

**TALENT
BOOST
COOKBOOK
FINLAND**

Talent Boost Cookbook Finland

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#TalentBoost

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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 has been compiled during November 2018-March 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 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 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, clear and structured 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 cookbook does not include models for international student attraction and recruitment even though there are a lot of synergies to be explored in this area. The Ministry of Economic Affairs and Employment and Ministry of Education and Culture aim to deepen co-operation in this in the future. That said, international student retention and how to channel the expertise of international graduates into working

life and local companies is very much included in the practices in the cookbook.

The international talent scene is developing and changing all the time, which is why this cookbook cannot be comprehensive. We understand that there are many other very relevant things happening that are not included in the cookbook for example services for international entrepreneurs, 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 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 once or twice a year with new models, initiatives and projects.

Setting the scene: why work with international talents?

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.

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 years⁵

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

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 maahanmuut-toa. 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

International competition

The international competition for talents is high. The race will intensify and companies will have a harder time to attract 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. They 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. It will not be enough to attract or retain international talent.

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 countrysides 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, where ever 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.

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 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.

Gothenburg 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 eight people by 2019. There is a lot to learn from them, not least how to set up a functioning financial Private Public Partnership model. Most recently, as in Finland, a concern in Gothenburg and West Sweden is the need to convince companies to internationalise internally. SMEs say they need the talent, but switching to English at the work place and working with cultural differences remains a challenge. Move to Gothenburg 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 and as well as Aarhus, Reykjavik, Turku and Copenhagen have forged networks to together attract and share talent.

Methodology

The conceptual point of is 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 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.

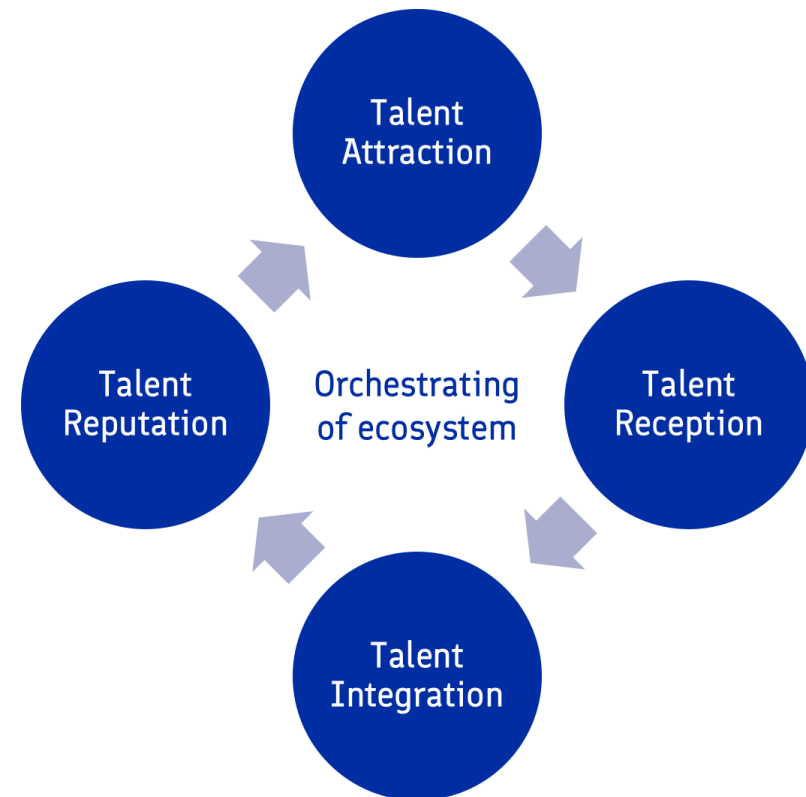


Figure: Talent Attraction Management model by Future Place Leadership.⁷ This model has been used in the Talent Boost programme in Finland.

⁷ <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	Open-house activities	Regional trainee programmes	
Innovative events	Welcome events and programmes	Cultural coaching	
Inclusive branding platforms	Expatriate services and expatriate 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); 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).

Now, Finns do not like small talk. This is all very nice – so where are the talents?

The question is of the brand of Finland. Is it known and what keywords associate with the country? Finland is not known that much 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, cold weather, 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, wifi etc. Individually or with teams. Some cities in the Nordics are organizing this, too, like Jämtland in Sweden⁸. Finland could do this, too. Last but not least, highly educated

⁸ <https://www.jamtlandcalling.se/>

and high career couples are also looking for that extra life quality and change in both career and life style. Executive level digital nomads are becoming a target group in its own rights. It surely is a niche, but senior international talent is all the more valuable.

Characteristic challenges for Finland

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

First, the main challenge is that Finland is not that known as for example Netherlands, New Zealand, Canada, UK, France, Germany, USA etc. Finland fares well in nearly all indexes, whether it is low corruption, equality, clean air or happiness. But they are seldom considered as a career destination. Neither has Finland designated the necessary resources to work with marketing the country to international talent.

Second, looking at the talent in Finland, it is very 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.

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 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 and 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 a 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.

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.

Talent Boost aims to:

- 1. Make Finland more attractive to international talents;**
Until now, Finland has lacked a national programme or strategy for attracting and retaining international talents.
- 2. Harness the expertise of international talents already in Finland to support growth, internationalisation and innovation in Finnish companies.**
Finland already has international talents whose expertise and networks are not fully utilised to support companies' growth, internationalisation and innovation activities.
- 3. Make the Finnish labour market more open, responsive and attractive to international talents.**
The attitudes, non-discrimination and diversity of working life have an impact on the ability of international talents to find employment, their willingness to stay in Finland and how attractive they consider Finland.

The Ministry of Economic Affairs and Employment is responsible for coordinating the programme. **The Talent Boost steering group** has representatives from other ministries and from the cities of Helsinki, Espoo, Vantaa, Tampere and Turku. There is continuous dialogue with other cities and regions as well as with companies, entrepreneur organisations, chambers of commerce, higher education institutions, international talents, and other stakeholders about how to attract international talents and harness their expertise.

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. 2017-2019 (first half) has been a period of with 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.

Project funding for Talent Boost initiatives in cities have been shared. 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

⁹ In Finnish, *kasvua kansainvälisistä osaajista*

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

The aim is to continue the Talent Boost programme after elections in April 2019 so that it has a more structural and long-term strategy and programme for international talent attraction and retention. This would also mean that the development projects would be attached to this permanent talent attraction and retention structure. The businesses in Finland have raised the international talent attraction as one of the key success factors for future growth. Before elections, at the time of writing this cookbook, it seems likely according to interviews that the next government will take it as one focus area.

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

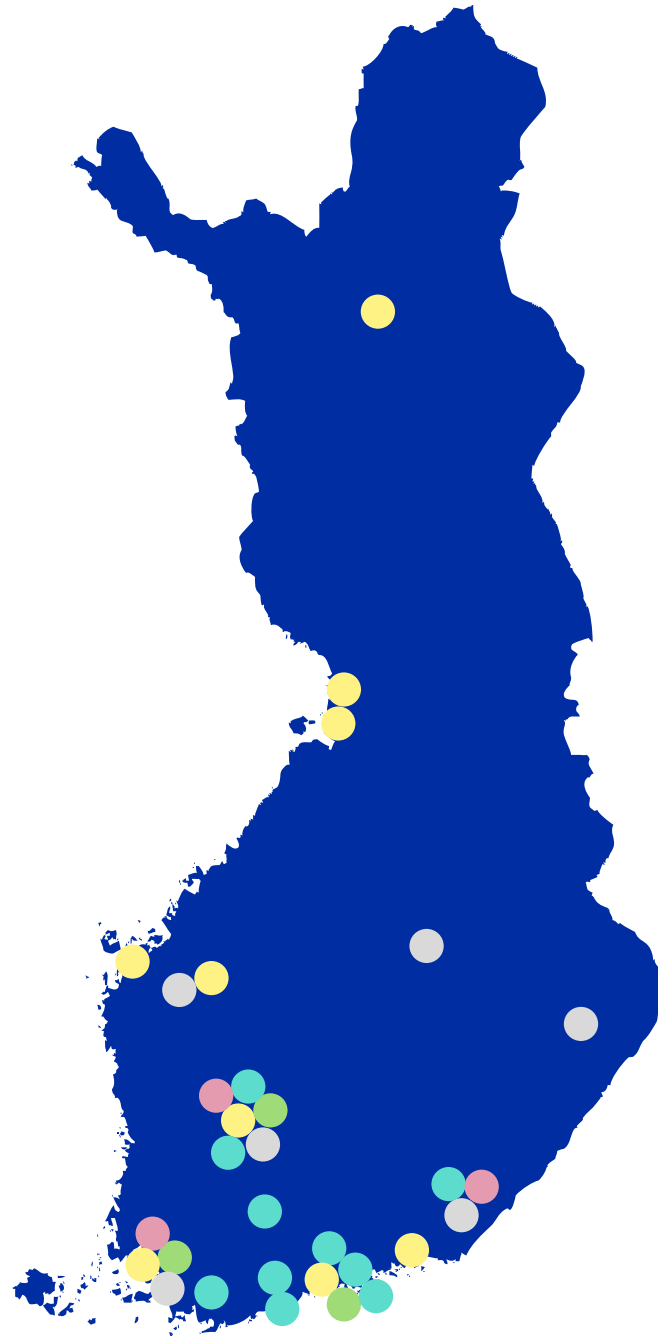
Definition of talent

In the Talent Boost programme, international talent is defined as a highly skilled knowledge worker or a university student with international expertise as well as networks that can generate added value for Finnish industries. When talking about talent attraction, the focus is in the highly skilled knowledge workers that fulfil the requirements of the category of a specialist residence permit, highly skilled EU nationals or Finnish returning migrants or international university students. 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 talent. (Source: Talent Boost official definition, Ministry of Economic Affairs and Employment of Finland, 2019).¹¹

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

FINLAND'S TALENT ATTRACTION MANAGEMENT MAP

- Talent Hubs
- Talent Attraction
- Talent Reception
- Talent Integration
- Talent Reputation



H



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S



B



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*).¹²

¹² For more information, please visit
https://tem.fi/documents/1410877/11693341/TEM_EN_nettiin_23012019.pdf/fd295c29-2348-b269-e6c9-fbfe88973fe1/TEM_EN_nettiin_23012019.pdf.pdf

TALENT 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 would be the contact point for different types of services provided by cities, public company growth services, regional economic development companies, chambers of commerce, entrepreneurial organizations, 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
- A good start, but still cooking: Talent Coastline (Vaasa) TalentHub Joensuu
- Preparing the ingredients: Capital Region, Talent Hub Lappeenranta, Talent Hub Northern Savo (*Pohjois-Savo*)

TALENT 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. Talent Tampere has developed a comprehensive set of services that cover the entire Talent Attraction Management journey, with Talent Managers orchestrating the ecosystem.

Implication for reader: learn about how Tampere has built its operations for working with international talent

About the case

Managing the talent ecosystem

The Talent Tampere approach to working with international talent has been instrumental and critical in developing the ecosystem over a ten year period, and enabled to develop smaller projects. Talent Tampere—previously hosted by Business Tampere (formerly Tredea) and until 2018 by the City of Tampere has been evolving since 2007. It started with EU funded studies on how to improve the labour market situation by attracting international talents to industries that the local market was unable to provide skills. The political will and a shared sense of urgency helped.

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.

In April 2019, all of the Talent Tampere projects initiated under Business Tampere will wrap up and the City of Tampere will start hosting the Talent Managers (housed under 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.

The website www.businesstampere.com and the visual umbrella brand of different services Business Tampere and Talent Tampere provide practical information in a user friendly way to companies and talents. Talent Tampere is an active member on Twitter with 2000+ posts. On Facebook Talent Tampere does not have its own page, but there is a group called "Tampere foreigners (and not : D)". On LinkedIn there is a 3000 member strong group called "Talent Tampere – Boosting Business with International Talents".

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.

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 Talent Tampere about their specific talent needs. In addition, Talent Tampere keeps itself updated on the global trends, the international competition and current best practise. Finally, Talent Tampere is updated on what the universities need, as well as where the gaps are in the labour market. For example, monitors the trends in the Finnish labour market Talent Tampere by 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*, coordinates the operations of the nineteen independent regional Chambers of Commerce in Finland), Confederation of Finnish Industries (*Elinkeinoelämän Keskusliitto*), Teknologiateollisuus ry and TEM. Talent Tampere studies surveys, blogs, articles and analyses to spot the trends, potential effect on the labour market and predict needs. The LinkedIn Talent Tampere group has around 3 000 members, but it is not active enough to get informative discussions going. Tampere is not alone in this.

Future plans

Talent 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 practise, 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. Talent 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 ecosystem in Finland, there are challenges. Talent 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 Talent Tampere. At the same time, not all international talent finds Talent Tampere. These challenges have to do with marketing and communications, as well as internal partners, since Talent Tampere's own partners are not always able to communicate a consistent value offer either.

Lessons

Creating a talent ecosystem takes time

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 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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TALENT TURKU

This is a case about a Talent Hub in Turku. There are multiple activities covering the talent ecosystems' needs. The focus is on Talent Attraction, working also with Talent Reception, Integration and Talent Reputation. Turku Business Region shows clearly how important Talent Attraction Management is by having established a Talent Turku initiative, assigned two people full time and two people part-time to work with Talent Attraction Management. Since January 2019 a new communications planner joined the team to work with marketing and communications for attracting talents.

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.

About the case

There are two constellations involved in Turku's way of working. First there is the Talent Turku group – a strategic management group of Talent Attraction Management. Work is divided into:

- Talent Attraction
- Talent Reception / Integration
- Talent Reputation: Ambassador programme

Secondly, there is the Talent Boost network group.

Besides the management group, Talent Turku also has a Talent Boost network group with businesses in Turku, in order to work with the national Talent Boost programme. Companies' target groups are more

general as they need both knowledge-intensive workers and skill-intensive workers. Talent shortage has become evident through data collection conducted by Talent Turku. By speaking regularly, they are aware of the companies' needs.

