus is heavily on international marketing, where there are more growth opportunities. The marketing is done globally, but with 10 prioritised target markets that are decided yearly. Current ones are: United Kingdom, the Netherlands, Germany, Spain, Italy, China, Russia, India, the US and South Korea.

The main marketing vehicles have been digital marketing and Face-to-face (F-to-F) encounters such as overseas recruitment events or events on campus. F-to-F meetings are generally more efficient. Last year, the university attended and hosted events in markets such as Russia, India, China, South Korea (read more about the joint fair participation in Seoul on p. 60 and p. 65) and Vietnam. The Study in Finland Knowledge network is an important partner in identifying events to go to.

That said, F-to-F events are not that cost-efficient as they are costly, time-consuming and you only reach a limited number of people. Paid search, SoMe, advertising and visibility in student portals then become important way to reach bigger volumes of people. What's more, the digital marketing has for natural reason proven crucial during the Covid-19 pandemic. Organising digital student events has for example been one way to tackle the situation.

In digital marketing, both own organic and paid channels are used. One flagship initiative of Aalto has been their student ambassadors. Called "the Aalto Squad", they comprise 15-20 international and Finnish students representing different disciplines, parts of the world, and both bachelor and master level. They are recruited for one year at

a time and remunerated for their work. The squad shares their stories and experiences about studying or having studied at Aalto.

The ambassadors have been instrumental in establishing a presence on the newest and most trendy platforms, such as Snapchat and most recently TikTok. The students create and coordinate content. The content from the students has the right tone-of-voice and gives a “true” picture of how it is to study in Finland and at Aalto, which gives the content way more credibility than if it would be the marketing team at Aalto choosing the content. The student marketing team also cooperate in building a presence on Facebook, Instagram, LinkedIn and Twitter, as well as coordinate the main Chinese SoMe platforms Weibo and WeChat. One important feature is interactivity, that is being able to answer direct requests in chats or in a webinar.

Aalto University is a frontrunner when it comes to adapting to new trends, which has given a first-mover advantage. The target group is savvy and are raised in a digital world, meaning that you need to be on the platforms that they are – and you need to find them, you cannot expect them to find you. Hence, Aalto established a presence on Instagram already six years ago, then on Snapchat in 2015 and, as said, on TikTok during spring 2020.

Another interesting learning from the case is the university’s constant ambition to create a smooth, positive and seamless customer experience for the students in all touchpoints of their relocation and study journey, from the first marketing and information they receive to the admission process to the actual studying.

Lessons

Set clear goals for marketing efforts – and be adaptive

The importance of having clear goals for the marketing efforts. You need to know what you want to achieve, how to reach it and track how well you achieve them. This include “killing your darlings”, i.e. being able to focus the efforts and be adaptive to changing conditions and needs of the students, when needed.

Customer focus

Always have the customer – the students – in focus.

Team up – and build alliances across functions

Building cross-functional teams and alliances is key to succeed; no one person can have all the wisdom that’s needed to carry out a successful talent attraction operation.

Support your ambassadors

When working with student ambassadors it is important to understand the needs they have and what you need from them. They are smart people but may also need guidance and support to be able to fulfil the role successfully.

More info about the initiative (Aalto Squad):

<https://www.aalto.fi/en/study-at-aalto/aalto-squad>

STUDENT AMBASSADORS OF TURKU

This is a case about Talent Reputation and student ambassador programmes with ambassadors and alumni helping to internationalise the region and its universities.

This is a good recipe: having a functioning ambassador network creates visibility and spreads the good word about a place, Turku has managed to convince tens of people to do just that.

Implication for reader: learn about the activities of the ambassadors and see what you could apply to your own organisation, city or region.

About the case

In January 2019 the University of Turku launched its “UTU Ambassador” programme, selecting a number of international master’s degree students to represent the university and promote their international degree courses (3 Bachelor’s and 24 Master’s courses offered in English). The main ambassador tasks included the creation of SoMe content highlighting positive aspects of student life in Turku, engaging directly with potential applicants online and welcoming new international students to the campus.

In the 2019-20 academic year there were 17 UTU ambassadors from 13 countries. All ambassadors posted on SoMe, particularly on Instagram using the hashtag #utuambassador. There were also sub-teams for additional activities, including writing for the Student Life Blog, creating videos and assisting with campus visits and other events. Relevant SoMe posts were shared by the main accounts of the university.

The programme was overseen by the Admissions Service at the University of Turku, although once selected ambassadors were encouraged to generate their own content based on their interests and experiences. Communication mainly took place virtually, over Microsoft Teams, whereby ambassadors could volunteer for tasks and share ideas.

Ambassadors were compensated with a small financial payment along with university-branded merchandise. However, an equally important incentive to participate was the opportunity for ambassadors to extend their professional networks and add to their CV, especially if they are hoping to stay in Finland following graduation.

Evidence suggests that the ambassador programme has already had a positive impact. The number of applications to international degree programmes increased by 52% compared to the previous year, with the university acknowledging the value of the ambassadors in raising its online profile. New ambassadors will be recruited each academic year, with graduating ambassadors continuing in an alumni role.

Although the primary audience of the UTU ambassador scheme is potential degree applicants, much of the content is also relevant to international talent as it includes everyday life in Turku and adapting to living in Finland more generally. In this sense, the work of the UTU ambassadors complements that of the previously established “Student Ambassador Network of South West Finland”, which was presented in the first version of Talent Boost Cookbook and has a broader goal of supporting the internationalisation of the region.

Lessons

Support the professional development of ambassadors to keep them motivated

Create content that is interesting and relevant for international talent

The most popular blog posts focused on student housing options, finding part-time work and interviews with successful alumni.

Develop a focused SoMe campaign

By including a single hashtag in all SoMe posts, the target audience could easily access a diverse range of content.

More info about the initiative:

<https://www.utu.fi/en/study-at-utu/utu-ambassadors>

HAMK'S INTERNATIONAL STUDENT WORK

This is a case of both Talent Attraction and Talent Integration as it is about both marketing and international cooperation to attract more students, as well as efforts to help with both social and professional integration of students.

This is a good recipe because HAMK has focused a lot on the internationalisation of their institution. For instance, they have a full-time marketing planner for international marketing and a large international educational agent network, which helps them to understand their target areas and the student's journey from there to Finland. In addition, they aim to integrate international students to Finnish working life in the early phases of the studies and students from non-EU/EEA countries are eligible for scholarships, if they improve their Finnish skills.

Implications for the reader: get inspired about how HAMK chooses target markets and the practical approach to integration.

About the case

Häme University of Applied Sciences (HAMK) has a strong marketing focus in Finland and abroad. One of its biggest targets groups are international students and in recent years, there has been a lot of effort to attract students to international bachelor's degree programmes in HAMK. In total, there are now eight international bachelor-level degree programmes in the field of business, IT, technology, culture and bioeconomy. HAMK has a full-time international marketing planner in the marketing department. The marketing department operates in close collaboration with other units

at the university, agent networks abroad, other higher education institutes and national agencies.

In HAMK, there is a good perspective on how to attract international talent and support their journey to Finland. Internationalisation is one of HAMK's key strategic goals, therefore a lot of emphasis is put also on the reception and integration phases. In the last four years, HAMK has been focusing on building an international educational agent network for student attraction. With the help of the agent network, HAMK aims to increase their student numbers in a long run and to achieve its marketing goals abroad. Furthermore, the agent network has been useful in understanding current situations and problems in different countries, e.g. helping international students during Covid-19.

The marketing department of HAMK carefully selects the target areas for international degree marketing based on multiple criteria; if there are enough prospective students seeking for international education, where do they usually go to study, are there enough resources to finance their studies abroad, what kind of education are they looking for, and is Finland a familiar country. If the country fits into their target group, they proceed by contacting local partners and seek for educational agents in the area. The goal is not only to increase the number of international students, but to offer them services and guidance to understand Finnish culture and preparedness to stay and work in Finland after graduation.

HAMK focuses on practical approach during the studies: students collaborate with businesses and HAMK research units from the beginning of their studies, so when they graduate, they will have a

good understanding of Finnish work life, work experience and a professional network. Some of the degree programmes have a mentoring programme, alumni connections for the students or friend family activities, which helps international students to integrate to Finland. Most recent development has been the opportunity for non-EU/EEA students to get two scholarships based on their Finnish language level, which gives them a great benefit to integrate to the Finnish society during their studies and find a job once they graduate.

Lessons

Internalisation through educational agent network

In terms of student attraction, HAMK has focused on building an international agent network, which has been helpful in promoting attraction activities abroad and understanding the target areas.

Practical approach to integration

From the beginning of the studies, HAMK aims to integrate students to Finnish working life by various mentoring programmes, business collaboration, language courses and scholarships.