The Talent Hub approach allows for co-ordination of many activities below (see also separate cases of Attraction, Reception and Reputation);

First, Talent Turku is in the process of developing digital platforms for connecting international talents and companies. In terms of channelling international talents' expertise to Turku companies, this aspect has not been covered yet. Turku University of Applied Sciences has involved HR companies that connect companies and international talents.

Second, Talent Turku is establishing working groups with companies to know their needs and involve them in Talent Attraction Management. 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 yet another questionnaire. Talent Turku is trying to find existing surveys and models where they could weave in the talent questions. A more methodological push is being co-ordinated with the Talent Boost programme to develop jointly a national tracking template (*seurantamalli*), so that all of Finland would be able to use a common approach to engage companies. That said, hubs need to have their local level view as well.

Third, Talent Turku invests in international benchmarking, networking and learning. Turku engages in national and international co-operation in Talent Attraction Management (see Talent Reputation case).

Lessons

Perseverance leads to success

Talent Attraction Management in the city has been a discussion for years. Thanks to the perseverance of Turku Business Region, this is now on the agenda of the city allowing more intense international talent work, something that the private sector has been advocating.

Talent Attraction Management allows for and must include national and international co-operation.

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

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TALENT COASTLINE IN OSTROBOTHNIA AND CENTRAL OSTROBOTHNIA

Ostrobothnia and Central Ostrobothnia are building an ecosystem called Talent Coastline for talent attraction and retention. Ostrobothnia has a strong energy cluster with a constant need for talents. Ostrobothnia has done successful marketing in the past (see separately in Talent Attraction chapter above). As a general note, the talent ecosystem in the area needs more orchestration to improve the effects of marketing, by providing services that improve the user experience for talents. The talent shortage in the region is most evident in the companies in the energy industry – high skilled people such as engineers and technicians. Agriculture is a big sector in the Central Ostrobothnian region, along with food processing and manufacturing industries. Like other regions there is also a need for doctors and nurses.

Talent Coastline is still cooking, launched in 2019 to attract talents to the regions. However, it is noteworthy for the ambition to create a Talent Hub for the regions along with Southern Ostrobothnia as a partner.

Implication for reader: learn from the set-up of the Talent Hub and see if it can be used in your city. Follow the developments in 2019!

About the case

Talent Coastline is the co-operation model for the Talent Hub for the two regions and it has good potential, even though still at an early stage. #TalentCoastline is a pilot of the Ostrobothnian Centre for Economic

¹³ Read more in Talent Coastline kickoff, very compact source of information and includes a lot of statistics: [Development, Transport and the Environment, to address the needs of talent attraction. Highly skilled target groups are in focus:](http://www.ely-</p></div><div data-bbox=)

- International students, researchers in 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
- Co-operation with the stakeholders across sectors
- Creation of new networks
- Service packages for international talent, including spouses and children
- Trainings and events supporting the actions¹³

Talent Coastline encompasses two regions Ostrobothnia and Central Ostrobothnia. The project is financed by the regional ELY Centre and Viexpo, the regional economic development agency.

keskus.fi/documents/10191/36720291/Talent+Coastline+Vaasa_Cucinotta.pdf/84d1767a-b049-463f-ab56-d28b19e16e1b

The project aims to coordinate companies, the education sector and public players to increase their co-operation and optimize use of resources. These are the planned steps for the future:

- Advisory Boards in the Regions for Talent Coastline, Steering Group, Advisers in the regions
- Action plan for the programme based on the feedback.
- Data collection of the needs in the specific areas in co-operation with the companies, cities, HE-sector, vocational sector, regional development companies, business federations, Chamber of Commerce, Business Finland, Viexpo (the regional economic development agency), EURES-network
- Coordination and dialogue between stakeholders

Talent Coastline works to map the needs of the companies and match those needs with better coordination, services and marketing from the public sector. Also, the public sector in the region hasn't recruited international staff, which is why Talent Coastline expects to see the city of Vaasa hiring more internationals, too. This would have symbolic value, as well as set an example in the public organisations to make the necessary adjustments to their systems and working culture.

For example, in January 2019 a Talent Coastline kick-off seminar was held with the stakeholders in Vaasa and Kokkola to discuss international talent attraction and retention, and the role of higher education institutes in that process. The current services such as spouse programmes were also discussed.

The project articulates many of the questions that are central to successful Talent Attraction Management;

- How can the companies attract skilled work force, develop international action and increase the export?¹⁴
- How to get students to get to know and engage in the diverse economic life and the networks in the region already during their studies?
- What is the importance of the international talents to the competitiveness of the region?
- How to attract the international talents to the region?
- How can the public and private sectors work together in attracting talents?
- What kind of possibilities and experiences do businesses have of international recruitment?

The city of Vaasa has launched an internationalisation strategy in 2018 and universities in Vaasa have emphasized it in their strategies as well. International Vaasa promotes following objectives:

- achieve increased value, equality and balanced regional development through co-operation, and by taking advantage of EU funding and other means
- take part in international co-operation projects
- increase the region's visibility using marketing, which will also serve trade and industry¹⁵

In Central Ostrobothnia there is also strong strategic work taking place under the Regional Council of Central Ostrobothnia in connection with Talent Coastline in order to secure skilled labour in the region.

The three Ostrobothnian regions are working together in order to keep up the high level of employed people in the regions and making sure that the local companies have opportunities for export and growth.

¹⁴ <https://viexpo.fi/en/2018/12/04/talent-coastline/>

¹⁵ <https://www.vaasa.fi/en/international-vaasa>

Key talent ecosystem players in this initiative work tightly together: ELY Centre and Team Finland, regional councils, Chambers of Commerce, the regional development companies: VASEK, Concordia and KOSEK, municipalities, higher education sector, vocational education sector as well as the Federations of Finnish Enterprises and the local companies.

Lessons

An ELY Centre can be a leader

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

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TALENTHUB JOENSUU

Talent Attraction Management and Orchestrating the ecosystem is in its early phase in Joensuu, a city in a fairly remote part of the country that needs international talent. It has started by making the most of the already existing international talent.

This is still cooking, with concrete aims on matchmaking talents with companies.

Implication for reader: Learn about the setup and follow their developments in 2019.

About the case

Joensuu is in a situation similar to that of many Finnish cities: there are companies in the region that are looking to internationalise, but can't due to lack of skilled staff. Virtually all companies need programmers. In Eastern Finland, Russia is a possible market for companies as is the Swedish market, although there is a lack of Swedish speaking staff. Germany is an attractive market too and, fortunately, there are some Germans in place. There are talents in the region, but language is 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. From TalentHub Joensuu's discussions with companies, they have 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.

TalentHub Joensuu is the project housed at and financed by Business Joensuu Ltd. and Karelia University of Applied Sciences. They have received funding from EU Regional Development Fund. They have two team members. The Talent Hub they have started works with international talent, but also Finns who have lived abroad.

The set-up of the TalentHub Joensuu is rather straight forward and focuses on Talent Integration and matchmaking. The objectives of their project period January 2018 to December 2019: 30 SMEs undertake a co-operation period with an international talent, 20 international talents are employed by SMEs, and 10 new start-ups are founded by international talents.

First, the team analyses what the companies and their needs are in terms of sector, internationalization and export, and required talent. Then they try to find a match from their available talent pool. They use their website, cooperate with the universities in the region and the TE Services. The best modus operandi is to contact companies by phone (or live) and talk about the project with them. They have Facebook and LinkedIn pages as well as the very important www.talenthubjoensuu.fi website.

The main vehicle is the TalentHub Joensuu [website](http://www.talenthubjoensuu.fi) that is designed for talent and local companies to meet each other. The international company website side still needs improvement.

A Company Card can be created with information about the skills i.e. language, country or educational background they are looking for. Talents can create a corresponding International Talent Card, that

employers are able to search for by exploring specific skills they need, i.e. language, country and education. These cards make talent visible to potential employers.

Importantly, the project team is actively working with generating awareness among companies about the available talent and talks with SMEs (desired target markets, needed talents, needed help). Some companies may not have a position open, but would consider creating one if they see an opportunity. TalentHub Joensuu provides the companies with potential candidates from the website that match their needs. The company can then select people to interview. The majority of the companies want Business Joensuu to arrange and be present in the interviews.

Temporary posts of up to 3 months are offered by companies to test the co-operation. The trial jobs are unpaid or if possible, paid by the companies. By February 2018, out of 10 internships, 4 people have been hired after their 3 month trial period. TalentHub Joensuu supports by drawing up draft contract agreements with the university for example (if it is a student and they get academic credits for the internship).

Lessons

Talent Boost co-operation is needed

Joensuu would like to see increased co-operation to avoid repeating mistakes. Why not learn from each other? The larger companies have an advantage when it comes to attracting talent. Smaller companies and smaller cities, like Joensuu, need to make more of an effort.

National marketing help is welcome to attract international talent

Attracting talent remains an opportunity for Finland, but more can be done nationally in marketing and co-ordination

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TALENT HUB AT LAPPEENRANTA

This is a case about early stage Talent Attraction Management and Orchestration. Lappeenranta will be creating a Talent Hub. The work is led by the Lappeenranta University of Technology (LUT). They have a high share of international students and need to make the most of integrating them to the labour market in order to retain them after their studies.

This according to our cookbook would be in a “preparing ingredients” phase, but shows a promising road ahead given the ambition and the EU funding application they have handed in early 2019.

Implication for reader: Financing decision due in August. Follow their progress.

About the case

Talent Attraction Management and Orchestrating the ecosystem is in its early phase in Lappeenranta, but some of the important pieces are in place. 1/3 of students in LUT/SAIMIA are internationals.¹⁶ The planned Talent Hub aims to find incentives to increase entrepreneurship and occupational activities of the student and to offer English-spoken services tailored to the international community at the campus for students as well as researchers to promote internationalisation of region’s companies. LUT is the leading this project.

¹⁶ <https://www.saimia.fi/docs/tradepaivat-heidi-ja-jenni-rdi-workshop.pdf>

The players behind this initiative are LUT University and Saimaa University of Applied Sciences which together with Lahti University of Applied Sciences constitute the LUT Group. 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 projects together. The aim is to attract international students for the benefit of regional SMEs which are aiming to increase their international business.

Discussions regarding the creation of a Talent Hub started in 2018 when ELY Centre approached LUT, and involving the city of Lappeenranta and the Etelä-Karjala county. The idea is to enable ELY Centre co-operation with the LUT concern (includes SAIMOA) regarding the development of a functioning Talent Attraction Management model which would range from attraction to employment. To this date, the region does not have concrete examples of talent attraction initiatives, and the LUT concern will co-creation with ELY Centre to accomplish the objectives. LUT-group has emphasized the role of international talents in its 2025 strategy.¹⁷

SAIMIA vocational school will be the project leader. The project has been agreed with the city and the with companies in the region which are looking forward to the project and will be its co-operation partners (meaning no official role or funding for them is foreseen at this stage). Lappeenranta is applying for EU Regional Development Funding and pending approval and financing, the project should start in 2019 and run until the end of 2021.

¹⁷ https://www.lut.fi/uutiset/-/asset_publisher/h33v0euf0QWn/content/lut-konsernin-hallitukset-hyvaksyivat-konsernistrategian-2025

Talent Hub Lappeenranta is planned to have 3 pillars:

- International marketing of the region to international talent as a study and career destination
- Help existing (international) talent studying at LUT and SAIMIA to help find work in the region.
- Further developing the existing incubator services

Mapping of target groups and use of talent attraction and branding tools is still in the planning phase, as well as using #TalentBoost communication. In parallel, ELY Centre has initiated discussions regarding co-operation with Business Tampere and Southwest Finland and joint funding applications with Turku. LUT has an ongoing benchmarking dialogue with Tampere to learn how universities in Tampere are involved in TAM work.

Lessons

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

LUT has taken the initiative and, in co-operation with ELY Centre, is leading the talent work in the region. ELY Centre has internationalisation and talent attraction in its strategy, but does currently not have a talent manager.

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

There is no patented solution to Lappeenranta's challenges when starting to manage their talent ecosystem, but all key parties know each other and share the ambition to find ways to channel the potential of the LUT campus international students, and enable them to be recruited by local companies. Now, LUT and ELY Centre are planning to start working more with the national Talent Boost programme, using the Brand toolbox Finland, increasing co-operation with Tampere and South-West Finland (Varsinais-Suomi) region in order to learn and do joint projects in the future.

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TALENT HUB POHJOIS-SAVO

This is a case about Talent Attraction Management and an emerging talent hub.

According to our cookbook this would be in a “preparing ingredients” phase. Implication for reader: Follow their development in the second half of 2019 or early 2020.

About the case

The Northern Savo region (*Pohjois-Savo*) has a university with a strong health-tech profile and the region has gained international recognition and investments coming from across the globe. There are international talents. The issue is that the international talents leave the region after completing their studies. What Northern Savo has understood is the need to work more with the talent ecosystem, and is now mustering the businesses, business chamber, cities, regions, university – to discuss how to establish a Talent Hub in the Talent Boost programme.

The Northern Savo ecosystem is fragmented and currently does not have a systematic international talent focused strategy. However, there has been an internal "Talent Boost goes Savo" in 2018 in Kuopio where companies, public stakeholders and international talents gathered to discuss the status, challenges and future opportunities for international talent and to establish a new operational model in the Talent Boost framework. Some 50 people participated in this project planning meeting and this has been a good basis to move forward. Talent Hub Northern Savo is planned to start at the end of 2019. Companies have been involved in the planning phase of this project along with the chamber of commerce and universities, led by the ELY Centre in

Northern Savonia, since it is a part of Team Finland’s regional representation. The involved partners are Business Kuopio, Pohjois-Savon ELY-keskus, Pohjois-Savon TE-Office, Savon yrittäjät, Savonia and UEF, Kuopio Region Chamber of Commerce. The objectives are about Talent Integration and helping to retain the existing international talent and connecting them with the businesses in the region. A working group will be launched in the first half of 2019 in order to map the needs and set up the project and to apply for funding. The cities of Kuopio, Iisalmi and Varkaus have been the most interested cities.

Lessons

ELY Centre can be in the lead of Talent Attraction Management

In Northern 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 organization should have the lead.

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CAPITAL REGION

The cities of Helsinki, Espoo and Vantaa, six HEIs, Helsinki Marketing Ltd, Helsinki Business Hub and Helsinki Region Chamber of Commerce are planning an ambitious joint Talent Boost Project with AIKO funding. This initiative will be a big step in the international talent management scene in Finland!

This is very much in the preparing ingredients phase. More information will follow later in 2019.

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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, events, inclusive branding platforms together with companies, and branding toolboxes.

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

- A good recipe: Talent attraction campaigns for Tampere, Energy Ambassadors in Vaasa, Helsinki business hub talent campaigns, House of Lapland, Polar Bear Pitching in Oulu, Talent attraction Turku,
- A good start, but still cooking: Global talents in Seinäjoki and the South Ostrobothnia region, Kotka – attracting talents multichannel campaigns with the tourism sector
- Preparing the ingredients: Oulu – project talent attraction

TALENT ATTRACTION CAMPAIGNS TO TAMPERE

This is a case about Talent Attraction in Tampere, specifically focusing on two campaigns.

This is a good recipe because Talent Tampere knew who to look for (gaming talent), 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

Attracting gaming professionals from Russia

Tampere knows that Russia has gaming talent, potentially willing to move to Finland. This insight was a result of long discussions with gaming companies which have good contacts in Russia. Talent Tampere have an operating partner Finnish Game Day which had developed its networks in Russia. Finnish Game Day is run by a Finnish-Russian team which has experience in working with Russian investors to invest in Finland. In June 2018, they joined a delegation to St. Petersburg in Russia, organised by a private company with the marketing name Finnish Game. The aim of the morning was to bring together Helsinki-based companies who are recruiting and tech talent from Russia and who wish to take on new challenges.

This initiative was carried out in cooperation with Finnish Game Day campaign (which have their own database of CVs that they sell to companies after they have performed the matchmaking). The ticket was 3 000 € per company, of which Talent Tampere covered 2 000 € including travel expenses. Results: about 10 companies were interested, of which company found and recruited a talent from Russia.

Manse Games

Another approach to target gaming talent was to host the Manse Gaming event in Tampere together with local companies at the end of 2018. The gaming cluster in Tampere is the second biggest after Helsinki. Manse Games is a free, one day conference for mobile game industry professionals to learn about the latest trends and best practices of the F2P (free to play)¹⁸ market. The event is organised by Tampere based mobile game companies and among the sponsors is Business Tampere.

Business Tampere's strategic aim is to bolster Tampere's international position as a gaming hub. They attract talent with campaigns, but also help the ecosystem grow. Supporting Manse Games is one example of such an aligned approach. Business Tampere's role was to ensure the attractiveness of Tampere and how Tampere would be seen among gaming developers internationally. In essence, they made sure that this event would actually take place and enhanced the company collaboration to this end. Business Tampere also helped with advertising abroad through their networks, and made a LinkedIn research to find

¹⁸ Free to play (F2P) refers to a business model for online games in which the game designers do not charge the user or player in order to join the game

gaming developers globally who had graduated from Tampere's universities.

Attracting imaging professionals from Turkey

At the end of 2018 Tampere targeted imaging professionals in Turkey. The Tampere Imaging Ecosystem (TIMES) is thriving and needs more skilled people from abroad. Tampere's promise was not only professional development, but also education in the field of Immersive Visual Technologies, Computational Imaging, Computer Vision, Multimedia and Artificial Intelligence.

This was Business Tampere's own initiative. They involved the Tampere Technical University. Using their professors, three public and two private universities joined together as a team. Talent Tampere involved the highly skilled talents in the Turkish community in Tampere. One person had studied imaging in Tampere. His contribution to the campaign played a key role in making it successful. Turkey was chosen because the Tampere Imaging Ecosystem already has positive experience and existing relationships with the Turkish imaging talents. There are Turks working and studying in Tampere, as well as Turkish alumni from Tampere University of Technology (TUT).

Using personal contacts via universities and the Finnish embassy were important steps to organising the five Turkish events in Ankara and Istanbul. SoMe was not used in this case because the messages would not have been targeted enough given how specific an audience they were looking for. Plus, the political situation does not favour open social media campaigning. The visit was a success: over a 100 people joined

the five events in Turkey during this week-long visit. Five events included students and professionals, and one in Ankara at the Finnish embassy was meant for professionals. The Turkish imaging talent attraction campaign is the first of its kind in the Tampere region. It is important to target a campaign on a specific area of expertise and also to go and meet the people face to face. The visit resulted in two investment leads, four recruitment leads and one person started applying for Doctoral Studies at the Tampere Technical University. Tampere had a 58% of increase of Turkish students applying to TUT (Tampere Technical University) that year.

Lessons

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.

More info about the initiative:

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

HELSINKI BUSINESS HUB: TALENT ATTRACTION CAMPAIGNS

This is a case about Talent Attraction campaigns launched by Helsinki Business Hub (HBH) as a part of a pilot project for the capital region. The case is interesting because HBH has carried out talent attraction campaigns and built relationships with the companies in the region that are interested in hiring international talent. The Capital Region are looking into working with the full circle of talent ecosystem management, also including Reception, Integration and Reputation phases in the next initiative possibly starting in the spring of 2019.

This is a good recipe.

Implication for reader: If you are intending to send delegations overseas, read this. See what defines success: it is not always measured in the number of leads or talents recruited, there are other milestones prior to this.

About the case

The Talent Attraction Project is a pilot supported by the cities of Helsinki and Espoo and the Uusimaa Regional Council's regional trials and innovations (AIKO) funding. The project is aligned with the Finnish Ministry of Economic Affairs and Employment's Talent Boost program, which aims to make Finland more attractive for international experts and strengthen the growth and internationalization of Finnish companies through international talent.

Representing the capital region, HBH hired two Talent Managers in 2018, which signals the region's intention to attract more talents and orchestrate the ecosystem in a better way. The Manager's task is to acquire better knowledge of the needs of international talent and local

companies and specifically carry out regional economic development work by designing a functioning cooperation model with the private sector to sustainably attract international talent. The projects also pilots ways to raise interest among both local companies and international talents in selected target markets and already match together recruiting companies and job seekers. A third of the approximately 25 people on the HBH team have international backgrounds, from India to Italy to Estonia. This helps encourage companies and lends more experience and credibility regarding recruiting and integrating international talent at a Finnish work place. Few public organisations and even investment promotion agencies do that, certainly not to this extent.

The level of cooperation in the Helsinki talent ecosystem is on the rise. The talent managers of HBH work in collaboration with International House Helsinki (IHH) when it comes to helping the companies with any information regarding employing international talent. IHH is an important contributor to talent attraction being done by HBH as they have the right kind of knowledge and resources which might be of use for a company when an international talent is hired. They will support businesses, as well as the HBH, with counselling, guidance on permits and other paperwork. In addition to regional co-operation, national and international joint efforts are also on their priorities.

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. (Tampere did this kind of a delegation in 2017 already, see separately for Tampere Talent Attraction case). 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 social media 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 organized together with the Consulate General of Finland in St. Petersburg in their premises, which further emphasized the national level commitment to talent attraction. During the event, the companies on the lookout for new team members presented their job opportunities. A Russian developer who has moved to Helsinki talked about his journey, too. The companies from Finland all had a Russian or Russian-speaking person with them to make a better connection.

A similar event was organized 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. At this time, more emphasis was placed on pre-set interviews during the event day and the next. Companies Relex, Vala Group, Smartly, Zalando and Supermetrics were present the event. Over a hundred developers attended the event and the companies conducted around 30 interviews during those two days. First hires from these events have already been made.

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. In the spring of 2019, the job board is updated by HBH presents jobs from around 20+ companies. HBH

also pilots targeted social media marketing campaigns to drive traffic to the site. The main reason for setting up the board was the lack of a public English-language job platform that could be integrated into a targeted campaign site.

Lessons

Show, don't tell: hire international talent yourself

A public organisation can lead by example and hire international talent themselves, especially if the organisation is working with international investment promotion and international talents.

Talent Managers play an important role

Talent Attraction Management requires a lot of time, being a Manager is a full-time position. In order to provide an optimal benefit to companies and justify a public sector investment into helping companies grow, it is advisable to hire talent managers who can connect well with companies, learn about their needs, develop services, test them, run campaigns, and attend international events.

Peer-to-peer approach at events

The Highway to HEL pilot showed that the person to person approach worked, it enabled to have thorough professionals and personal approach. It had good effect, as the talents and companies said.

Involve companies from the start

All talent attraction efforts would end up meaningless if the companies would not be open to and willing to go through the process of hiring international talent. And not just any international talent, but the exact ones you are targeting. So involve and commit the companies to your joint efforts from day one to make sure that you are aligned and your activities answer the right needs.

ENERGY AMBASSADORS OF VAASA

This is a case about Talent Attraction (Reputation) in Vaasa which has launched two highly successful talent campaigns in 2012 and 2013 called the Energy ambassadors. It is a region with strong energy clusters with a constant need for talent to answer to the needs of the energy cluster Vaasa and to attract talents to the more remote areas in Central-Ostrobothnia.

This is a good recipe of marketing with a very creative approach that has managed to attract high visibility and reaction in the desired target audiences and attracted students and talents to the companies. It however targeted to domestic Finnish talent, not internationals. It has the potential to be used with international talent as well.

Implication for reader: learn about a creative and effective marketing campaign.

About the case

Energy Ambassadors campaigns 2012 and 2013

A good example of a marketing and recruitment campaign is the Energy Ambassador project. This was touted as Finland's best summer job – which arguably it was, given a decent pay (certainly for a summer job), publicity and several job prospects. It was coordinated by VASEK (Vaasa Region Development Company). Energy Ambassador was a summer job programme which consisted of 'getting to know the Vaasa region and its

top energy technology companies by working one week for each company and to share the experiences mainly in social media¹⁹. Furthermore, the programme was described in the following way:

A number of top companies and organizations in the region participated in the campaign with the common goal of bringing the region and its energy technology cluster the attention it deserves. The ambassador's employers were ABB, Wärtsilä, Vaasa Energy Institute, Mervento, Citec, Wapice, VAMP, VNT Management, Vaasan Sähkö, Leinol Group, Stormossen and VASEK.

Energy Vaasa Energy Ambassador extended the campaign to an international level in 2013. They thought long and hard about how to repeat the success of the 2012 campaign and came up with the idea that the selected ambassador would visit the foreign branches of firms like ABB that are active in the Vaasa cluster. The approach was similar: a series of paid jobs at different employers, creating video and blog content during three months from foreign locations like Mumbai (in the picture). The chosen ambassador travelled the world to learn what Finnish cleantech is, where the products and solutions are exported to, and what effect they have on the environment and on people's lives. They started in Kittilä in Northern Finland and continued to Norway, USA, Ecuador, Brazil, Spain, Thailand, China, India and Tunisia.

This was a highly successful campaign, according to feedback from companies. As a continuation to Energy Ambassador campaigns, #Snöorit was released in Autumn 2017, funded by the City of Vaasa. This

¹⁹ <https://www.vasek.fi/vaasa-region-development-company/communication-and-information-2/news/the-best-summer-job-in-finland-energy-ambassador->

was a reality-TV show internet film series²⁰ that portrayed eight engineering students in Vaasa University and Vaasa University of Applied Sciences and attracted a large audience.

Lessons

Competitions and prizes attract attention

Not only are participants interested in winning the prize, be it a job or an award. It is the visibility some may well be able to turn into their skills into professional advantage. Adding a competitive moment makes a campaign more interesting and allows for more people to participate directly or indirectly (rooting for friends, e.g.). Any of the above contributes to making the core subject – jobs and career-seeking – a little more fun. That will translate into higher visibility.

The international market awaits

If the Finnish domestic audience was a test market for the Energy Ambassadors campaigns, then the international market could be the next frontier for Vaasa to reach for. Make the campaigns international and attract more international talent to the region.

²⁰ <https://www.youtube.com/channel/UC40iJQc1-vfc1hjjPq4zXYA>

LAPLAND – REGIONAL DIGITAL MARKETING BASED ON TOURISM SUCCESS

This is a case about Talent Attraction and marketing in a northern region with a strong tourism sector, and taking its tourism success to a new level.

This is a good recipe. The talent ecosystem itself and Talent Attraction is in an early stage. What is more, the operational model with its regional co-operation approach could become a benchmark for other regions.

Implications for reader: Learn from the set-up of the marketing campaigns and how Lapland combines destination marketing with talent marketing.

About the case

Lapland needs talent: The talent shortage is especially evident in the health sector i.e. doctors and nurses, but talents are also needed for tourism industry and other industries that need a highly-skilled workforce. Lapland shares many of the common Finnish talent ecosystem challenges: remoteness and climate, lack of resources and insufficient co-operation.

Lapland has been benchmarked on destination marketing and perhaps could become one in Talent Attraction. The main strategy in the region is based on the so-called *Lappi-sopimus* (Lapland agreement), which is

renewed every two years. The regional agreement emphasizes the Arctic economy, improvements in employment rates, work and talent attraction, well-being and accessibility.²¹ In the region, Talent Boost Lapland is a separate talent marketing project with its own objectives, funded by the EU. Talent Boost can become a best practise case in regional co-operation regarding sparsely populated and peripheral regions attract/ develop ecosystem, how a sparsely populated area that is located far away from capital cities, manages to coordinate its talent ecosystem and capitalise on its tourism success.

Talent Boost Lapland is a part of the national Talent Boost programme. The aim is to translate the success in tourism into a capacity to also attract international and domestic talent. House of Lapland is in charge of this co-operation that involves Lapland, TE-Services, and the ELY Centre in Lapland. House of Lapland is Lapland's official marketing and communications house, a publicly owned destination marketing company that promotes Lapland as a travel and business destination as well as a filming location. The mission is to make sure Lapland is an attractive destination for experience seekers, filmmakers, business and talent.

Regionally the work rests on a Lapland strategy and House of Lapland is the main marketing agent with its digital platforms. House of Lapland wants to convey the message that Lapland is not only a great place to visit as a tourist, but is also a great place to live in. There are many

²¹ <http://lapinliitto.tjhosting.com/kokous/2017408-5-1.PDF>

cases in Finland and internationally of cities and regions where tourism has flourished, but attracting talents does not pick up despite the need as well as the reputation of that place. Lapland is home to Santa Clause, but it also wants to house talents.