LUT UNIVERSITY ATTRACTING TALENT FROM CHINA

This is a case about Talent Attraction, where a Finnish university collaborates with a Chinese counterpart in bringing students to Finland.

The case is in the phase of preparing ingredients for what likes a tasty future recipe, since the promising, innovative university programme has just been launched.

Implication for the reader: think about how you do things in a completely new way and partner up with international partners that share your motivation and agenda.

About the case

LUT University, based mainly in Lappeenranta and Lahti, has recently launched a highly innovative and unique setup for study programmes. Allegedly one of the few in Europe with a similar setup, it allows Chinese students to begin their education in China and then transfer to Finland to join a bachelor together with other international and local students.

The programmes have emerged from a strategic collaboration between LUT and Hebei University of Technology (HEBUT) in the city of Tianjin. The collaboration will comprise two Lappeenranta-based bachelor's programmes in mechanical and electrical engineering, and two programmes in Lahti, energy technology and software engineering). The new programmes will be launched in autumn 2021 when roughly 250 students start their studies on the two campuses. An important share of the programmes' international students will come from beyond the EU, and a significant proportion of them from China. A

total of 160 Chinese students has begun studying their first year (as a Bachelor is four years in China) and will transfer to Finland in the autumn of 2021.

What about the future? The cities of Lappeenranta and Lahti may not yet have grasped the immense opportunities offered by the programme, at a time when shortages of engineers are steadily increasing and ageing population in Finland may pose challenges for finding the skills the employers need. It remains to be seen how this opportunity can be unlocked when the first students approach graduation a couple of years from now.

Lessons

Find partners with that shares your motivation

The importance of finding the right partner with the same level of motivation. In this case, the Chinese partner university has a strong academic track-record, experienced project managers and a leadership that share the vision and motivation to make the collaboration successful. If a partnership is unbalanced when it comes to motivation, the results will suffer.

Language and cultural skills on the team

Having someone in the team that speaks the language of the partner and understand cultural and legal differences is a huge asset.

Be ready to adopt your working culture to your partner's

Be open to adapt to the working culture to that of your partner. A case in point here is the Chinese partners preferred WeChat over emailing and had no issues doing a meeting on a Sunday.

TALENT RECEPTION & TALENT INTEGRATION – STUDENTS AND RESEARCHERS

Talent Reception and Talent Integration represent the 2nd and 3rd phases of the journey of attracting and retaining talents based on the TAM model. As pointed out earlier, Talent Reception services makes the welcoming experience and the transition to the Talent Integration phase smoother. It is the phase of the talent journey where talents made the commitment and are either looking for more information about the place and HEI (the practical stuff about a move, paperwork, family, licenses, finding a place to live etc) or have already arrived and want to start their studies or work as researchers and get on with their lives, both socially and professionally.

Talent Integration is the long-term experience of studying, working and living in a place. Will the experience be as good as the marketing promised it to be? Will students find a job when they have finished studding? Will the partner of an international academic find a job? How to integrate socially?

In this section, you can read about the following recipes:

- A good recipe: Hanken International TalentTM, Helsinki University Career Services, Talent Integration á la University of Turku and DuuniDay at Lappeenranta.
- A good start, but still cooking: SIMHE continuation by Metropolia.
- Preparing the ingredients: HEI LIFE – Higher Education Institutions Support for International Academics and Staff.

HANKEN INTERNATIONAL TALENT™

This is first and foremost a case of Talent Integration, as it increases employability for international students, but which also can enhance the Talent Reputation and Talent Attraction of Hanken.

This is without doubt a good recipe; the case has a proven track record of measurable results in terms of helping international students to find a job and stay in Finland.

Implication for the reader: consider the recommendations for how to approach and serve companies that you want to collaborate with.

About the case

Hanken School of Economics is a Helsinki-based business school that annually welcomes 30-40 international students. A flagship initiative in the student attraction arena is the Hanken International Talent™, aimed at creating a bridge between companies and organisations and international students at Hanken, and which features many interesting aspects.

Piloted in 2017, it has become permanent and annually has 30 master students from 20+ countries as participants. The programme focuses on integration as it helps the students to build professional and social networks, give them valuable work experience and increase their chances to find a job after their studies.

The activities of Hanken International Talent (Hanken HIT) are organised in order to maximize social and business ties of international students during their master studies. How does it work? CVs and motivational letters are shared with potential company

mentors and matched via 20 minutes interviews. Each company mentor and mentee are then able to plan their cooperation. Thus, the mentoring element is a strong part of the program which is also facilitates building new professional networks and increases likelihood of finding a student-employer project (student job, thesis cooperation, summer job).

Beyond mentoring, the companies can benefit from the students' expertise and input for 2-3 months. Onboarding the master students can help a company test new ways to run or optimize the business or develop new products or services. The cooperation can also help the company develop their employees' social capital and the company's diversity efforts. As such, the mentoring/internship experience addresses challenges for and benefits both the companies and the students.

The students are also invited to events which increases their chance to build networks, parallel mentoring networks, volunteering or entrepreneurship events.

Recruitment starts in September and after matching is done there is a continued awareness campaign to spread the word about the programme, both internally and externally.

The opportunity to join the programme is introduced to the students when they receive their acceptance letter in mid-March. It also marketed through the Hanken website.

There has been returning companies such as KPMG, PWC, Fazer and Wärsilä among others who source their future employees via Hanken

HIT programme. Out of 12 students who completed Hanken HIT cooperation between 2017 and 2019, nine are employed. Fifty percent are employed by collaborating HIT companies and 50% are employed by another employer in Finland. Measured over a longer term, the employment rate in Finland has been 85% for those participating in the programme, and the overall retention rate stands at over 90%.

Another way to of measuring the programme's impact is in recruitment cost savings, which are measured to be at approx. € 20-30.000 per full-time recruitment per person (source: Hofstede Insights Finland).

A motto for the programme has been “nothing about them without them” meaning that the planning and piloting of services in the programme is done in cooperation with international students' input. Hanken has had international student panels and they continuously engage students around what is needed and what is relevant for them also in the current context during the Covid pandemic.

Making the companies interested in the programme has been a challenge. Hanken has experimented with various ways to promote the program: from general SoMe to LinkedIn personal contacts to pitching the programme (from individual calls to visiting business meetings and offering a 10 minutes presentation followed by 10 minutes Q&A).

The pitches have been personalised to fit individual company needs, and they tried to avoid generic email marketing. Decision makers are busy, so they want quality content, which serves their company focus and HR focus, and is not a waste of their time and resources.

In addition, video content has been important in order to bring visual proof of what the programme is about. Hanken HIT has a diversity of talents presented on the website through videos and brochures, as it has been important to represent international spirits in all marketing materials. Videos of both student testimonials and companies help to

build a solid image of what the talent management programme can offer.

Hanken is also a member of the inter-city and inter-university AIKO (International Talent Accelerating Growth. Read more about the project on p. 40). As the initial Hanken HIT programme was built to further ties between university, students and companies, it also addresses the AIKO project goal to help recruitment and retention of international talent already found in Finland.

Lessons

Be well-prepared at recruitment events to find companies

Attending recruitment events is time-consuming but can be beneficial to find quality leads to potential company collaborators. It is possible to find quality leads and network with company representatives that appreciate talent. But it requires a little bit of effort and that one is prepared with a business card/brochure and just “go after them”.

Include sales experience on your project team

Having people with sales experience on the team is a big advantage. Many company recruiters are used to, and sometimes expect to, meet with people with sales profiles.

Make it easy for companies to participate

A recurring challenge is always: are companies willing to try this? One needs to break the myths that it is difficult to participate in programmes like this one. It is key to raise awareness and spread success stories to get companies to dare to try.

More info about the initiative:

<https://www.hanken.fi/en/cooperation-and-networks/career-services/hanken-international-talent-hit>

HELSINKI UNIVERSITY CAREER SERVICES

This is a case of Talent Integration, aiming at improving employability for international students.

It is a good recipe; Helsinki University has lined up a range of well-functioning and innovative efforts that help students find a job and stay in Finland.

Implications for the reader: How can your own organisation walk the talk and show how it's done? It is precisely what Helsinki University is doing with its international trainee programme. Also, consider how companies can benefit from working with international students.

About the case

The career service at Helsinki University (UH) has developed a strong focus on offering international students guidance and training that will support them in finding a job after their studies at the university.

International students can sign up for individual career guidance at any time during the studies and for up to one year after graduation. The career service also organises a number of events, such as “how to find a job in Finland” as well as events for new students focusing on explaining things that are good to know about with regard to finding a job and on Finnish working life culture. In addition, events on how to improve LinkedIn presence and CV writing are organised. Many of the events are recorded and accessible through YouTube too, which came in handy during the Covid-19 situation.