As a first step, House of Lapland has analysed what talent is needed. TEM, ELY Centre, TE-services and occupational barometer have been reliable sources of information regarding talent needs of the region. Secondly, armed with this data, they have managed to motivate collaboration in marketing. For example, since there is a need for employees in various sectors and large-scale talent marketing requires a lot of resources, companies have volunteered their help. In the case of talents needed in the tourism industry, Barona Lapland, a recruitment agency, has co-operated with House of Lapland to find seasonal talents to Lapland. Cooperation across sectors and organisations is important as is continuous and active marketing in order to attract the attention of talents on a larger scale. Thirdly, House of Lapland has studied their potential target groups – especially those who potentially would move to Lapland. They have been studying the ages, interests and profiles of people who are most interested in the region.

The domestic target groups Lapland markets itself as a career destination consist of:²² Adventurous and ambitious young females (age 20-35); active and nature-oriented males (age 35-49); Target regions: Uusimaa, Varsinais-Suomi, Keski-Suomi and Pohjois-Pohjanmaa.

²² Read more <https://www.lapland.fi/fi/house-of-lapland/lappi-kiinnostaa-asuinpaikkana-seikkailunhaluisia-ja-etatyon-tekijoita/>

²³ <https://www.lapland.fi/fi/house-of-lapland/lappi-kiinnostaa-tyoorientoituneita-eurooppalaisia/>

²⁴ <https://www.lapland.fi/fi/house-of-lapland/work-in-lapland-kampanjalla-viettiin-lapin-sesonkityopaikat-maailmalle/>

First digital campaigns

House of Lapland launched its first international talent digital marketing campaign Work in Lapland in September 2018. This was done in co-operation with EURES who managed the job applications and interview. The aim was to market Lapland as a work and living destination and to inspire people participate in the Work in Lapland digital fair for seasonal tourism jobs (see also case EURES). Social media like Facebook and Instagram were used. The target group was international talent in Italy, Spain, Portugal, Greece and Croatia. Digital marketing was taken care mainly by House of Lapland, with support from EURES. The international target group encompassed²³ of open-minded, independent and courageous females and males, who appreciate the essence of work, professional development, nature and clean environment, aged 20-39 in: South and Central Europe. It reached over 200 million view around the world.²⁴

The targeted marketing was executed in Spain, Italy, Portugal, Greece, Croatia and Romania. This was based on previous research on who could be potentially interested in working and perhaps even moving to Lapland. The research was on Germany and Spain.²⁵ Spanish data enabled extrapolation of this message. (The research on Germany revealed that they would have potential interest in the tech and industry jobs in Lapland.)

²⁵ <https://www.lapland.fi/fi/house-of-lapland/hankkeet-ja-onnistumiset/work-in-lapland-kampanjalla-viettiin-lapin-sesonkityopaikat-maailmalle/>
<https://www.lapland.fi/fi/house-of-lapland/hankkeet-ja-onnistumiset/lappi-kiinnostaa-tyoorientoituneita-eurooppalaisia/>

Lessons

Municipalities and companies should both contribute to marketing and co-operation should be more intensive.

While the region has pitched in, there is still a long road ahead to include more key players from the ecosystem.

Being honest in the place marketing

The marketing confirms the cold weather, since there is no way of sugar-coating it. The strategy of Lapland has been to embrace this fact and instead underscore the other benefits. In addition, they emphasize great companies and quality of life in Lapland and that the connections to for example Helsinki and Europe are great (because of the existing tourism).

Preparing the social media campaigns and measuring results means you know what you are doing.

House of Lapland – as experienced destination marketers – knows social media marketing as well as measuring impact. They have, thus, achieved very good results with their marketing campaigns targeted towards talents. Especially the Work in Lapland campaign in September 2018, targeting international talents, was a successful initiative.

Combine the tourism marketing resources and leverage on your place's success

The ability of a place to leverage its assets will define its success. For example, defining a place's reputation can be very simple as in the case of Lapland which, of course, people know as the home of Santa Claus or a holiday destination. Nobody distinguishes between logos or communication from a tourism agency or the investment promotion agency. Its communication comes from that place – if all its various organisations speak with one voice and deliver the same message, it will have a greater chance of being delivered to target groups. In practice, cities and regions often suboptimise the impact of communications

because of administrative and budgetary minutiae: whose strict duty it is to work with tourism, whose it is to work with investments.

Lapland works precisely with marketing the region both for tourism and for talents.

This has been made possible with the set-up of the House of Lapland: a publicly owned company whose task it is to promote the region for tourism, investments, film industry as well as talents. The board – cities and municipalities in Lapland, Lapland Business Federation and higher education facilities in Lapland – has decided to make such a decision and thereby make talent attraction one of the core missions of the company.

There is a need for more extensive national co-operation.

According to the interviews, more comprehensive events such as Talent Boost Summit should be organised, where regions could share information about their regional situation in terms of talent attraction. The summit could also be executed digitally so it would not necessarily require unnecessary travel.

More info about the initiative:

<https://www.lapland.fi/live-work/>

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.

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 there will be one in Japan and Norway in 2019.

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/>

TALENT ATTRACTION TURKU

This is a case about Talent Attraction for a quickly growing area on the South-Western coast of Finland. Turku especially needs skilled labour. They have started focusing on Attraction as well as Reception and Reputation services. Furthermore, they are taking care of the ecosystem orchestration (see separate cases) in order to provide international talent with the necessary services and a good experience of the city.

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

Implications for reader: observe how the city has started respond to the talent need of the ecosystem, pay attention to the developments in 2019.

About the case

Turku needs to attract talent in the short term, since the maritime economy is growing fast. Companies need to grow and this is a bottleneck. Specific sectors in need of talent are the high-tech industry (e.g. maritime industry and manufacturing), life-sciences and programming. The challenge is that Turku (and Finland) does not register as an international career destination, according to the interviews. This challenge is compounded with a lack of public and private resources for Talent Attraction.

Delegation to Bengaluru, India

Finland has not yet been able to attract talent or companies from India in a significant way or to an extent that the mutual trade and exchange potential between the countries would indicate. November 2018, a pilot project explored the benefits of participating in a national delegation and to India. The delegation to the city of Bengaluru was led by the Ministry of Foreign Trade and Business Finland, who initiated this together with Turku Business Region. There was a window of opportunity to benefit from a minister's visit to the Bengaluru tech summit, and the Business Finland India team decided to use it for talent attraction. Turku had been a part of the delegation and took lead in organizing the talent attraction part of the delegation. Helsinki Business Hub joined the delegation, too. This shows that cities as well as on a national level co-operation in Talent Attraction can work.

The destination was the Bengaluru Tech Summit, an international conference bringing technology experts, heads of research and industry leaders to discuss the latest trends in technology. It has around 260 speakers and over 3 000 delegates. Team Finland was a part of the conference by virtue of its digital offer: a Digital Finland session focused on the development of Artificial Intelligence (AI) and its implications for education, agriculture and healthcare. This allowed for a special-sessions on talent attraction and Finland's Talent Boost programme. The trip, including visits to local universities, was made possible by the cooperation between Team Finland and Helsinki and Turku making it possible to promote a talent attraction agenda.

The key findings from the trip were that the target market is full of young tech talent. US companies already hire a lot of talents from India. It would make sense for Finland to make use of this local population and educational trend. It is the responsibility of the Talent Managers to act as the first contact overseas (in this case India), a liaison officer who passes on information about the career and lifestyle offers, connecting talents with companies (online or offline) and then assisting the company and talent in further processes, paperwork when relocation takes place.

#FinlandWorks digital campaign

To build a Talent Attraction concept that pleases and satisfies the needs of companies is a challenge. That is why currently it all comes down to the cooperation with Business Finland and Work in Finland initiative. In late 2018 Turku launched a joint digital campaign under the national #FinlandWorks umbrella marketing concept for international talent attraction, together with Business Finland and Helsinki. Work in Finland is the national programme that Turku works with regarding Talent Attraction. Turku gathered around 10 companies from the region that needed programmers and with funding from the companies and Business Finland, they joined the #FinlandWorks digital campaign. (The software developer recruitment campaign was designed to attract developers at the Junction hackathon events. The first step was a Junction hackathon in Hungary followed by a main event in Espoo.) The campaign was a pilot to test cooperation between three cities, certain digital campaigning elements and how a landing page approach works under #FinlandWorks. It was a recruitment campaign, with Business Finland as the campaign leader, to get more talents. The WorkInFinland.fi website was used and a subpage was developed for this campaign, as well as #FinlandWorks²⁶ to develop more tailored

campaigns on social media. A large hackathon Junction was used to campaign for this.

Career in Southwest Finland

This is an ongoing early stage project to provide information about the region's career prospects and information on Talent Reception (spouse services etc.) but doing this as a part of a campaign to spread information to enable Talent Attraction. One SoMe campaign has been launched in 2018 in cooperation with companies and according to subsequent surveys they were pleased with the initiative.

Career in Southwest Finland has its own website and Facebook page, which provide info on what the region has to offer, from career to culture, daycare, services, healthcare, information about the region's opportunities to work with global challenges including a job board. It is integrated with and visually similar to Work in Finland. Career in Southwest Finland will be the landing page from the mother website at Work in Finland.

The target group that this website (and Turku's talent work is directed to) is:

- High-tech industry (Maritime industry and manufacturing)
- Life-science
- Programming

Results – the participating companies are already asking if and when there will be a new digital campaign. Turku Business Region would have wanted to measure the effects better to track the online behaviour and develop a common CRM system, some dedicated SoMe channels for this campaign etc.

²⁶ <https://twitter.com/hashtag/finlandworks?lang=en>

Lessons

Involve companies early and consistently to attracting talents

By getting companies onboard, initiatives will cater to their needs and will have a higher likelihood of impact. In Turku, companies have been asked what they need (higher marketing and co-financed attraction campaigns) and how campaigns can be delivered together with the public sector.

Cooperate nationally, seize opportunities

#FinlandWorks is a concept and campaign that is working. 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 grabbed the opportunity to be a part of these campaigns.

Turku initiated the India delegation and Helsinki Business Hub joined the delegation. This shows that cities as well as on a national level co-operation in Talent Attraction can work. This is also a great example how an opportunity rises and the network is able to react quickly.

Marketing is needed for overseas international talent to recognise Finland, Turku and other cities as a career destination

Turku is working hard to provide services to 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 day care for children.

Turku sees the need to have more marketing resources and co-ordination with the national level, i.e. from Talent Boost. Otherwise, marketing messages run the risk of remaining weak and fragmented.

Co-operation on a national level with other cities brings benefits, not rivalry

The main partners are local companies, Business Finland and other cities. According to the interviews, Talent Turku realizes that when working with Talent Attraction, working together with Tampere and Helsinki, 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 there, 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. They also acknowledge, that there is no point in working separately to attract talents.

More info about the initiative:

<https://careerinsouthwestfinland.fi/>

GLOBAL TALENTS INTO SEINÄJOKI AND THE SOUTH OSTROBOTHNIA REGION

This is a case about Talent Attraction targeting researchers and teaching staff.

It is still cooking: learn about their setup and follow their development during the coming years.

Implication for reader: Learn about how a university can take the lead in attracting international talent.

About the case

Seinäjoki is seeking domestic and international talent to improve the quality of the research and development at the Seinäjoki University of Applied Sciences (SeAMK) and boost the local economy in the area. The challenge is to attract as well as retain talent in a place where local people often leave for university studies or careers in bigger cities like Helsinki or Tampere. With international talent, the challenge is similar to that of many smaller towns: it is difficult to compete both nationally and internationally. How does one stand out?

Global Talents (*Globaalit osaajat kansainvälisen osaamis- ja innovaatioympäristön mahdollistajina*) is a project run by the SeAMK and a part of the Talent Boost programme. It's a pilot focusing on a specific target group: R&D experts. SeAMK and the region's economy have expertise in health care technology, digital manufacturing and food safety. The seven month project will end during the first half of

2019. With the help of the recruitment model that will be developed, the university aims to attract several new researchers and teaching staff during five years (2018-2022). In addition, Global Talents is trying to curate the talent ecosystem and connect the university's project with the city, business chamber, companies and the international talent community. One of the results of this project will be the recruitment model for the region. The first pilot recruitment for SeAMK is to be finalized during this spring. Initial target countries are in Eastern Europe. As recruitment channels, they are currently considering a mix of using EURES, possibly one or two online recruitment services, internal networks (staff, students, partner universities), LinkedIn, and ads in local papers and professional magazines. They are also shooting a video for this purpose to be distributed via social media and building a website to serve as a guide to new international staff but also as a promotional channel.

The Global Talents project team is cooperating with local companies and public institutions in the Seinäjoki region, such as the Regional Council of South Ostrobothnia (the sponsor), EURES, the Local Chamber of Commerce and Into Seinäjoki. The aim is to create better networking among the local institutions and strengthen the current collaboration, raise awareness and change the attitude towards international talents. Global Talents is also tied to the bigger Talent Boost project family in Finland.

Lessons

Build structural capital by setting long-term goals

Even if a project lifetime is short, it is possible to set out to establish co-operation and recruitment models that are designed to have an effect even beyond the duration of the project. This is the case in Seinäjoki, with the project lasting seven months, but effects intended for 2018-2022.

KOTKA – ATTRACTING TALENTS THROUGH MULTICHANNEL CAMPAIGNS IN THE TOURISM SECTOR

This is a case about Talent Attraction, illustrating how a place can use online campaigns and marketing events to attract people. What is more, this case displays how the destination marketing resources and expertise are used for a talent attraction campaign. As natural as that may sound, it is rare.

It is still cooking in Kotka, as international talent has not risen to the focus of marketing campaigns yet. While the activities described in this case have been aimed at Finnish target groups and in Finnish, the marketing campaigns are worth studying and according to the interviewees, they will be considering making these international in the future.

Implication for reader: Observe how the tourism department of the economic development agency Cursor works with talent attraction.

About the case

Kotka is a town next to the capital region, attracting people with messages about interesting jobs, including those at the Google Data Centre and a calm quality of life. Their challenge is attraction but also retention of talents, as international schools and spouse programmes are not meeting the needs of international talent. While the city has a clear Talent Attraction Management strategy the implementation is lagging and the first steps have been taken by Cursor, the regional economic development organisation for the Kotka-Hamina region.

Lappeenranta events 2018-2019

Lappeenranta event is a matchmaking event focusing on attracting international and local students to the region as well as encourage companies to internationalise. It was a sequel to an April 2018 campaign in Lappeenranta University where about 100 Finnish and international students that were already in the region participated. Finnish and English-speaking talents are both the target group for the event. The event was done as a road-show: Cursor hired a bus, gathered SME contacts and drove to Lappeenranta to meet students. The event revolved around companies pitching themselves to students on a stage and setting up a stand during a networking session; networking was facilitated by the university and by Cursor. The Lappeenranta event focused on students in the region and utilized the use of communications and marketing to encourage companies to engage in the internationalisation trend. Cursor and its co-operation partners organising the event also learned that to many international talents, location of the city where they work did not really matter. What mattered is finding an interesting job in Finland after their studies.

By initial information, by summer 2018 two international students had been recruited to the region: there has been no data-based follow-up with companies, but Cursor talks with companies as a part of their regular. In February 2019, a company that was involved in a Lappeenranta road-show in 2018, said that while they did not get any direct recruits from the event, they are now experiencing that it is much easier to recruit people and find the right people (international and domestic). In addition, the event created higher interest in the region

than was expected from the campaign. One target group consisted of 25-35 aged engineers, men (likely with a family or getting there), as they have some experience that Kotka based companies were looking for.

Multi-channel joint marketing campaigns

Autumn 2018 involved many multi-channel campaigns. Cursor strongly believes in multichannel approach in marketing. Out of the many they did - Meaningful Work-life (*Merkityksellistä työelämää*), Sydänsyky, promoting the region with employer-place branding videos on social media – we will look at one campaign, as all of these have focused on domestic talent. While they all have potential to target international talent, we have made a selection for what we believe might be most relevant and easily transferable to international audiences.

Cursor created and implemented social media plans for Visit Kotka-Hamina and Cursor channels (paid and organic activities). The campaign home base was visitkotkahamina.fi, so all the paid ads led to the same page where the attractions of the tourism sector was fully represented. Altogether the ads of the different multichannel Autumn 2018 campaigns produced over 2000 clicks to the landing page. The campaign was implemented on Facebook, Instagram, Youtube and LinkedIn. Facebook was the most effective channel. Total reach of the campaign was over half a million.

aTalent campaign – a targeted employer place branding campaign

One of the components of the Kotka talent attraction campaigns was the aTalent campaign, an employer-place branding campaign using social media that showcased the benefits of Kotka as a place to live and work

as well as introduce the specific companies. Combining messages about the place and the companies in a place context is called employer-place branding. The target groups of the campaign were Aalto University students in Helsinki. The benefit of the co-operation with aTalent was access to data, i.e. using e-mail registers and social media groups of students and alumni. Aalto students were able to provide direct link to the right target group. Then, Cursor hired a company called aTalent, that concentrates on sales and recruitment services, to execute the campaign. The objective was to find the best jobs for young talents and to provide services for both talents and companies.²⁷ The aTalent campaign reached the target group of people who could be interested in a career in the region: 29 000 different persons saw the ad, with 123 000 views in total.

Lessons

Co-operation with tourism marketing enables to make well-executed marketing campaigns, involving companies

Cursor has done a thorough job defining its target groups and reached them through social media and with events, involving companies which have been encouraged to internationalise and have received useful LinkedIn training as a part of these campaigns. Using the expertise, channels and budget for creating these talent campaigns is possible thanks to the involvement of the tourism marketing department at Cursor. While this collaboration may sound natural, surprisingly few cities and regions manage to leverage the budgets of both tourism and career marketing campaigns.

Use events to understand your target groups

²⁷ <https://atalent.fi/en/>

One thing Kotka learned from the Lappeenranta event is that a great majority of the international students were willing to move to Kotka. Where in Finland they live appeared to be a secondary consideration.

Provide value for companies to motivate their collaboration

Companies found the Joint Marketing campaigns extremely useful and they are likely to co-finance new multichannel campaigns also in the future, according to Cursor

More international focus is needed in the future

Many campaigns have focused on Finns. While not excluding international talents, the campaigns can be more tailored to them and that is a focus for Cursor in the coming years, including a shift to Talent Reception and Integration. Providing networking opportunities is very important for better Talent Integration.

Systematic follow-up on the effects of the effects of the recruitment campaigns

The feedback gathered from the campaigns has been not systematic, even if the companies who were part of the financed campaigns would like to be involved in similar campaigns again. The feedback and measurements of effect of the campaigns need to be better organised, especially regarding the effects on the companies.

OULU – PROJECT TALENT ATTRACTION

This is a case about Talent Attraction in Oulu, a city near the Arctic circle with a strong tech scene.

It is in a phase of preparing ingredients for what looks like a tasty future recipe, since the public sector has only just begun working with strategic Talent Attraction Management.

Implication for reader: follow the progress of the project in this coming year.

About the case

In Oulu, the Talent Attraction Management ecosystem is in an early stage. Talent Attraction is a pilot project launched by BusinessOulu, the economic development agency for the city. The region has a shortage of ICT engineers specialised in coding, making apps and programming, as 7000+ new engineers will be needed by 2025. Additionally, a more recent study indicating talent shortage was conducted by the Chamber of Commerce, estimated about 1 800 people to be recruited in the ICT sector during 2019-2020.

The Talent Attraction project aims to attract and facilitate the recruitment of foreign specialists and professionals to the Oulu area. It focuses on responding to the needs of the companies in the region who need programmers, engineers and others related to software and hardware development in the tech sector as well. The need for foreign talents was confirmed through interviews conducted by the Talent Attraction project in early 2018.¹¹ ICT-firms operating in Oulu were

interviewed, concentrating on topics such as recruitment needs, profile mapping and export plans. The online survey focused on Brazilians in ICT sector, who had moved to Finland or were planning on moving abroad. Selecting Brazil and South America in general was perceived (by BusinessOulu) as an interesting region to explore due to past good experiences with ICT Brazilian talent and the fact that other Finnish regions are not present there. Finland was considered as attractive region because of its safety, economy and stability. Immigrants in Oulu were interviewed on topics such as bureaucracy and living in Oulu. Co-operation with local authorities were also highlighted through projects such as Villa Victor, which teaches Finnish and provides information services for immigrants. There are many factors that make BusinessOulu's work challenging. Oulu does not often register as a career destination. The good news is that the tried and tested marketing event Polar Bear Pitching has brought high recognition to the city (read the separate case about Polar Bear Pitching).

Overall BusinessOulu has the role of supporting talent attraction initiatives. The marketing strategy is mainly based on social media and no campaigns have been conducted as of early 2019. As a rule of thumb (in Oulu region) companies are contacted via email lists and the public is contacted via Facebook and LinkedIn ads. BusinessOulu is building a new website where the campaign leads can be collected. The project also uses the Finland Brand Toolbox, however they mainly use their own branding material. BusinessOulu also is part of, and promotes and gathers data for the marketing concept of City of Oulu - 'Oulu – Capital of Northern Scandinavia'.^[1] The main local partners for the project are TE Services, University of Oulu, Oulu University for Applied Sciences,

companies and the city. It is funded by the European Regional Development Fund.

The expertise of international talents already living in Finland is channelled to companies through cooperation with Universities in Oulu, since a majority of the international talents are students. Events for matchmaking are arranged to bring employers and international talents together. A pilot guide for international recruitment is under development and the project is working closely with companies informing them about the actual visa and work permit requirements. Companies should thus be encouraged to make their first international recruitment. The biggest issue has been that the companies hesitate to recruit foreigners and this is why BusinessOulu is now concentrating on developing guides and workshops to lower the threshold to hire internationally. Only after the companies express a clear desire to hire internationals, BusinessOulu can start campaigning for attracting talent. A big issue is that many international students struggle to find a job locally and thus move back to their homelands.

In April 2018, Talent Attraction Oulu took part in an IT-conference in Brazil, “the Developer’s Conference Florianopolis”. The visit included on site mapping for focus groups consisting of professionals and local partners for recruitment, locating Finnish partners in Brazil and networking for commercial partners.

Lessons

A holistic approach to working with the talent ecosystem

Even though the project is in its early phase, there is a good mix of initiatives going on with attracting, involving international talent already present in the city to ask about their experience and needs, developing a recruitment tool and so forth. This can turn out to be a very interesting case indeed.

My Helsinki website

Last but not least as a dessert - content, stories and tips for talents interested in living and working in Helsinki are collected in My Helsinki website: <https://www.myhelsinki.fi/en/work-and-study/work>.

The website is maintained by Helsinki Marketing, a marketing company owned by city of Helsinki.

RE



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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 portal, 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 and Talent Turku

INTERNATIONAL HOUSE HELSINKI

This is a case about Talent Reception (and Integration). Having a one-stop shop or an international house as it 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 service, instead 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: This is no simple task. However, IHH has demonstrated that this is possible within the existing legal framework in Finland. Other Finnish towns may follow suit.

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 300 people visiting daily. Since April 2019, they will have 30-40 staff instead of the current 25.

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 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 internationals²⁸.

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.

Ways to improve: streamlining further

IHH is in a one-stop-shop in principle. This means that like in Lisbon, Copenhagen or Tallinn, an international talent needs to have a different agencies present at all times. If somebody (from the tax office, for example) is not there, other staff can not 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 the future 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.

Lessons

This is possible to do within the existing legal framework - in Finland

Many cities in other countries visit Copenhagen to learn about their one-stop-shop, but implementation falls short because of legal reasons, political procedure and so forth. Finnish towns no longer have that excuse: if Helsinki could make this happen within the current legal framework, so can other Finnish cities that really want it.

²⁸ Read more: <https://www.ihhelsinki.fi/>

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. If it is a bad day and somebody is ill, the client needs to return to the office or go to another office to get papers in order, beating the purpose of IHH.

For example, initially the IHH did not have all organisations involved in the cooperation (the Finnish Immigration service) that they thought were needed to have 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. Beginning from April 2019, the Finnish immigration service will be joining the cooperation, so this goal will be 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 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 part of Talent Tampere Network activities.

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

Implication for reader: Read how Talent 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

80% of expats move abroad with their families.²⁹ This means a tremendous potential – or lost opportunity – for the new host cities and countries. The Hidden Gems project aims to facilitate the employment and full integration of the spouses into the Finnish society. Hidden Gems promotes growth and internationalization by enabling local companies to tap into the “hidden” expertise of international spouses. 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 is designed for the spouses of researchers in Tampere as a first step. There is a plan to scale this 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, an initiative of Tampere University and a part of the Talent Boost agenda of the Ministry of Economic Affairs and Employment, is funded by the European Social Fund.

Results: The project started in March 2018 and the first pilot group of 20 spouses started their journey in September 2018. 40% of the pilot group got employed (eight out of 20) as well as six researchers signed their contract at the university because of Hidden Gems and finally the programme participants increased their perceived integration of 69%. Another group was launched in 2019 consisting of 20 spouses.

²⁹ Source: Brookfield Global Relocation Services, 2015

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/>

TURKU HELPING TO RECEIVE TALENTS

This is a case about Talent Reception in a city that has realized it needs to not only attract talents but work hard to retain them. They want to welcome talents and that is important: soft-landing is a hard factor that can play a critical role for a particular international talent and accompanying family.

This is a good recipe, because of the comprehensive approach Turku Business Region is showing, not least with its two Talent Managers.

Implication for reader: Learn about how Talent Turku managed to convince the companies to join forces and invest resources into Talent Reception services; learn why and how they are making the first steps towards an International House Turku.

About the case

Turku Business Region has a team of two designated Talent Managers who work with Talent Attraction Management at Talent Turku. They aim to build an International House Turku to provide better services to international talent. The first step could be a well designed digital version of it. It would build on a co-service platform called Monitori³⁰ which has an InfoTori (supporting 14 different languages) and gives advice on local life. It includes the services of Turku City, Southwest

Finland TE Office (*Varsinais-Suomen TE Toimisto*), The Social Insurance Institution (*Kela*), police and Local Register Office (*maistraatti*).

First, Talent Turku is enhancing the digital Turku International House³¹ with an advisory body modelled on the International House Helsinki (IHH, see separate case). InfoTori does not have access to all the agencies that IHH has and neither is there full readiness for English speaking services. Helsinki is making preparatory steps to start providing services in English, following Espoo's example (see separate cases)³², a service language which means that their websites and other publicly available material will be in English. Turku is seriously considering making English available as a language for public services. Establishing a digital International House Turku is a challenging multiple stakeholder exercise. Before 2019, the Turku City Strategy has included attraction strategies based on work done by Talent Turku. It is a big achievement to put the talent issue high on the city's agenda. According to the strategy, Turku wants to be the best in Talent Integration³³ in Finland.

Second, companies have agreed to develop Talent Reception services for the region together with Turku. Some companies are providing these services already. Some positive results are emerging. For example, SMEs together with Turku Business Region have agreed to arrange leisure

³⁰ <https://www.turku.fi/monitori>

³¹ <https://www.ihhelsinki.fi/>

³² <https://www.hel.fi/uutiset/en/kaupunginkanslia/helsinki-to-improve-its-english-language-services>

³³ "Tavoitteena on, että Turku on Suomen paras maahanmuuttajien kotouttaja." Sivu 5. https://www.turku.fi/sites/default/files/atoms/files/kaupunkistrategia_2018.pdf

activities for spouses and international talents. This is one concrete result of Talent Turku work.

Lessons

- **Motivating collaboration from companies to provide Talent Reception services**
Turku been able to motivate companies to provide Talent Reception services to talents with their own resources and with a bit of guidance from Turku Business Region's Talent Turku team (see more under Talent Hub Turku on how the ecosystem is orchestrated). That is a great step and has involved a lot of dialogue with
- **International talent needs service, not bureaucracy**
Turku has made a key realization on the importance of providing international talent good services and a good user experience – just like with Finns and locals. Turku is taking action, based on this insight by planning to establish an International House Turku.