Three innovative activities that can serve as inspiration for others are 1) the group training programmes offered by career services and the

alumni team, 2) a fairly new trainee programme targeting international students and 3) the completely new HelsinkiUNI International Talent Programme.

The group training programmes has been running since 2010. The idea is that a group of students meet with a mentor, represented by an alumnus of the university, who will mentor the group on career advice. Mentoring is available in Finnish, Swedish and English.

International trainee programme

The international trainee programme started in 2018. The university realised that it was especially challenging for international students to find traineeships and internships – which represent important pathways to finding a regular job. In order to set an example for other employers, UH decided to create its own, internal trainee programme. The first year eight trainees could be offered four months placements at eight different administrative units in the university. The students work 50% with a salary, and spend the rest of the time writing their final thesis. They also have a mentor during the traineeship, who, in return, receives training and coaching from the career service on how to mentor a trainee.

The students also get access to career guidance sessions that focus on increasing their chances of finding a job after their studies.

The programme has not only given the trainees valuable work life experience, it has also helped change and improve internal work modes and practices, that had to be adopted to the international students.

No systematic follow up has been done yet, but future plans include to follow up with the students to see to what extent they have found a job in Finland. But the initial feedback from both the trainees and the receiving unit has been very positive.

The programme began as a three-year pilot, but thanks to the positive results it was decided to make it permanent already after two years in operation. It has also been expanded and in autumn 2020 a group of 12 students will be offered positions.

Other universities have been inspired by the programme, and for example Joensuu University has reached out to benchmark with HU. Also, the City of Helsinki has shown interest in launching a similar programme.

Lessons: international trainee programme

A few success factors stand out: It is critical to have management support as the programme needs a budget and people devoting time to mentor for example. In addition, a couple of individuals that have a passion for driving this type of initiative forward is essential to convince the rest of the organisation of the need for and benefits of the programme.

A potential long-term challenge is to get the units to continue paying the salaries over the longer term.

HelsinkiUNI International Talent Programme

A new effort with lots of potential is the HelsinkiUNI International Talent Programme (HITP). It is a six-month mentoring programme where companies and international students get to know each other. The programme will enable students to build networks to the Finnish labour market, bringing with them the latest knowledge from a

particular sector or occupation. For companies it is a way for a them to try internationalisation and to create a positive employer brand. The programme is intended for all companies and organisations operating in Finland. A total of 11 master programmes are eligible for the first round of the programme.

How does it work in practice?

- First, the students apply to the programme by writing a motivation letter.
- The company gets to choose students to its mentoring group. The size of the group is 5-8 students.
- The company representative participates in the kick-off and closing events.
- The company commits to organising 3-5 meetups during the programme. Themes for the meetups can include a company presentation, the latest trends in the field and current competency requirements. Getting to know the students and discovering their potential is an important theme.
- When the programme is finished, companies are very welcome but not obliged to continue cooperating with the students.

The company mentor will hopefully also be able to help out with networks and help discuss ideas for final thesis topics.

Lessons: HelsinkiUNI International Talent Programme

Understanding internationalisation is key

It is vital to be well equipped with information about the dynamics of internationalisation when discussing with potential partners.

Networks for support and knowledge

Having active networks through which the coordinating party can get knowledge and concrete support is important. This makes the Talent Boost Network an essential asset for furthering the collaboration between higher education institutions and employers, with a view to improve the employability of international talent.

Information and guidelines

The university needs to provide clear information and guidelines on the different ways employers can work with students, such as research collaboration, traineeships, project courses and of course post-graduate employment.

More info about the initiative:

<https://studies.helsinki.fi/instructions/article/career-services>

TALENT INTEGRATION AT THE UNIVERSITY OF TURKU

This is a case of especially Talent Integration. University of Turku has a proved track record and long tradition of promoting integration and employability of international student and integration of international staff.

As such, it is good recipe and benchmark for others to follow.

Implication for the reader: integration and retention prospects are dependent on both professional and employability but also social integration, through for example host family programmes.

About the case

Turku is a good example of well-established regional co-operation to promote internationalisation through its higher education institutions. In the 90s, Turku was the first city where universities offered jointly courses in English for exchange students. In addition, University of Turku takes part in Talent Boost Turku activities, offering entrepreneurship training and career-coaching in English for its students, academics and staff. UTU also participates in SIMHE (Supporting Immigrants in Higher Education in Finland), offering advice and guidance on higher education to immigrants in Finland.

From strategic perspective, University of Turku follows both top down and bottom-up approaches. The main strategy is directed by the University of Turku Strategy. UTU is also actively participating in Forum for International Policies in Higher Education and Research set by Finnish Ministry of Education and Culture, which is an open process where universities are able to participate also through a digital platform and give feedback on the process of internationalisation of

Finnish HEIs. Then, there are operational programmes and plans with concrete objectives, e.g., merging entry-level support services together with other universities.

Project-based approaches focus more on modifying and improving current processes in order to meet the goals and existing needs alike.

At the University of Turku international academics and staff may participate in a mentoring programme organised in co-operation with Åbo Akademi University. The 10-month programme has received very good feedback. In addition, for many years international students in Turku area have been able to take part in host family programme, a friendship program where international students have a support family. It has been a great concept. It could in the future even be merged with Talent Turku, so that businesses could launch the service for expats. Furthermore, UTU organises working life projects with local businesses. UTU runs also an International Student Ambassador programme.

At the national level, UTU has received funding for a two-year project together with University of Helsinki (UH) and Tampere University (UTA) and other HEIs in the respective regions. The project HEI LIFE – Higher Education Institutions' Support for International Academics & Staff - Living, Integration, Family and Employment in Finland began in autumn 2020 and University of Helsinki operates as the main coordinator. Read more about the project on p. 153.

Over the next two years, Turku aims to remodel working life cooperation between international researchers, staff and companies

through various service processes and to recruit more partner companies for the new mentoring programme for international talents.

Lessons

Integration through mentoring and support family programme

University of Turku has organised various successful initiatives to internationals. International staff can participate in a mentoring programme and international students can have a local support family. Internationals can also partake in working life projects with local businesses.

Focus on international students but don't forget the international staff

UTU partakes in a national project with University of Helsinki, Tampere University and other HEIs in the region. The aim of the project is to model best practices that would be applicable and used across Finland in the future. The project began in autumn 2020.

DUUNIDAY AT LAPPEENRANTA

This is a case about Talent Integration with a big matchmaking event at a university campus recurring for more than two decades.

This is a good recipe, since the internationalisation of the event five-six years ago, English has become the second language.

Implication for reader: Watch the development of this event that has been providing a service to companies for over two decades. It is safe to assume that they have the potential to internationalise.

About the case

Integration of internationals is essential for internationalisation of local companies. Talent Integration has potential: there are international students at the LUT University (Lappeenranta-Lahti University of Technology LUT), but companies are not finding them. There is big potential in students of 70 different nationalities at LUT University, who are eager to work during their studies and after graduation. Utilising their skills would add significantly to the growth potential of the local companies. The work is led by the university, focusing on entrepreneurship and matchmaking with companies.

Organised by LUT and Saimaa University of Applied Sciences, DuuniDay is a matchmaking and recruitment event that has been
SIMHE CONTINUATION BY METROPOLIA
This project is a case of Talent Integration.

organised in Lappeenranta for 23 years. About 5-6 years ago there was turn towards a more international scope, developing into an opportunity for companies to meet international students and potential future employees. Engineering, business and doctoral students of LUT as well as social and healthcare students attend. Companies pay for different types of participation (a presentation opportunity or a full stand). Job interviews can be conducted on site. Participating companies can promote their open posts in the Facebook event (one posting / one open post) during the preceding two months.²⁴ In 2019, about 100 companies participated in this event and this was a new record.

Lessons

Hosting a good event for companies and jobseekers provides value

For an incredible 23 years Duuniday has been up and running. This shows it has been providing a relevant service and value to the companies and jobseekers. It can be assumed that the event has potential to do the same for international talents and companies, after it has started to internationalise in the past few years.

More info about the initiative:

<https://www.lut.fi/web/en/cooperation-and-services/recruitment-services/contact-and-recruitment-events/duuniday>

²⁴ <https://www.lut.fi/web/en/cooperation-and-services/recruitment-services/contact-and-recruitment-events/duuniday>

SIMHE CONTINUATION BY METROPOLIA

This project is a case of Talent Integration.

The project is a good start. Halfway through the project period it is already piloting promising models for language learning, work placements model and career orientation. Follow its developments in 2021 to see more results materialising.

Implication for the reader: consider how getting students to stay and work in Finland may not only be about career guidance and finding a job, but also about making sure that they feel like an active participant in society and the HEI community.