More info about the initiative:

<https://careerinsouthwestfinland.fi/>

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 city. 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? This is when talents find out and 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.

Under Talent Integration we classify professional networks, mentoring programmes, trainee programmes, cultural coaching, career advice and events.

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

- A good recipe: Chamber of Multicultural Enterprises (COME) - Helsinki Region Chamber of Commerce's project, Duuniday at Lappeenranta, Espoo city paradigm for internationalization, Growthbuilders – matching companies with international talent, Sino-Talent Finland: connecting Finland and China, International Business powered by talents (Tampere), Talent Tampere mentoring programme, The Shortcut - a grassroots built community accelerating people from diverse backgrounds into tech employment
- A good start, but still cooking: Expand2ebusiness and helping companies internationalise with international talent, International talents in Kanta-Häme: talent integration for the growth of companies, MEGE (Multicultural Encounters, Growth, Entrepreneurship)
- Preparing ingredients: Kouvola: international talent helping to export to East Africa

TALENT TAMPERE SERVICES

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

This is good recipe of a collection of Tampere cases. Talent Tampere has developed a comprehensive set of services that covers the entire Talent Attraction Management journey, with Talent Managers orchestrating the ecosystem.

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

About the case

Talent Tampere Mentoring programme

The Talent Tampere Mentoring Programme is designed for international talent in the region, whether they are students or internationals looking for work. Mentoring is a process whereby experienced professionals impart their knowledge and skills to aspiring talents at the beginning of their careers in Finland. Members of the local community (international and Finns) can join as mentors. The Talent Tampere 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 students and the mentoring companies. Talent 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.

The first programme was implemented in 2010-2011 by the WorkPlace Pirkanmaa project and the mentoring programme is now a permanent activity of Talent Tampere and the higher education institutions of Tampere. 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, and has been carefully planned.

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

- having the opportunity to learn from an experienced professional and interesting discussion partner to talk about careers and working life
- having the chance to develop your job-hunting skills with a personal mentor
- creating new networks and contacts
- develop your intercultural communication skills
- build your 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 Talent Tampere Mentoring programme is Hidden Gems mentoring sub-programme. Here mentors have the opportunity to participate in either the Hidden Gems spouse programme (see separate case) or in the International Talents' mentoring programme.

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 (University of Tampere, Tampere University of Technology and Tampere University of Applied Sciences) 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.

Export Gateway

In October-November 2019 the first Export Gateway – Looking to Africa event was held in Tampere, focusing on how Finnish companies can export to Africa. Six companies were a part of this event. The event was organised in cooperation with the association AfroFinns. The event resulted in three recruits of international talent to Tampere based companies.

Individual Business Mentoring

This programme is intended for international talents who are entrepreneurs, seeking support when managing and expanding a business.

During a mentoring period each entrepreneur receives guidance from an experienced local business mentor and a university student. The business mentor (senior mentor) shares his/her experience and the junior mentor (university student) brings new, fresh ideas and a practical approach to the business challenges. This successful cooperative approach is designed to develop the mentees' business. Content and objectives are tailored according to entrepreneur's needs. The entrepreneur is expected to engage with the mentoring program for 6 months and organise 1-2 mentoring meetings per month. The service is free of charge.

The programme is based on a similar initiative called Rotterdam Business Case, which provides help to entrepreneurs in the Netherlands. In November 2016 The Rotterdam Business Case was awarded a European Enterprise Promotion Award in the category of Responsible and Inclusive Entrepreneurship. The Finnish version of Rotterdam Business Case is run by the City of Tampere in collaboration with Pirkanmaa Business Mentors, Tampere3 and Business Tampere.

Lessons

Provide value to your customers, the talents, and society

Arriving in a new country is always challenging. But not all countries and certainly not all cities provide a meaningful and impactful mentoring programme to internationals. This provides value to them – they gain practical and deep insight into the ways and workings of the labour market – but also the local mentors and society. The international talents have a higher probability of succeeding in business in their new hometown thanks to these programmes.

Giving tailored individual service to international talent is best practise

What is more, these programmes work individually with the international talent and that is a growing trend in international best practise: giving more individual service to talents. A mentorship programme is a good way to provide this.

More info about the initiative:

<https://businesstampere.com/talent tampere /studying-research/talent-tampere-mentoring-program/>

CHAMBER OF MULTICULTURAL ENTERPRISES (COME) - HELSINKI REGION CHAMBER OF COMMERCE'S PROJECT

This is a case about making the talent ecosystem of the Helsinki Region more attractive by focusing on 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: Do not pay attention to the size of the city, but the principles and the approach behind how the business chamber worked to internationalise the companies and help to get international talents into the labour market.

About the case

Helsinki Region Chamber of Commerce ran the Chamber of Multicultural Enterprises (COME) from March 2016 to August 2018. COME was part of a regional project called At Work in Finland (*Töissä Suomessa*). Other partners in At Work in Finland were the cities of Helsinki, Espoo and Vantaa, Moniheli Ry, the Central Organisation of Finnish Trade Unions, Uusimaa ELY Centre. The project was funded by the European Social

Fund. It was considered a success by companies and project partners (Helsinki, Espoo, Vantaa cities, companies)³⁴. It will be continued in another format, possibly in conjunction with the The Talent Boost programme. The Talent Boost programme itself tried to learn a lot of from the COME project.

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 COME enhance companies' awareness, but the long term effects take time. COME was spreading the word and gave 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. COME was a large project to boost the internationalisation of the Helsinki region. Here are some of the specific projects that they carried out;

Recruiting and Matching Mornings

During the COME project three 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

³⁴ <http://come2.fi/about/about-come/>

the region's universities and their career centers. 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.

This was a mentoring programme for recruiting and matching international talent. The talents – students – were invited through the business chamber's academic network in cooperation with the region's universities. COME had partnerships with the Helsinki Metropolitan Area and their career centres.

EntryPoint

This was a cross-cultural networking programme focusing on mentor-mentee pairs with different cultural backgrounds. The project organised mentor-mentee pair meetings, networking gatherings, company visits (international talent was brought to a company to get acquainted with the work culture at, for example, 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 was to encourage reciprocal learning and integration. The retention side of this programme was to help international talent integrate with Finnish society. International students, the main target group of the EntryPoint programme cultivated their employability by focusing aspects outside their education. In order to be employed, international students need to be familiar with local society and have access to networks.

During 2016-2018 the programme had approximately 225 participants in total (about 75 a year), representing 45 different nationalities. Finnish students as well as international talents who have earned their degree abroad were also accepted. The mentors are from ministries, Helsinki City, Aalto University, Laurea University of Applied Science and the University of Helsinki. 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. 30% of the mentors during the 1st year wanted to continue the following year. 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. Collective meetings brought all the participants together and encouraged participants to meet with other participants and grow their networks.

Intercultural Toolkit

The Intercultural Toolkit³⁵ 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

³⁵ <http://interculturaltoolkit.fi/>

kind of tool was very appreciated. Also a few academic representatives confirmed that will use the toolkit for teaching purposes.

A Cross-cultural Mentoring Toolkit has been developed and will be uploaded to the same website as an open-source toolkit. It deals with the aspect of what cultural aspects to take into account when mentoring international talents.³⁶

Successful Multicultural Company – a successful multicultural campaign

Helsinki Region Chamber of Commerce'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.

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

In practise, the Geert Hofstede model of national cultures was used to assess a company's international profile, along with how many people they have hired. About 45 companies joined the race and were surveyed. They sent questionnaires to their employees and it was analysed by Hofstede Insight and they also provided company specific report on the results.

³⁶ <http://come2.fi/the-abcd-of-entrypoint-mentoring-programme/>

Four companies were awarded, based on size category. The gala event was organised in October 2017 and was regarded so successful that the business chamber would like to continue the campaign, hopefully in 2019. The result was not only about the ranking or the proportion of international labour in each company, but about their willingness and plans, to expand their internationalisation. A few of the companies that took part in the survey expressed that they will use the report to improve their internal processes.

This will be continued as the Diversity Index in cooperation with Business Finland (see at the end of this document).

Lessons

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 competition. Basically, what COME did, with the help of public, private and EU funding, was working one-on-one with talents and with companies.

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. Another good practice is to involve companies, too, in planning and executing activities.

Creating competitions 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, measure them with a methodology that had been tried and tested (Hofstede) – and then they celebrated them. COME 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:

<http://come2.fi/>

<http://interculturaltoolkit.fi/>

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

<http://come2.fi/successful-multicultural-company/information-on-the-campaign/>

<https://helsinki.chamber.fi/en/>

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 organised in Lappeenranta for 23 years. About 5-6 years ago there was a 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.³⁷ In 2019, about 100 companies participated in this event and this is a new record.

³⁷ <https://www.lut.fi/web/en/cooperation-and-services/recruitment-services/contact-and-recruitment-events/duuniday>

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>

ESPOO CITY PARADIGM INTERNATIONALISATION

This is a case about Talent Reception and Integration in an internationalised region.

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 this year.

About the case

In Espoo, retention and job market integration of existing talent is a key challenge. 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. All the while, Espoo city is co-financing the Helsinki Business Hub pilot to attract more programmers (see their case under Talent Attraction) and develop regional talent attraction and retention measures and services in

cooperation with other cities of the metropolitan region. 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 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. 16% of the population has an international background. Espoo's main concern is boosting the employment rate of the international population and ensuring that their jobs match their skills and education. It is estimated that by 2030, 30% of the working age population in Espoo will not speak Finnish (or Swedish) as their mother tongue³⁸. Espoo city council decided in late 2017 that English will be introduced as one of the service languages in Espoo.

The Espoo situation with international talent is at the same time promising and challenging. In Espoo 53% of the working age population has a higher education background, and the number is almost as high for the immigrant population. Many Espoo based companies and organisations have an international workforce. For example, in Aalto University about 1/3 of the professors and ¼ of the master level students are foreign. At the same time, international talent has a hard

³⁸ [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_temat/Eetvarttineljannes_vuosijulkaisu(563)

time getting recruited. In 2018 about 8 % of Finnish nationals living in Espoo were unemployed, whereas the number for unemployed foreign nationals was 18%.

This requires better talent reception and integration services in order to continue to create a more diverse jobs market, where the skills and education of the international talents will benefit the Finnish economy fully.

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.

This international potential and the city's 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. A lot of information about people's needs and wishes for communication has been collected for the English language service development in Espoo.

The user experience is the focus of Espoo's service development. 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)³⁹; 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.

Espoo involves international talent in focus groups to understand their needs and in policymaking workshops. Introducing English as a language of service in Espoo is one concrete result of this way of working. 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. 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 channels: web forums, social media, Aalto University, VTT and universities of applied sciences as well as the city's network of HR people.

Espoo city has a very good established network. They have about 600 replies with a lot of feedback on both city and national government services. The feedback from surveys was that newcomers to Finland have difficulties making a distinction between national level and city level services, and both of them need to put more emphasis on accessibility and coherence of the services for non-Finnish/Swedish speakers. They have communicated the results of their surveys in many national level forums, too.

³⁹ <https://www.espoo.fi/download/noname/%7B6F530A19-F292-408B-9F02-ECE7328C9E1A%7D/105704>,

Lessons

Involve international talents

When making 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.

TALENT TAMPERE: INTERNATIONAL BUSINESS POWERED BY TALENTS

This is a case about Talent Integration. In this programme international talent is engaged in the development of new public services that are directed at SMEs. This will promote international talent's visibility, competencies and expertise to SMEs.

This is still cooking, in the process of investigating what should be done to becoming more attractive to international talents. At the same time, it also contributes to the growth of SMEs in the region.

Implication for reader: Learn how Tampere involves international talent, including subcases of Talent CV Gallery and the Growthbuilders bootcamp.

About the case

The aim of the project is to (re-)design and digitalize the public business services in a way that highlights the value of international talents' expertise. Different digital business services will be piloted during the project. Business hubs and innovation platforms are challenged to think of new ways to involve SMEs and international talents more actively in to their operations. Regional "Round Table" meetings will be organised during the project to increase and intensify the dialogue between the business networks of international talents.

The project activities encourage the participants to find new innovative solutions to develop and implement services and products. As a result of the activities carried out in the project there will be an updated range of public business services needed support for their growth and internationalization designed from a company perspective. The new business service package will be implemented to improve regional structures of public business services.

Talent CV Gallery

Talent CV Gallery is a new service aimed at companies which are recruiting highly educated international professionals in their chosen area of expertise. It has been received well by the companies in the area. Talent CV Gallery is meant for both companies and individual talents as an interactive platform to meet and discuss recruitment opportunities. The Talent CV gallery is used by companies looking for their next employee. If a talent is looking for a new position, this is a good place to be seen by recruiting companies.

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 Talent Tampere is considering new ways to make this resource more valuable to the companies using the service. The service is free of charge. The platform is aimed at companies who are recruiting for professionals in their chosen area of expertise combined with international experience.

It is worth noting how clear Talent CV Gallery makes the case to a company recruiting high-level international candidates, by making 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
- to enrich their workplace culture and their reputation as an employer

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 is up and running since 1 January 2019 and has funding until 28 February 2020. Talent Tampere wants to develop it 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.

Growthbuilders – matching companies with international talent

Growthbuilders is one-month bootcamp with clear a process, goals and cutting-edge collaboration tools and methods allowing companies to work with international talent in an environment of trust and minimize the risk of hiring a new, unfamiliar person. Growthbuilders is a way for businesses and international experts with valuable know-how to generate growth together. In this programme companies and international talent together work on projects that the companies bring to the table. The program consists of one-month long collaboration periods taking place in the VarmaWorks co-working space in the city centre. New Factory experts facilitate the collaboration and take care of the practicalities.

The way Growthbuilders works is simple: both companies and talents can sign up to join the programme. Growthbuilders connects a company with a team of two to three talents with relevant competencies to work closely with the company. Growthbuilders coach and facilitate the work between the company and the team.

The programme serves both companies and international talent. For the companies, it provides a solution to the challenge many Tampere based firms face regarding tapping into the potential of global markets. The differences in culture, behaviour and language can all act as barriers for market entry – in addition to insufficient knowledge of local markets and lack of valuable contacts. What Growthbuilders provides is straightforward for companies: there are hundreds of experts with foreign backgrounds in the Tampere region who can help businesses to expand internationally. Growthbuilders match the companies with relevant talents and provide a risk-free platform that enables co-creation and building of trust.

For talents, the Growthbuilders has a brutally honest marketing message. Namely, that Finland is a homogeneous country which may make it difficult for new immigrants to find a job that matches their professional level and experience. For Finnish employers, hiring a

newcomer is often seen as a risk since foreign certificates and qualifications are less known, and it takes time to assess abilities and to create mutual trust. Hiring international talent forces employers to leave their comfort zone and deal with issues of culture, language, and diversity. Unfortunately, many Finnish employers prefer to avoid taking that risk and end up hiring a Finn. This programme strives to convert this challenge into a win-win opportunity for talents and companies. Immigrant to Tampere with several years of professional experience in their field are welcomed to apply to the programme which lasts 4 weeks and requires attendance at least 3 days per week. The project has received support from EU Regional Development Fund.

More info about the initiative:

<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. Talent 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.

SINO-TALENT FINLAND: CONNECTING FINLAND AND CHINA

This is a case about Talent Integration, with a focus on Chinese talent. Sino-Talent Finland is a non-profit organization with the mission to be a facilitator, bringing together Chinese-speaking talents and Finnish businesses to discover new opportunities and expanding China related businesses. The objective is to create a community platform to enhance career opportunities for Chinese-speaking talent in Finland. The organisation is based in Espoo and works mostly in the capital region however their target group is Chinese talent across Finland.

This is a good recipe due to their focus on one target group, the ability to mobilise and connect to local Chinese talents. They have been very active and shown results with their events, as well as cooperation with the public sector.

Implication for reader: Learn from their example, consider adapting this to your city with talents from another country – or contact STF if you want to learn more about working with either Chinese talent or with the Chinese market.

About the case

Sino-Talent Finland (STF) was initiated in Espoo, in where has the most Chinese population in Finland. Most of its operation is in Helsinki Capital Area. However, the association's target is to cover all Chinese speaking talents living in Finland. STF is a particularly good example of matchmaking between international talent and companies. Their target

group is Chinese speaking highly educated talents and local companies that would like to export to Finland. Matching is in particular focus and the NPO can directly contact 2000+ Chinese-speaking talent who are in Finland. STF works with Chinese speaking highly educated talents and local companies that would like to export to Finland. They co-operate with the Chinese and Scholars Association and they essentially work with attraction by participating in international fairs and attracting students to Finland.

Chinese talent has a high threshold to get a job as an international in Finland. Without a good command of Finnish and a network, it is difficult to get a job in Finland. STF are working increasingly with the capital region and Uusimaa region and are aiming towards Tampere, Oulu and others. STF uses LinkedIn recruiter accounts.

STF has observed, that if companies don't have the right people for China, they give up the market. Companies have not considered or are unaware of the opportunity that STF and the Chinese talent in the country has for them. With a bit of effort they could get help from STF, who can help them the right talents and the right service provider. STF has achieved quite a bit during their three year tenure (2016-2018).

STF have held 17 events with matchmaking talents and companies; CV training workshop to get a job in Finland etc. The Sino Talent Talks is their largest annual event, where even the TE Services participants. STF participates in job fairs in Espoo, Helsinki, Tampere. They help prepare talents for their future job interviews. They co-operate with Turku

Business Region. It has received funding from the European Social Fund.

STF project has 706 individuals in the talent pool. They have 960 followers on WeChat. Due to their activities, networks, matchmaking and informing about job vacancies in their networks, 22 people have been hired (2016-2018). STF has recommended a total of 96 Chinese talents to companies.

During the At Work in Finland sub-project (2016-2018), they posted 136 job offers in their channels, chatted with 9 000 + Chinese talents, held 17 events, contacted nearly 350 companies and, as stated above, managed to help 22 talents get hired by local Finnish companies.

Their board consists of a chairperson from Business Finland. The other board members consist of the CEOs of Z park Helsinki, Helsinki Business Hub, City of Espoo, and company members. They were established in 2016.

STF was a part of the At Work in Finland Project. Their role was to implement the Espoo sub-project together with the City of Espoo and assist Chinese-speaking members in their career development as well as help Finnish companies grow their businesses in China.

Lessons

Sino Talent Finland is an effective organization and they are keen to expand their cooperation

They see a need for stronger cooperation with cities, regions and nationally. Contributing to the talent ecosystem is what they do best – helping companies connect with Chinese talent, find the right skills or export to the Chinese market. STF would welcome the opportunity to like to find more talents for those companies.

Many of the perceived barriers to entry to the Chinese market can be overcome – today

If more companies were aware of STF, Finnish economic ties with China would be stronger. STF has noted that if companies don't have the right people working with China, they choose to focus on other export destinations. STF can help SMEs by providing the right talents and the right service providers for entering the Chinese market.

More info about the initiative:

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

THE SHORTCUT - A GRASSROOT BUILT COMMUNITY ACCELERATING PEOPLE FROM DIVERSE BACKGROUNDS INTO TECH EMPLOYMENT

This is a case of about Talent Integration. The Shortcut is a community driven and an 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. The Shortcut is a not-for-profit company promoting diversity and the optimisation of skills to support the tech community. They play a major role in supporting the integration and retention of international talent in Finland. The Shortcut is a talent accelerator. 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 a non-profit organisation part of Startup Foundation and a sister organisation to Slush, Maria 01, Wave Ventures and Junction. 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).

There is a high threshold for international talents to enter the labour market in Finland. The lack of local networks and local language skills make it hard to access job opportunities. Traditional businesses won't say this directly, but big companies want *international talent* to integrate into *their* culture. Speaking English would fall under some of the cultural changes that corporate Finland needs to embrace. In start-ups, they are more flexible.

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

They have achieved results: Of the SIB program participants, 69% found employment, including full-time and part-time work, internships, or founded their own companies (according to December 2018 data).

Three pillars guide their 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: inspirational tasks, Start-up Mingle lunch, Open meetings, Peer-learning clubs, Community gatherings

2. Acquisition or upscaling skills:
Improving and complementing skills that are in high demand in tech companies and start-ups, learning by doing

Activities: School of Start-ups, Bootcamps, Certifications (google, FB, coding, etc), Immersion programme into start-up mindset.

3. Job creation (job placement, helping to create a start-up or helping to find one):
Develop own ideas further, Access to networks and start-up needs, Increase recruitment visibility, interviews

Activities: Projects + traineeships, Talent platform, Employability trainings, Access to accelerators opportunities, Coaches and mentors.

The Shortcut is a service provider to Koto-SIB (Social Impact Bond) and provide 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, sponsorship from companies and foundations. They offer training programmes and hands-on knowledge sharing using different revenue models.

For jobseekers, The Shortcut offers training programs, community events and peer-learning opportunities.

For entrepreneurs, they offer free educational programmes, acceleration of their ideas, spaces where to develop their projects and network of coaches and mentors.

For the private sector, they co-design programmes that support talent acquisition and help with retention and integration of their employees and spouses.

For the public sector, they provide training programmes that support the government's strategic efforts in integration, talent acquisition and talent retention.

The Shortcut's work entails many pro bono activities by the community of start-ups and international talents (talks, workshops, sprints, etc). For instance, one of their community events is their Friday mingle lunch, where they invite start-ups and scaleups that are looking to hire talents. Everyone brings their own lunch and informally network and showcase themselves.

The Shortcut has a strong social media presence and builds community offline and online, physical events as well as in social media; Facebook, their website, newsletter, LinkedIn, Medium, Twitter and EventBrite.

The Shortcut's Catalyst programme and the Koto-SIB (social impact bond) Ministry Initiative

The Shortcut developed a training programme for highly skilled immigrants to enhance their employability. It is called Catalyst Programme and started at the end of 2017, supported by Ministry of Economic Affairs and Employment and SITRA's model. The programme consists of 70 days of training to acquire and optimise skills, and build

networks.⁴⁰ The Shortcut acts as a bridge to the tech community and opens up opportunities for internships and employability.

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

The Shortcut credits their success to being able to reach people both online and offline. In addition to the trainings (core business) they organise events, providing talent content and value (things to learn) and networks. The result of a programme or project or company that works with talent can be measured in the community it creates – how many people show up to a regular Friday mingle lunch for example. It is about working for and with the people.

The Finnish talent ecosystem needs better co-ordination

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 co-ordination 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, 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/>

⁴⁰ <https://www.sitra.fi/en/news/sitra-and-me-saatio-launch-first-social-impact-bond-finland/>

EXPAND2EBUSINESS AND HELPING COMPANIES INTERNATIONALISE WITH INTERNATIONAL TALENT

This is a case about Talent Integration. It is a project that matches skills of international talent based in Finland with Finnish businesses in the Uusimaa region, with the aim of helping them with digital marketing and international business.

This case is still cooking, as it is a young project. 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 how hands-on this project is, and consider how it can be applied in your city. Keep a close eye on its development and the results in 2019.

About the case

Expand2eBusiness (*Kansainväliseen kasvuun digitaalisin työkaluin*) involves Uusimaa based talents and companies from March 2018 until February 2020. They offer seminars and workshops that focus on internationalisation and digital tools and channels. The project is responsible for holding multiple seminars and events, business consultation (primarily SME clients and international talents). Laurea

University of Applied Sciences runs the Expand2eBusiness project. Helsinki-Uusima Regional Council (*Uudenmaan Liitto*) is for funding the project. The main local cooperation partners are YritysEspoo, YritysVantaa and Uudenmaan yrittäjät. The project is one of the EU Regional Development Fund financed Talent Boost projects.

The aim is to help SMEs and enterprises to develop their business in order to enter international markets. During the project, several seminars and workshops are organised that focus on internationalisation and digital tools and channels. Matchmaking for talents and companies is organised.⁴¹ A company taking part in the project could, for example, benefit from a digital marketing strategy for getting into the Swedish market. Expand2eBusiness then finds who among the international talent could be able to help them. International talent carries out practical projects and experiments which are based on the needs of the SMEs. Talent target group: international talent that are studying or have completed higher education. They need to have digital marketing skills or a knowledge of a business sector (such as international business). The guidance is based on Learning by Developing (LbD) method used at Laurea University of Applied Sciences.⁴² Talents receive training, in particular digital skills like SEO, e-commerce, marketing with social media etc. Since there are cultural

⁴¹ See more: https://www.expand2ebusiness.fi/tapahtumat/lista/?tribe_paged=1&tribe_event_display=list

⁴² Information obtained from: <https://www.expand2ebusiness.fi/in-english/>

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 can be overcome with courses about Finnish work culture.

There are already some results but the project is far from finished. During the course of this year 12 events have been held, of which only two events targeted international talent in particular and one was a matchmaking event. The remaining nine events were training events for digital marketing and other similar content. 115 companies (250 participating individuals) have registered. International participants amount to 159 people.

Marketing: cooperation partners are instrumental in spreading the news. The client registers and database of entrepreneurs and of international talents which Yritys Espoo, Yritys Vantaa, Uudenmaan Yrittäjät gather at their events and meetings are very important. Expand2eBusiness focuses on social media and cooperate with Sino-Talent Finland and International House Helsinki (see separate cases). The project uses #TalentBoost, as this is already written in the project guide. They meet two times a year with their Talent Boost colleagues like all Talent Boost projects and together try to find a way to network and share information. Involving international talents remains an issue: the talents get experience, networks and opportunities to get hired. However, they are not paid, which influences their participation. Also, while companies say that they need talent and need to internationalise, the change is too slow. When working with international talent and local companies, cultural differences, the inclusion of international talents into teams and SMEs' internal problems with integration come into play. Companies are very slow to change their own internal culture and are hesitant about

English as a working language. Too slow means that talents lose interest or their permit to stay in the country will literally expire.

Lessons

International talents want the opportunity to stay in Finland – and to work.

Networking, matchmaking, learning new things can go a long way for any talent, international or local. But they need to pay their bills and put food on the table. Motivating talents to take part in this and similar projects is easier if they receive financial compensation for their time. One option is that companies sponsor a stipend like Copenhagen Capacity has arranged in the Go International initiative. This programme, by the Danish Industry Foundation, Copenhagen Capacity and Copenhagen Business School, allows international students to also earn a wage. Either companies can co-finance the salary or a designated fund (in Denmark's case, Industriens Fond). Learn more [here](#).⁴³

Speaking English and speaking Finnish – it needs to be discussed.

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.

Talent Boost is absolutely wonderful, according to interviews. But the discrepancies between priorities should be considered.

Expand2eBusiness is very happy to have Talent Boost in Finland and welcome expanding the national co-ordination. However, the project's priorities are tied strongly to the SMEs that they work with, and less to

⁴³ <http://www.copcap.com/go-international/companies>

international talent. This can be true of many projects. How can a given project relate to Talent Boost priorities? Expanding Talent Boost will require motivating collaboration from local and regional projects (such as Expand2eBusiness) by listening and appreciating the different needs of SMEs, clusters etc.

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/>

INTERNATIONAL TALENTS IN KANTA-HÄME: TALENT INTEGRATION FOR THE GROWTH OF COMPANIES

This is a case about Talent Integration and helping international talent find work in a region where speaking Finnish is expected more than in other places in Finland. Compared to Pirkanmaa and Uusimaa regions / bigger cities, Hämeenlinna city has included working with international talent in their strategy and have initiated a project International Talents in Kanta-Häme. 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 still cooking, but interesting because the project has managed to start working with many talents and companies and they are addressing the language issue, a challenge that the entire country shares.

Implication for reader: Learn about their approach to language, events and perseverance. Follow the course of the project.

About the case

The International Talents in Kanta-Häme project began in April 2018. The project aims to boost the employment of international talents in the Hämeenlinna, Riihimäki and Forssa region and encourages them to stay in Kanta-Häme. Primary focus of this Talent Integration work is to get international talent settled into the area, get a job, create a professional as well as personal network. The aim is also to improve employment

possibilities for the international talents (or repatriated talents). Co-ordination between project the talents and stakeholders is rather simple, since the city and Häme University of applied sciences (HAMK) are both responsible for these initiatives. The questions is how to take progress to the next level.