About the case

Metropolia is the largest University of Applied Sciences in the country and based in all three capital region municipalities; Espoo, Helsinki and Vantaa. The SIMHE services at Metropolia are engaged in a range of efforts to improve the employment and integration of international talents in Finland. The SIMHE work dates back to 2016, and began as an effort to help integrate asylum seekers into the job market, extending quickly to provide guidance and counselling services and recognition of competences to all immigrants with a higher education background. Currently also digital services for guidance are being developed, e.g. a SIMHE application. Some of the service models developed over the years have recently been adapted to the target group of international degree students.

Metropolia is one of the partners in the capital region Talent Boost project International Talents Accelerating Growth (read more about the project on p. 40). One of the key services developed for international degree students and local businesses is a common job and career portal for the region.

One of the most noteworthy projects focuses on developing service models for career guidance and Finnish language learning in order to help with employability but also social integration of international degree students. The project began in August 2019 and runs until August 2021. The service model that is being developed will be shared with other HEIs in Finland.

A starting point for the work is that Finland has about 20 000 international degree students, half of whom are motivated to stay and work in Finland after graduation, yet the challenge is to find employment. These skilled graduates are a huge potential for Finland, not to mention the additional 40 per cent who are still hesitating with their decision on their final year²⁵. Another starting point is the conviction that getting students to stay and work in the country is not only about career guidance and finding a job, but also about giving the right information and services and managing expectations before the students arrive, and providing holistic support during the length of their study, such as access to social and professional networks.

As a consequence, the project takes an integrated view of the students' perspective and needs. How can the students get access to services

²⁵ Source: <https://valtioneuvosto.fi/en/-/1410845/eurostudent-vii-student-study-over-70-of-higher-education-students-view-their-future-in-a-positive-light>

that help them to stay from both an administrative point of view, as well from an emotional one? The latter aspect is about making sure that they feel like an active participant in society and the HEI community. Hence, integration goes hand in hand with both employability and social participation in society.

The target group of the project is very heterogeneous: it includes those students that have lived in Finland for a long time, and those that have come to Finland for the studies. The research has shown that these groups are very diverse and have different needs. The identification of the target group and their needs gets even more complex if you include those students whose parents have moved to Finland or who have moved to Finland at an early age and might study in programs taught in Finnish or in English.

The research and exploration processes have been a paramount task in the project. It has focused on understanding how a wide range of stakeholders work with the issues, such as study coordinators, Finnish teachers, career counsellors, work placement coordinators, alumni network coordinators and not the least the employers. To add more complexity, there has been a need to understand how functions such as student well-being services, student unions, tutoring services, the marketing department and study planners work now and could work in the future to support international students in both finding a job and be socially integrated. The research and mobilisation of stakeholders were done through a range of workshops in 2019 and 2020, which led to the development of the key components of the new model.

One year in, the project is piloting a new model for Finnish language learning, focusing on both basic Finnish and Finnish for professional use, for example through an online package that can be more tailored

to individual needs. In the portal, available language cafés, apps and other also online resources that are relevant for also informal language learning have been compiled. In addition, a work placement model with integrated Finnish language support has been piloted by the project, as well as a new model for career orientation, including e.g. workshops, employer collaboration and targeted matching and recruitment events. Also, collaboration with regional stakeholders is being developed, for example to explore joint interests in smoothening the transition from a student to an employee or entrepreneur in Finland upon graduation.

Lessons

Connect the dots of available best practices and services

Developing such an integrated service model requires involving several stakeholders within and outside the institution – plenty of excellent services and best practices are already out there, you just need to compile them and connect the dots!

Networks, networks, networks..

..that's the key to employment in Finland, and this needs to be understood holistically: any social connection might grow into a professionally important link.

Language learning needs both classrooms and real-life practice

Language learning does not happen only in the classroom, the institutions and work environments need to support also practising the language in informal settings and in integrated learning environments.

More info about the initiative:

<https://www.metropolia.fi/en/rdi/rdi-projects/simhe-jatkokehitys-en>

HEI LIFE – HIGHER EDUCATION INSTITUTIONS SUPPORT FOR INTERNATIONAL ACADEMICS AND STAFF

This is a case of Talent Reception and Talent Integration focusing on services for international researchers and staff at HEIs that can be adopted by any HEI in Finland.

The consortia behind the project are preparing the ingredients as the project has just been launched at the time of writing – but be sure to look for results with high potential coming out of it in 2021 and 2022.

Implication for the reader: Think about how solutions that you develop can be used by others – and how solutions others have already developed can be used by your HEI, region or city.

About the case

Helsinki University is the lead partner and main coordinator of the newly launched pilot project HEI LIFE (Higher Education Institutions' Support for International Academics and Staff – Living, Integration, Family and Employment in Finland). A two-year project launched in autumn 2020, it is implemented together with higher

education institutions in the capital, Tampere and Turku regions, and funded by the Ministry of Education and Culture. It aims to develop nation-wide plug n' play solutions that could be implemented by any HEI to further integration and employability of international academic staff and spouses. Hence, the aim of the project is to create best practices that would be applicable and used across Finland in the future.

Many reception and integration efforts focus on international students, but international researchers and staff have historically received less attention and funding. Service development has depended very much on the resources of individual HEIs. The project, therefore, has the potential to come up with a much-needed model for this target group. Here lies a big potential: If the Finnish government pays for or subsidises a PhD or a postdoc for a person that cannot find work in Finland and moves elsewhere, it is a lost opportunity.

The pilot project is based on best practices of integration of international academics, staff and families in Finnish HEIs in the partner regions. University of Turku steers the regional team focusing on work-life collaboration and integration. The plans include a mentoring programme for researchers and new models for collaboration between international staff and companies. Tampere University steers the regional team responsible for creating content and material related to relocation, reception and settling-in Finland. The University of Helsinki and the capital region team focus on building a service model for spouse support, including support for finding employment.

A vision of the project is that it will create both a basic service model and, in addition, a catalogue for additional services. It will then be possible for a HEI to decide if they want to adopt the basic model or add extra services on top of it. For example, a basic service could consist of local spouse network or guidance with public services, and the extra service could be access to a platform or tailored network, that can further the job search of a spouse.

Lessons

Lessons learned from building the project and its consortia include:

Team up!

Involve as many partners as you can, and don't think you have all the answers in-house.

Understanding before development

Understand the topic at hand and understand what the funder wants, and what the national goals for this type of project are.

Flexible planning

Don't be too strict with the project plan; reality will change during implementation

Involve end users

Make sure you involve the end users of the services in order to ensure that the services meet their needs.

NATIONAL DISHES OF FINLAND

Here is a taste of established services, organisations, websites, publications and initiatives.

HOME IN FINLAND (*KOTONA SUOMESSA*)

This is a case about Talent Integration. Home in Finland (*Kotona Suomessa*) is a programme at ELY Centre supporting public sector players working with international talent. The aim of the Home in Finland project is to develop services and processes supporting professionals in the integration sector.

The project contains two mutually supportive sub-projects: Good Start and Good Path. Good Start involves the modelling of a national initial-stage service model for integration based on the results of pilot projects. The aim of Good Start is to strengthen the impact of local integration efforts with the help of regional coordinators. The activities in the two components are mutually supportive. Good Path works to strengthen the effectiveness of regional and local activities supporting integration through systematic planning, resourcing and monitoring of integration activities in municipalities and regions and link them seamlessly to wider strategic policies. This project component helps the work carried out in the regions by the Centre of Expertise in Integration of Immigrants of the Ministry of Economic Affairs and Employment. Seven expert regional coordinators on integration work in the ELY Centres' extended areas for immigration, operating areas of 1–3 ELY Centres. This way the activities will cover all of Finland. The project component is implemented in close cooperation with the Centre of Expertise in Integration of Immigrants, the immigration managers and contact persons for immigration matters at ELY Centres, as well as with other key regional and national actors. The key tools in the project are regional and national training and networking events, regional newsletters, consultations with experts (local authorities, projects,

organisations and other parties promoting integration), as well as the development of the regional Integration.fi websites. Digital content is developed for the training events: webinars on the themes of integration are organised regularly and videos are produced.

One strength of the Home in Finland project and the work of the coordinators in the 'Good Path sub-project' is that they provide new information and support to professionals in the integration sector. For example, spreading information about the Welcome to Finland guide that TEM has published²⁶ through newsletters in the different regions, at seminars and meetings.

Home in Finland establishes networks and facilitates network meetings in the Finnish regions with the professionals from the integration sector. Some of these networks are supporting issues that are important in context with the Talent Boost work. One example is a webinar held in October 2019 about International talent (*Kansainväliset osaajat ja työperusteiset maahanmuuttajat - webinaaritalenne*).²⁷

The Home in Finland coordinators are looking for best practices in the regions and provide the information of these best practices to other regions.

²⁶ http://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/161193/MEAEguide_18_2018_TervetuloaSuomeen_Eng_PDFUA.pdf

²⁷ https://kotouttaminen.fi/artikkeli/-/asset_publisher/syksyn-webinaarien-tallenteet-on-julkaistu-osaamiskeskuksen-youtube-kanavalla

The results include:

1. A model for services provided in the early stage of the integration process.
2. Models for services provided in the transition stage that follows integration training.
3. Models for guiding immigrants who have not received integration training and have been unemployed for a longer period of time to find employment, and training to start a new business.
4. Improved expertise among people involved in helping immigrants to integrate and people who plan integration services.
5. Digital content to increase the competence of integration experts.
6. Local and regional networks for integration work, and more effective multidisciplinary cooperation between different actors.
7. Identification of good practices and operating models and their dissemination at the national level.

The Home in Finland project is administered by the ELY Centre for Uusimaa and is coordinated by the Centre for Economic Development, Transport and the Environment for Uusimaa. The managers of the project and the Good Start sub-project as well as the project planning officer have their offices at the ELY Centre for Uusimaa. The Centre of Expertise in Immigrant Integration participates in the implementation of the Good Path sub-project, which brings the Centre's activities to the regional level. The Home in Finland project is financed by the European Social Fund during 2015–2020.

TOITA – Talents of Immigrants into Activity sub-project by the Tampere University of Applied Sciences

One of the most interesting sub-project in the Home in Finland project from the Talent Boost perspective is TOITA - Talents of Immigrants into Activity - by the Tampere University of Applied Sciences (1.11.2016 - 31.12.2018).

The TOITA Project piloted and developed the educational service model for immigrants who have already taken part in the integration training organised by municipalities. The Project offered an international business education for motivated immigrants and matched them with companies seeking international growth. The education contained classroom-learning and practical training in the chosen companies. The direct target group was unemployed immigrants who needed support in the workplace, individual work placement, supplementary education, coaching and mentoring. The indirect target group was companies and organisations which needed experts on languages and cultures, as well as skilled professionals to promote their international business and multiculturalism. There were two training periods of six months for a total of 57 immigrants. It has received funding from the European Social Fund.

More info on TOITA Project:
<http://toita.tamk.fi/en/home/>

BUSINESS FINLAND

Business Finland is a national organisation responsible for innovation funding, export promotion, investment promotion and promotion of international travel to Finland. Business Finland has a network with more than 30 international offices. Attracting international talents to Finland is a good fit to Business Finland's role. First, because of the synergies with investment and travel promotion, and secondly because the skills and resources of international talents boost the innovation and internationalisation of companies in Finland. The Ministry of Economic Affairs and Employment assigned Business Finland to build a national Talent Boost programme.

The main focus areas are:

1. Country brand and image, making Finland attractive to international talents. Developing national websites (WorkinFinland.fi) and a common marketing and communication framework and tools. To organise and coordinate recruitment events abroad and with partners.
2. Attracting international start-up teams and founders to Finland.
3. Encouraging Finnish SMEs to recruit international talents to boost their international growth and innovation. The objective is to develop more international and diverse working cultures in Finnish companies
4. Collaborating with cities, development agencies, universities and other Talent Boost actors. To create common tools and platforms, coordinate joint activities abroad and to Finnish companies.

The brand building and country image should follow the guidelines of the Finland Promotion Board and use the templates and framework set by the ministry of foreign affairs. In meetings which Business Finland has with companies regarding innovation and new markets the talent aspect is approached through the opportunities that international talents bring.

Business Finland contributes significantly to national marketing (see more below) related to various events that they support; targeted SoMe campaigns on Instagram and Facebook and place-based social marketing campaigns. For example, in the Junction Budapest event in 2018, Business Finland managed to get 140 000 clicks on their ads. This approach was also used in Utrecht at the Emigration Expo. In Finland, Business Finland uses #TalentBoost. Abroad, they use #FinlandWork.

The brand building and country image should follow the guidelines of the Finland Promotion Board and use the templates and framework set by the ministry of foreign affairs.

Business Finland's Talent Boost toolbox

Work in Finland website

The workinfinland.fi website is the national landing page for all campaigns. It highlights why Finland is a great place to pursue career opportunities that Finland offers. The main target group is software developers and tech talents. The website also has links to further information regarding life in Finland in different cities, work and residence permit process, special information for start-up founders, as well as information about current campaigns and events. The website does not yet have open positions for international talents in one place, this is under development with Työmarkkinatori (Jobmarket Finland). Open positions can be browsed in different campaign and event sites.

Good News from Finland

A weekly newsletter and active SoMe channel sharing information about Finland. A new series "My career: from start to Finnish" shares weekly experiences of international talents in Finland. So far 27 stories have been published. They have been shared thousands of times in various channels. According to Google Analytics, since 'Finland Works' series started (19.9.2018), there has been 27 457 views of the articles on the English site and 22 043 views on the Russian site of Good News.

#Finlandworks LinkedIn

This is the main channel for all talents interested in following open positions and related news in Finland. It currently has over 500 followers and is growing fast

Finland Works marketing concept

The Talent Boost marketing concept was created with talent boost experts in Helsinki, Espoo, Turku and Tampere. When addressing international talents #Finlandworks is used. When referring to programme in Finland, the development concept and services to Finnish companies, #TalentBoost is used. Leaflets, roll-ups and three

different exhibition stand designs are available for everybody to use. Common events and marketing action plan calendar: common events like Emigration Expo, Holland or by one city/ business agency (like Maritime campaign in Singapore by Turku Talent Hub or game developer recruitment event in Moscow by HBH or Mobile World Congress by BF)

Event concept

Business Finland is creating a modular concept for events which makes it easy and cost effective for all talent stakeholders to join. In countries where many events will take place (like Korea or India), Business Finland will make a permanent toolkit available.

Partnerships

Business Finland has engaged in partnerships with organisations or events which gather TalentBoost target groups. Examples: Slush for international start-ups, Junction and Tech Tour for software developers, Women in Tech Business Finland is also partnering with events or marketing campaigns which are testing new models for talent attraction (like Finnish Game Days). Read more about partnerships in the dedicated case study on p. 67.

Start-up founders are a special target group of talents. Business Finland and Immigration agency Migri launched a new work and residence permit process for start-up entrepreneurs from outside EU area in April 2018. This start-up permit is a two step process. The founders first submit their business plan and start-up permit application to Business Finland. Business Finland verifies the innovative approach of the business idea and the skills and competencies of the founding team. If the planned company has business potential, the applicants receive a Start-up permit statement which they submit together with their individual passport data etc. to Migri. The process takes about 1 month. Between 2018-2020 there were

440 applications to Business Finland and about 1/3 were accepted. Migri has granted 130 Startup Permits.

To make Finland more attractive and to match the competition from other countries Business Finland launched Start-up Kit in December 2018 in the Slush event. This is a roadmap and process guideline to plan, apply and start a company in Finland, and it also includes services for the company and the individuals. The idea is to provide the start-ups with a special “baby box” which helps them during the first year.

Read more about how Business Finland and cities like Helsinki and Tampere strive to attract start-up talent on p. 120 and onwards.

Services for Finnish SMEs

Talent Explorer funding, launched in April 2019, will be part of the offering to companies which are growing their business internationally and need to hire specialist with international skills, competence and experience.

Business Finland helps companies to innovate and reach new markets and raising the talent aspect in this work, introducing companies to the potential that international talents bring. Business Finland also supports with marketing related to various events, including targeted SoMe campaigns on Instagram and Facebook, and place-based social marketing campaigns. For example, in the Junction Budapest event in 2018, Business Finland managed to get 140 000 clicks on their ads. This approach was also deployed in Utrecht with the Emigration Expo. In Finland, Business Finland uses #TalentBoost. Abroad, they use #FinlandWork.

With the launch of the Talent Explorer funding, Business Finland starts a campaign targeted to SME and MidCap companies to promote the

benefits of hiring international talents. It will also be a kick off for Business Finland advisors to challenge the companies in their international diversity and business benefits of international workforce.

More info:

<https://www.businessfinland.fi/suomalaisille-asiakkaille/palvelut/verkostot/talent-boost-finland/>
<https://www.businessfinland.fi/en/do-business-with-finland/home/>
<https://www.businessfinland.fi/en/do-business-with-finland/startup-in-finland/startup-permit>
<https://www.linkedin.com/showcase/finland-works/>
<http://www.goodnewsfinland.com/category/society/finland-works/>
<https://www.businessfinland.fi/suomalaisille-asiakkaille/palvelut/verkostot/talent-boost-finland/>

Toolbox Finland

The toolbox is a wonderful material bank for anyone who wants to show Finland when preparing a presentation, formulating a speech or just in need of additional info on a certain topic. It holds materials about a wide array of topics in a number of different formats, ranging from brochures and presentations to videos and infographics. The information is available in more than 20 languages and can be used for non-commercial purposes. There are also strategy and research documents related to Finland's country brand. The toolbox is maintained by the Finland Promotion Board.

More info:

<https://toolbox.finland.fi>

This is Finland

This is Finland is Finland's official country image media, published in eight languages. Here one finds facts, figures, stories and news about Finland and Finnish society, business and innovation and arts and culture.

More info:

<https://finland.fi>

ForeAmmatti

ForeAmmatti is an online service that aims to find work and get an overview of the labour needs in Finnish regions. It answers questions such as how many open vacancies there are per profession, where are the jobs situated, what skills employers demand from job seekers and so on. The basic version is free. This tool is widely used in TE Services and ELY Centres in Finland.

More info:

<https://www.foreammatti.fi/ammatti?maakunta=11>

Info Finland

The Info Finland website is worth visiting for talents, companies but most certainly professionals working with talents. The InfoFinland website is published by the City of Helsinki, and it is funded by the state and the InfoFinland member municipalities. InfoFinland is a website providing vital information in 12 languages to people planning to move to Finland and to immigrants already living in the country. The website also helps authorities with multi-language communications. The site is owned and maintained by a dedicated communications team at Helsinki City.

Do you want a good tip? Check if your municipality is part of InfoFinland already. And if yes, are the services for international talents of your city included there?

More info:

www.infofinland.fi

Talent Boost Index

Since there are many companies who need talent, but haven't been able to hire internationally, Helsinki Region Chamber of Commerce (HRCC) in co-operation with Business Finland have developed a 10-minute self-assessment tool with ca 30 questions for companies. Called the Talent Boost Index, it allows organisations to understand if and how ready they are to recruit internationally, as well as recommendations on how to recruit internationally, in Finnish and English. This was published early 2020 and will be developed continuously²⁸.

There is potential for companies and growth, with the help of international talent. HRCC and Business Finland gather data from the Talent Boost Index to understand the overall picture of companies and their readiness on recruiting internationally. By autumn 2020 it was expected, prior to the coronacrisis, to have an understanding how the overall picture looks like. By April 2020 well over 100 answers had been submitted and about 30 companies have received individual recommendations through the Talent Boost Index. Both Business Finland and HRCC are planning to do a marketing campaign to get companies using the index. HRCC will use also other chamber of commerce's company networks to reach the target groups. By August 2020, over 280 company profiles across Finland had been created. Aalto University is co-operating with Business Finland. This is being rolled out, but with Covid-19 slowing down progress remarkably.

²⁸ <http://come2.fi/about/about-come/>

Initiatives by international talent to attract and retain international talent

International talents could be considered chefs creating a tasty international recipe that helps to attract and retain international talent. It is worth considering involving international talent communities into international talent management activities. The communities of international talent provide professional networks that are valuable touching points for new internationals moving to a city. These communities also form pools of active international talent that are very valuable for companies seeking internationally competent experts.

Here are some examples of initiatives launched by international talents themselves:

FINternational

FINternational is a non-profit organisation that operates in Finland supporting international talents to set their lives in Finland making sure that also their voices are heard.

More info:
<http://www.finternational.eu/>

International Junior Chamber International

Junior Chamber International is a non-profit, non-governmental organisation for young professionals who are interested in personal and professional growth. It has members in about 124 countries. The Finnish JCI is based Helsinki and has about 70 active members who are mostly 18-40 years old. They offer members opportunities for interesting learning experiences and project work.

More info:
JCI Cosmopolis in Helsinki <https://www.jcicosmopolis.fi/>
JCI United in Tampere <https://jciunited.fi/>

KOTO-Sib and the Social Impact Funds

KOTO-Sib is a programme of TEM. KOTO-Sib²⁹ is programme based on Social Impact Funds that aims to help international talent get into the labour market, that ran 2016-19. A SIB agreement is a tool for systemic change. The public sector can use this tool to develop its procurement procedures, moving away from simply purchasing goods and services towards the acquisition of results and impact. Koto-SIB Fast is a track training and employment programme for immigrants in Finland. They offer lessons in Finnish, working life skills and job coaching. The programme is being evaluated in 2020.

Move to Nordics

This cookbook has on several occasions made the point that Talent Attraction Management needs national and international cooperation. Move to Nordics is a good example of just that. Move to Nordics is a campaign site that connects Nordic start-ups with talent outside of the Nordics. It is a platform where talented individuals that are considering moving to the region can find useful information about working in the Nordics and an overview of available start-up jobs in the region. The project is funded by Rising North and owned by SUP46 (Sweden). The other project partners behind the project are: Maria 01 (Finland), Icelandic Start-ups (Iceland), SLUSH (Finland), Malmö Start-ups (Sweden), MESH (Norway) and Techbbq (Denmark). They have not been driving any traffic to the website and there is no geographical target country. #TalentBoost has not been used. Maria01 would love to see Talent Boost become stronger and direct specific national talent marketing to international talent.

More info:

<https://www.movetonordics.com>

²⁹ <https://kotosib.fi/>

SIMHE services (Supporting Immigrants in Higher Education)

Services targeting immigrants to identify their individual competencies and guidance towards relevant educational and career paths. The work continues as part of the international programme of higher education institutions for 2021-2024. All the HEIs in Finland are willing to utilize best practices from earlier SIMHE-work and eight universities or universities of applied sciences are continuing their work as SIMHE-organisations and two new HEIs will join the network. Read more about the different SIMHE initiatives here:
<http://www.metropolia.fi/en/about-us/simhe/>

In addition, some of the concrete SIMHE efforts have been taken forward in the SIMHE continuation project, read more on p. 151.

Also, a regional service by Karelia University of Applied Sciences is also being developed.

Read more:
<http://simhe.karelia.fi/en/>

Starting a company

While services regarding start-up has not been the focus of this handbook, it is difficult to exclude them entirely. Here are some of the services and information provided nationally:

More info:

<https://www.yrittajat.fi/en>

<https://www.yrittajat.fi/about-federation-finnish-enterprises/fields-influence/newsletter-immigrant-entrepreneurs-576680>

<https://www.suomi.fi/company>

<https://www.suomi.fi/company/starting-a-business/foreign-entrepreneurs>

<https://newcohelsinki.fi/en/>

Social media

SoME groups

IT jobs in Finland Facebook group:
<https://www.facebook.com/groups/itjobsfinalnd/>

International Jobseekers in Helsinki:
<https://www.facebook.com/groups/jobsinhelsinki/>

Talent Tampere Network in LinkedIn:
<https://www.linkedin.com/groups/4703673>

LinkedIn [#Finlandworks](#) is a new hashtag which all international talents who are interested in job opportunities in Finland are encouraged to follow. This will be the number 1 channel for sharing up-to-date information about the Finnish labour market, stories of people already in Finland and events abroad or in cities. In March 2019, the group had 538 followers and the number is growing.

Social networks

Meetups

Meetups: Agile Finland meetups generally are in English, free and welcoming to new people. For Scrum Masters, managers, coaches and people interested in helping people work better. There are regular coaching circles in Helsinki and Tampere:
<https://www.meetup.com/Agile-Finland-Helsinki-Coaching-Circle/>

For more technical issues there is the Tech Excellence Finland Meetup that has had a less regular schedule:
<https://www.meetup.com/Tech-Excellence-Finland/>

The Hub

The Hub is a free-of-charge community platform tailored to the needs of growth start-ups. The Hub gives an overview of the Finnish and Nordic start-up community by providing visibility to all Finnish start-ups. Via the platform, start-ups can get assistance with their recruitment of talent, connection with investors and access best practice tools (e.g. employment contract, pitch deck). It is a Nordic initiative funded by Danske Bank, who together with Rainmaking in Denmark have teamed up with some of the best and most promising local partners such as SingularityU Nordic in Sweden, Nordic Impact in Norway, Maria 01 in Finland and Catalyst Inc in Northern Ireland. The job marketplace is mostly marketed through Google, Facebook, Instagram.

<https://thehub.fi>

Tivia

Tivia is the oldest and most comprehensive ICT professionals and biz network in Finland

<http://www.tivia.fi/in-english>

Start-updigest

The personalised insider newsletter for all things start-up in Helsinki and around the world:
<https://www.startupdigest.com>

New Competence for SMEs (UUTTA OSAAMISTA)

In 2016 EDUFI together with Owl group implemented a study and influence project titled New Competence for SMEs which analysed how Finnish SMEs utilise international talents and what obstacles they may have. The objective of the project was to lower companies' threshold for recruiting international talents and to help educational institutions develop their cooperation with companies. The project produced recommendations and support material for educational institutions and other stakeholders to assist them in their cooperation with SMEs. The material includes slide sets and videos, in which different companies describe their experiences of working with international talents. The videos, which come with English subtitles, also include an interview with a student.

The material is available on the following website:
<http://uuttaosaamista.fi/>

Talent Boost summit

Talent Boost Summit is an annual national forum for talent attraction and retention issues. It gathers approximately 300-400 participants from companies, universities, cities, governmental organisations etc. to discuss and be inspired by talent attraction and retention topics. It is organised by the cities active in Talent Boost, TEM and Business Finland together with other partners that change every year. For natural reasons, the Summit has been paused during the Covid-19 pandemic in 2020.

Team Finland Knowledge network

Policies on promoting internationality in higher education and research 2017–2025 were set up in 2017 by the Ministry of Education and Culture and Government decided it its mid-term policy review session in April 2017 to implement as part the Government action plan several measures listed in the international strategy for higher education and research. One of these measures was the establishment of the Team Finland Knowledge Network (TFK) in several locations around the world to enhance the international cooperation of Finnish higher education and research, promote Finland as an attractive country to study and work as well as to boost the educational services Finland has to offer. The first TFK counsellors started in Beijing, Buenos Aires, Singapore and Washington in October 2018. The next four counsellors will be placed in Abu Dhabi, Moscow, New Delhi and Pretoria as of autumn 2019.

Higher education and research until the 2030s -vision and its roadmap for implementing the vision states actions for attracting more international talent to Finland as well as increasing trainee placements and support services to help international students and young

researchers integrate in Finland and the Finnish labour market. Ministries work closely together to promote the Talent Boost programme as well as Visio2030 for higher education and research and the policies on promoting internationality in higher education and research. The Ministry has established a Team Finland Knowledge network, that will contribute to the objective of increasing the internationalisation of education and research. Cities are welcome to contact the Ministry for more information and cooperation opportunities.³⁰

More information:

<https://minedu.fi/en/vision-2030>

<https://minedu.fi/en/international-strategy-for-higher-education-and-research>

³⁰ https://minedu.fi/artikkeli/-/asset_publisher/team-finland-knowledge-verkosto-lisaamaan-suomalaisen-osaamisen-nakyvyytta-ja-vauhdittamaan-vientia?_101_INSTANCE_vnXMrwx9pG9_languageId=en_US

TE Services

TE Services (known also as TE Office or *TE-Toimisto, TE-Palvelut in Finnish*) is a national organisation that belongs to the Ministry of Economic Affairs and Employment group, but with regional presence. There are at the time of writing this cookbook 15 regional TE Offices in Finland.

TE Services provide several different tools for talents and companies to connect. EURES advisers' work in TE Offices focuses on attracting, helping employers to recruit and on receiving talent from EU/EEA countries, the TE office international coordinators focus more on 3rd country internationals.

Services like labour market training, information and advisory services, vocational guidance and career planning, training trial and work trial are examples of TE Services, which help job seekers, including international talents to gain better access to the labour market. Some services can be designed specially to meet the needs of international talents. For example, labour market training can be a very effective way for international talent to find work through education. One of the labour market models is called Further Educated with Companies programme (FEC programme) where international students and international spouses participate in a six month training programme that takes place at their work place or in co-operation with companies who want to export their products and services overseas and would like to use international talent to that end. This kind of FEC-programmes have been recently introduced in co-operation with Talent Boost. TE Services has been partner in several TAM projects described in this cookbook. Indeed, there are many existing services that could be used or modified for international talent, but this requires co-operation and initiation from the city. Cities and companies could co-

operate more with TE Services and its services for international talents and involve the organisations in the Talent Attraction Management work.

Since the publication of the 1.0 version of the cookbook, the efforts to bring the work of the TE Offices closer to the general Talent Boost work has been intensified. Three regional TE Offices now have a dedicated Talent Boost expert (Pirkanmaa, Uusimaa and Southwest Finland) that take on coordinating roles, and in other regions the work has been intensified too. North-Savo ELY Centre, Uusimaa TE Office and KEHA-centre are national coordination offices for creating a model for global international recruitments from abroad to Finland. The new model includes a new business ecosystem with private and public actors, when recruiting as well as to attract and retaining international talents. There is an ongoing work to build a model for how to work with international recruitment from 3rd countries, how to work with international students and better use the experts that already are in the country. There is also an ongoing effort to gather statistics about how many employers that would be interested in international recruitment. The TE Offices can reach many employers; they have about 30 000 contacts with companies a year.

When it comes to recruitment of 3rd country nationals, there is a close collaboration with the Ministry of Education and Culture concerning how international students can take up jobs after their studies. One regional example is Southwest Finland and Turku, where there is a close collaboration between the TE Office and the HEIs in getting international students in touch with the labour market, for example through job fairs.

The TE Offices have also participated in many of the international job fairs where delegations have been coordinated by Business Finland and Talent Boost team, in countries such as Vietnam, South Korea, China and India. Read more about some of these fairs in India and South Korea in the case on p. 60.

More info:

<http://www.te-palvelut.fi/te/en/>

Ammattibarometri (Occupational Barometer)

The Occupational Barometer is an estimate from TE Services about the development prospects for key occupations in the near future. The Occupational Barometer is produced twice a year. It aims to monitor the balance between job seekers and vacancies and promote occupational and regional mobility.

More info:

<https://www.ammattibarometri.fi>

Työmarkkinatori (Job Marketplace Finland)

Työmarkkinatori or Job Marketplace is an online platform that brings together all Finnish working life services under one roof (from TE Services and ELY Centre). Over the coming years the Job Marketplace site will be structured as a one-stop-service through which jobseekers and employers can find all the services they require. Jobseekers will see and apply to open positions from public employers as well as from the participating private service providers, training opportunities and information relating to the job market.

See more:

<https://kokeile.tyomarkkinatori.fi/Etusivu>

Työmarkkinatori is a development project of TEM run by TE Services and ELY Centres (*KEHA-keskus* in Finnish).

More info:

<https://kokeile.tyomarkkinatori.fi/en/Etusivu>

EURES

EURES stands for European Employment Services and is a cooperation network for consisting of public employment services in within the EU and the EEA, and in Switzerland. EURES has about 2-3 million jobs in their database. Every month, about 500 000 viewers check the website. The Finnish stakeholder is the Employment and Economic Development Office (TE Services) with staff who are trained regarding international recruitment.

There are currently 35 EURES advisers in Finland at the TE Offices in Finland. The EURES advisers, in turn, try to engage other general and business advisers in the TE Offices. For example, specialised IT advisers can ask employers they are in touch with if they have international recruitment needs and if yes, how they can help.

A typical case would work like this: A EURES or other TE Office adviser would ask a company if they are interested in recruitment, then send a request to colleagues in other countries who publish job offer and begin to advertise it as well as doing a pre-selection of candidates. If the employer is interested in traveling to interview, local EURES advisers can provide room at their premises. Nowadays it is also possible to arrange interview by virtual means.

One noteworthy case with many innovative features is project aimed at attracting health care professionals from Spain to Finland, implemented in cooperation with Spanish EURES offices. The project managed to continue despite the limitations that were imposed

following the Covid-19 outbreak, which can serve as inspiration for other, similar efforts. Read more about this case on p. 78.

TE Offices provide support to companies in teaching Finnish to international talents. (OUT: Workplace Finnish is a language training programme arranged by EURES ESF project (Labour Mobility in Europe) for international talents who work in Finland). This language training is tailored specifically to each company and offers international talents a chance to succeed in their work in Finnish. International workplace training is intended for companies with international talents of various linguistic and cultural backgrounds. The training can promote intercultural interaction and communication within the work community, facilitate the integration and the orientation of talents, and provide new tools for multicultural workplace management. Companies can contact the local TE Services to acquire Workplace Finnish and International workplace training for its talents. Several companies can apply at the same time to save costs (*yhteishankinta*). Trainings receive public funding, and the employer pays 30–50% of the total cost.

How EURES co-operates with cities

EURES co-operates with International House Helsinki, since Uusimaa Regional TE Services is present there. Talent Hub Joensuu is a good example of co-operation with EURES. Talent Hub Joensuu has a steering group with the city, Business Joensuu, EURES and TE Services and, of course, local companies. The latter have been asked about their needs to attract and retain international talent and they have suggested that a platform is needed to provide information about the region and practical details about working and living. What is currently being built is a back-end platform for the region's stakeholders to exchange information between the universities, companies and public sector, all in the interest of better talent ecosystem management. EURES has many ways to help companies and cities to find international talent.

One of the main roles of the EURES resource is in attracting and recruiting, in close collaboration with employers in the regions. One common activity is participating in job fairs in other European countries, many of which have become virtual job fairs following the corona pandemic. This is often done under the banner of Finland Works and under a common Talent Boost umbrella, virtually or, if done psychically, in the same booth at a fair. One example is the participation in the Utrecht Emigration Expo, in which there has been a common Finnish participation the last few years, both from bigger and smaller cities.

A common approach in this regard is that that EURES advisers contact local companies, the cities, economic development agencies, business chambers and other contacts, via e-mails, calls and meeting. EURES can also help by marketing the event and services across Europe? When marketing the event to international talent to apply for jobs, #EURES and #FinlandWorks is used, not #TalentBoost.

The European Job Days online event is made simple for all parties. An international talent notices the event and can choose to participate by creating a profile, and the system matches the appropriate profiles to SMEs who are looking for a particular skillset. Companies can contact talents and jobseekers can contact companies in a chat format (or e-mail) and apply for open positions. EURES experts are available online to answer questions about moving, living and working in Finland as well as comment on the event's agenda (e.g. what companies are participating etc). The results have been positive. A case in point: when EURES worked with House of Lapland in a campaign in 2018, there were 1 695 online participants at the event and 400 open jobs and 3 200 applications. EURES gathered feedback from companies afterwards and they are very satisfied with the results. Last European Job Day online was #Finlandworks event on 18th of November with a record number of jobseekers, 3700 and 400 vacancies.

The Kokka programme

The Kokka programme is a national funding programme that was launched in 2019. The aim is to support initiatives and actions that aims to help Finnish companies to find international labour and to help international talents to settle in Finland, implementing the government's Talent Boost programme.

The short name of the programme is "Kokka kohti Suomea" (Kokka = bow, the front part of a boat).

The funding as such comes from EU funding, the ESF funds. The coordination of the programme is carried out by the ELY centre in Turku, which has a nation-wide mandate to coordinate the programme. The initiative to the programme came from the Ministry of Economic Affairs and Labour.

The programme works toward four goals:

- to safeguard the expansion of Finnish companies by helping employees from other countries to find jobs in the Finnish labour market
- to increase the attractiveness of the Finnish labour market
- to help to develop supporting "soft landing" services to help the spouses and family members of migrating employees to settle in Finland
- to make talented international employees already living in Finland become interested in Finland's opportunities and help them to settle in Finland

In 2020, the first batch of 10 projects have received funding and been launched. A new call aiming at funding 3-4 projects is being launched autumn 2020. The total budget for the programme is 6m€, of which 4m is the budget for sub-projects which are carried out all over Finland and 2m is used for the coordinating project and nationwide actions through it. The funding will be distributed between 2019 and 2021. Applicants and executers are cities, educational institutions, companies etc. A single project has a duration of two to three years and ESF-funding of EUR 250,000–400,000.

The main criteria for new projects are that the actions have to be new and not tried before the same way in the same geographical area. There is also a need for applicants to demonstrate how the planned actions meet specific needs in their geographical and/or sectoral area. Applicants are therefore encouraged to have a close dialogue with target groups and end users in order to understand needs better. In addition, a heavy involvement of companies in the funded projects is encouraged and some projects may need to think about how they can become more user-friendly to for example private sector employers.

The definition of international talent employed by the programme is quite wide and could encompass people that have come to Finland for work or as refugees, students and spouses. There is also an ambition that projects in all 15 ELY centre regions should be funded.

The programme may bring largest benefits to small and medium sized cities in Finland, that have advanced industries but may not yet have woken up to the opportunities and challenges associated with attracting more international talent to these industries.

Welcome to Finland guides

TEM has published a comprehensive overview of everything that is needed to move to Finland, available in several languages. It is called Welcome to Finland in English and is available [here](#).³¹

This guide is based on the integration act aiming to promote the integration of migrants. It says that all persons moving to Finland should be given basic information about Finnish life and society. This is the info package to implement the law.

Another guide has been recently published by Maria01, a Helsinki based start-up hub. The aim has been to gather the scattered pieces of information in the ecosystem and adding what is not there, all in a start-up friendly tone of voice. For example, in addition to the legal information and links to organisations like Business Finland, International House Helsinki etc, it also has info on how to bring pets, where to find housing, moving cars, companies etc.

More info:

<https://welcometofinland.org/>

³¹ http://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/161193/MEAEguide_18_2018_TervetuloaSuomeen_Eng_PDFUA.pdf

<https://tem.fi/tervetuloa-suomeen>

DO IT YOURSELF – WHAT MAKES A GOOD COOK?

There are many recipes that are good and many that are promising. How to know that you are on track? Here are a few of guidelines that can work as self-assessment tools. These are based on the best recipes in Finland and internationally, as the authors of this cookbook have an aggregate Talent Attraction Management experience that spans over a decade.

Start with gathering the relevant stakeholders and consider what is the best co-operation model and what kind of roles do the stakeholder play. Think from the customers point of view - they tend not to be interested in which organisation is providing which service as long as they get the service.

This is a demanding job. The authors' experience as well as feedback gathered during 4-5 April 2019 in Helsinki at the Talent Boost networking days suggest, that a Talent Manager:

- Needs to be good at networking
- Be customer oriented
- Know the stakeholders
- It is beneficial to have personal international living abroad
- Be able to multitask
- Be open and have cultural understanding
- Understand the environment (in the city, nationally, markets)
- Think about the long-term effects and consider the work more as a process than a task
- Be working full-time
- Be resilient
- Know how to listen

- Be able to network inside an organisation in order to spread the message and create an agenda
- Have leadership skills
- Be good at communicating
- Know how to motivate others to join and help. However -
- Without resources like time and money, little can be achieved.

In addition, if a city, region or country wants to be good at Talent Attraction Management, here are a few considerations:

1. A Talent Manager is needed to work with international talents. Having this as a side job seldom leads to the results that SMEs need
2. Gather talent intelligence from international talents. Asking them about their needs, you do not need to guess this.
3. Orchestration – what model works best for you? Is it a private public partnership? Should a university, city, ELY Centre lead this work? Etc.
4. You are a changemaker. It is no flattery, but hard work that involves going through walls. Start with low hanging fruits to convince sceptics.
5. This is entrepreneurial mindset in action: start small, try, fail and incrementally develop and improve. Work with what you have.
6. Talk with your companies – it is their needs that you are working for. What are their needs?
7. Know your target groups – what are the professions that are needed? In which country, city, age group, web chat forum, event etc can you find them?

8. Every second or third place on Earth is a “well-kept secret”. You have every right to be proud of your place. But draw a line between pride and bias.
9. Benchmark and read up. It is import to learn from others to avoid making mistakes and finding inspiration for management, campaigns, marketing etc.
10. Co-operate with other cities. This applies especially for Finland and the Nordic countries, but does not exclude European or global partners.
11. Remember to work with services. Talent Reception and Integration services are key to defining the user experience for an international talent.
12. Marketing a place should include not only the career and lifestyle offer, but also the talent services. That shows that you know how to take care of expats.
13. Create a functional co-operation model with the governmental organisations. Talent Boost gives a great framework for this. Remember, together you are stronger!
14. Finally, how can you make your TAM model core permanent? Is your city / region committed enough for investing in international Talent Attraction Management on a permanent basis? Hopefully at least at some point! Project funding can then add on this permanent orchestration model.

NEXT STEPS

The movers and shakers of the Finnish international talent scene continue going about their daily business. The projects described in this book will continue, others will pop up, too. This handbook was first introduced and discussed in April 2019 in Helsinki. Based on some of the collected input, here are a few tips and challenges of the ecosystem to consider when making the next steps:

1. Consult this Cookbook – whether on daily or weekly basis, for example by exploring one chapter at a time or even calling one project manager a week to get to know them. Use this Cookbook however you like, but use it.
2. Remember to use the international talent by asking their input, use their experiences to improve your services.
3. Help companies to open up to the idea of hiring international talent.
4. Look for co-operation partners nationally and internationally. Think of the Nordics, to begin with.
5. Companies are not always part of mentoring programmes – help them set these up and involve them. Tell them what the benefits are.
6. Look for partners with marketing and Talent Attraction activities (e.g. participating in fairs). Ask the Talent Boost team, be active, make it known that you want to go places and be a part of a delegation, for example.
7. Consider how to combine tourism with Talent Attraction. Perhaps hotels in your city can use leaflets that invite to consider working in your city (like Talent Tampere once did)?
8. When marketing, be honest and manage expectations. For example, do not hide the fact that it is cold and dark. Explain if needed why taxes are high and what benefits it will bring.
9. Networks – tell international talent how important networks are in Finland and help them create them. Teach them what this often used word actually means in practice and how to do it. And don't forget – networks are supposed to have both Finns and internationals in it, do not create parallel entities.
10. Read the National Dishes section in this book and see what you could make use of that is already there. For example, ask your companies how much they know about EURES services.
11. Remember that the Talent Boost team is there for you. Ask them for help or guidance whenever needed.
12. This Cookbook is planned to be updated again in 2021 or 2022.

TALENT BOOST COOKBOOK FINLAND 2.0