During the project preparation phase, information from LinkedIn's Talent Pool Finland, Häme Chamber of Commerce, Linnan Kehitys Oy and international talents was gleaned. The issues which obstruct the employment of international talents in Kanta-Häme region were identified. The following obstacles were encountered in the surveys: lack of networks and low acceptance of expertise and experience acquired abroad, insufficient knowledge of the Finnish language and lack of language training opportunities.

The project International Talents in Kanta-Häme has kicked-off the region's talent work. It is a time-limited project to help international talent integrate with the local working and social life, as well as learn Finnish. These are still early days, but progress is being made. For example, the city of Hämeenlinna has a strategy for attractiveness (*elinvoimaisuus*) and an 'agile working programme' (*ketterämpi työllisyysohjelma*). The International Talents project is also linked to this strategy. The project is co-operating very closely with TE- services, Linnan Kehitys Oy, Hämeen kauppakamari, to name a few partners. It has received funding from the European Social Fund.

The target group of the project is highly educated international talent and Finns who have returned from studies or living abroad. The aim of this project is to reach 100 participants, with around 80 foreign participants and 20 Finnish participants. Until now about 50 persons have participated in the project. According to the interviews with the project team, all of these people express a strong desire to work and become a part of the community. The city is creating the conditions that would enable to get them work that matches their skills.

Speed dating

The project offers various networking events for participants. One example is a Speed dating event – a first digital matchmaking event took place in September 2018. Talents and employers agreed to meet online. Then they met in person and discussed potential co-operation. One of the talents was recruited to a company. The company wasn't actively looking for a person, but when they learned about this particular person, they decided to recruit her.

Another successful case involved one of the talents who participated in a networking event, gave a speech about her education and career path in Finland, and how she ended up as an entrepreneur. After a couple of weeks, she got a call and was offered cooperation with another company. The company which made the offer had heard her speech at the above mentioned networking event.

In addition, the project provides entrepreneurship mentoring services for those who are interested in setting up their own business. The project is also collaborating with agencies and companies which help

individuals establishing their own businesses (Suomen Yrittäjäopisto Oy, Uusyrittäjäkeskus).

Perseverance is important. After June 2020 when the project ends, the city's "employment team" (*työllisyystiimi*) established in 2018, is one way for Hämeenlinna city to continue providing employment support to high educated persons. The project has been designed to start-up the activities, networks, initiatives with international talents and then participating cities make it sustainable in the long term by gradually integrating the initiatives in their day-to-day work with other partners (TE Servicess, Hämeen kauppakamari (Häme Chamber of Commerce) Linnan Kehitys Oy, Yritysvoimala Oy, Forssan Yrityskehitys Oy, The Shortcut). Continuation (*jatkuvuus*) is very important for the partners of the project, Häme University of Applied Sciences and the Hämeenlinna City. If successful, others have a lot to learn from how to design and implement a project in a sustainable way and overcome the constant need to chase project funding.

This region's employers have a strong demand for Finnish speaking talents – due to lack of resources to change the working language of SMEs to English. This poses a challenge both to retain and attract international talent. That is why a part of the project's aim is helping international talent learn Finnish. The project creates a model for teaching Finnish so that talents can boost their language skills to at least a B2 level.⁴⁴ Häme University of Applied Sciences will provide the language classes beyond this project. Offering language courses in this project is a pilot for HAMK. If it becomes evident during the project that higher level language courses are needed in the region, HAMK can be one of the providers in the future. The language classes are provided

⁴⁴ See more:

<https://www.rakennerahastot.fi/documents/605562/1877149/International+talents+in+Kanta-H%C3%A4me/8303cdfc-58ea-4b7e-9b43-06cfcee83b37?version=1.0>

through TE Services, and the local TE Services markets the language classes of International Talent project to the internationals.⁴⁵ In addition, many participants have heard about the Finnish language course through other projects, educational institutions, social media, friends and relatives.

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.

The first step: make the companies to see the international segment as a possibility, not as a cost or obligation.

To this end, the project contacts companies via local (Riihimäki, Forssa and Hämeenlinna) economic development agencies of the cities and the business chamber. They meet the companies, talk about the International Talents project and set up a meeting with a few talents who come and meet the company.

The project emphasises that companies do not need to be looking for new recruits at the time. Instead, the aim is to create awareness of a potential resource. This approach works well, and the companies have been open to meet with new talent.

Perseverance is key for long-term results

The project aims to integrate the talent work into the existing structures and ongoing economic development work of the region, so that it would last beyond the short project term.

More info about the initiative:

<https://www.linkedin.com/company/internationaltalentsinkantahame/>

⁴⁵ http://www.te-palvelut.fi/te/en/jobseekers/work_finland/index.html

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 still cooking - it is a young project that started in late 2018.

Implication for reader: Learn how they help to promote entrepreneurship. Keep a close eye on their development in 2019.

About the case

MEGE stands for - Multicultural Encounters, Growth, Entrepreneurship and aims to remove barriers for international professionals to establish or acquire businesses in the Helsinki region. Similarly, NewCoadvices internationals to establish companies in Helsinki.) 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.⁴⁶

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. Language is a barrier to enter the Finnish entrepreneurial world. MEGE does not offer any language courses.

⁴⁶ 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>

When it comes to marketing, the digital tools are newsletters and building the network. MEGE uses Claned⁴⁷ for delivering their course. MEGE has its social media channels and online presence on the website hege.fi, since they prefer their target groups to visit and subscribe to the newsletters. Pipedrive is used for CRM. In addition, SoMe shares news and updates. The hashtags used are #TalentBoost, #MegeProject #FinlandWorks #EAKR. Helsinki City's image banks is used but Brand Toolkit Finland is not.

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.

Lessons

Further Talent Boost cooperation would benefit international talent

International talents would benefit from increased cooperation on a national level since the talent ecosystem is very fragmented and *ad hoc* in terms of talent work and getting financing. The opening of International House Helsinki and its desire to become a one-stop-shop is encouraging. The fragmented Helsinki talent ecosystem is in contrast to the city's start-up ecosystem, which is reported to be one of the most connected start-up communities in the world.⁴⁸

Helping to solve the language challenge

MEGE does not offer any language courses. A concrete solution could be finding a Finnish speaking partner (mentoring, coaching, business advisory service), which is currently being discussed.

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

⁴⁷ <https://claned.com/>

⁴⁸ <https://start-upgenome.com/reports/2018/GSER-2018-v1.1.pdf>

KOUVOLA: INTERNATIONAL TALENT HELPING TO EXPORT TO EAST AFRICA

Kouvola Adult Education Centre has launched an interesting national level programme that aims to connect international business experts with companies which are looking for business growth in export and business development toward East-Africa, as well as to improve the employment rate of the highly educated immigrants.

The project has raised interest with international talents and more than 12 persons have enrolled early in the projects (as of 2019 March) and there are ingredients for a successful implementation.

Implication for reader: Learn about how a very specific target market can be the basis for working with international talents (and markets).

About the case

During the pilot training programme the trainees will get an orientation about exporting and business development (joint venture, long term partnership, licensing, subsidiary), project management and entrepreneurship. The trainee's earlier expertise and skills will be identified, hence the job seeking skills will be developed further during the training period. In addition, trainees will learn how to effectively use digitalisation to enhance international cooperation, business development and project management.

The training for 15 selected trainees will be implemented in cooperation with the companies. The project contains several functions to support the companies; innovation workshops to enhance export, start-up business development skills, and international finance procedures. The international trainee will acquire skills to plan and independently manage export and/or development business project oriented to East-African market, as well as develop a concrete project plan for the host company's export and business development strategy.

In addition, the trainee gains increased skills in building and operating international networks and his/her entrepreneurship knowledge enables the business start-up. The trainees and the host company are supported by a project advisor who is familiar with the East-African business culture. The business advisor selects business partners in the East-African region to take part in this pilot. Combining the special knowledge and the skills of the experts with participating companies adds value to the business process and creates a model to support the employment of international experts.

The project is part of the Talent Boost programme and will last from 1st March 2018 until 28th February 2020 and is financed by Häme ELY Centre and the European Social Fund. The project is run from Kouvola, but it is open to international talent and companies across Finland.

Lessons

Identify a target market and work with it

With the right companies and talents, East Africa could be a very interesting export destination. If your city or region has a connection with a particular market, make use of it.

More info about the initiative:

<http://kvlakk.fi/fi/projektitoiminta/projektit/kansainvalisetosaajat#.XJMyqdGpW3A>



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, Turku Talent Ambassador network and Lappeenranta working with Jamie Hyneman

TAMPERE AMBASSADOR NETWORK

This is a case about Talent Reputation and an ambassador network that has been active since 2015. It has 140 ambassadors and 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 Talent Tampere has succeeded.

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

About the case

Talent Tampere coordinates the Tampere Ambassador network which helps internationally oriented people promote Tampere abroad and to bring together international business oriented people who love Tampere. The network is open to everyone regardless of their nationality or professional background. It is a network for local international talent. Talent Tampere and the City of Tampere provide ambassadors with first-hand information about the Tampere region which helps them to promote, connect and introduce Tampere as the best living, working, studying and business environment in the world. The team of Tampere Ambassadors and the network offers support, exchanges ideas and develops new events for the programme. The goal of the network is to bring international business oriented people together and at the same time enhance the international awareness of Tampere. LinkedIn and Facebook groups are used to spread information and discuss with the network. There is also an Ambassador

Toolbox, a set of presentations and photos about the region that can be downloaded.

According to the website the reasons for becoming an ambassador are the following:

- An ambassador will be a part of an international and business orientated network that can open new business and career opportunities.
- Ambassadors will be the first to get the information about the business events and activities in the Tampere Region. The network helps build ambassadors' international brand.
- Participants will make new friends – the easiest thing to do as an expat.

What it means to be a Tampere Ambassador is also made clear on the website:

- The connections and international networks of the ambassadors are valuable to the region. It is the platform which ambassadors are encouraged to use to spread the good word about Tampere.

What is really interesting is that the Tampere Ambassador network team helps talents by offering them different missions depending on the ambassador's personal interests. The missions are:

Mission 1: Promote the Tampere Region to your contacts as a great place to visit and live

Mission 2: Promote the Tampere Region to your contacts abroad as a great place to work

Mission 3: Connect Tampere with international business activities

Mission 4: Introducing Tampere as a smart place to study and do research

Mission 5: Your own mission

It gets more detailed if you click further. For example, the guidelines for Mission 3 read:

How to be an ambassador:

- by getting to know the Invest Tampere web site in order to find information about business opportunities in Tampere and who to contact in case of questions or possible company relocation
- by keeping yourself updated on the Tampere Region business news and current events
- by following Business Tampere channels and engaging in discussions (either online or in person) regarding the field of business that interests you and remembering to inform about business opportunities in Tampere
- by sharing Tampere business brochures (both paper and digital)
- by using the Tampere Ambassador logo in your presentations, email tail and website
- by informing Business Tampere's Invest team about companies who might be interested in establishing a business or a new site in the Tampere Region
- by informing Business Tampere's team about potential international business opportunities for local companies
- by introducing Tampere as a good conference and event destination by handing out marketing material at conferences you attend abroad and by informing the Visit Tampere team about possible interests in organising events in Tampere (not only business events, but also sports, music and other)

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:

<https://businesstampere.com/talenttampere/networking/tampere-ambassadors/>

TURKU TALENT AMBASSADOR PROGRAMME

This is a case about Talent Reputation and an ambassador programme with tens of ambassadors and alumni helping to internationalise the South West Finland region.

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 to reader: Learn about the activities of the ambassadors and see what you could apply to your own city or region.

About the case

The Student Ambassador Network of South-West Finland⁴⁹ is the ambassador programme for international talents. In late 2018 Talent Turku renewed this programme and involved international students in the region who haven't yet graduated. They have recruited new people among internationals who study as well as work.

In March 2019, the programme had 33 Ambassadors of South-West Finland and 26 alumni. The Student Ambassadors of South-West Finland have posted on social media about themselves, the city and the region and thus promoted the region as a study destination, business environment, tourism destination and the best place to live. Social

Media presence through Instagram, YouTube, Facebook, Twitter. More info at <http://www.ambassadornetwork.fi/>.

Other channels have included newspaper articles and blog post. The point is to show the world what is it like to be a student in Turku: spreading the good word about the region through their own networks e.g. during visits to home universities and local companies. Face-to-face meeting and discussions are also important elements in this promotional work when taking part in events in Finland and abroad, e.g. during exchange studies. Ambassadors get to represent universities in different events e.g. as co-hosts at events organized by the city of Turku and the universities, and share their experiences at various international events across the universities (orientation days for incoming exchange students etc.) The ambassadors thus support the internationalisation of South-West Finland.

Alumni Ambassadors have participated in more than 30 events abroad (in 2018) by presenting the region and its study opportunities. More than 4 000 people have been contacted through social media (in 2018, using the Smarp tool). The Ambassadors have worked as volunteers at numerous events and participated in company visits in the region. Last, but not least, a few students have found internship opportunities and work positions through the network.

⁴⁹ Read more: <https://ambassadornetwork.turkuamk.fi/>

Talent Turku is also a part of a Nordic Talent Ambassador programme. This #JoinTheNordics programme is carried out in cooperation with Aarhus, Copenhagen, Gothenburg, Kristiansand, Oslo and Reykjavik. This is a Nordic Talent Ambassador programme to highlight the similar life quality and culture of Nordic cities to international talent who often see the Nordic region as one. Some Turku Student Ambassadors are included in this programme too.

Lessons

Manage a community of international talent so they promote your region

All talent ambassador networks are voluntary, as is the case in Turku. It is important to provide interesting networking opportunities and manage the community, to create a sense of being a part of something and that the talents can feel that they are appreciated. It is about

nurturing relationships and appreciating the contribution of the international talent. That – in addition to the overall positive experience of the city – will motivate them to promote your region.

Nordic co-operation gets you further

Turku has been able to learn and share experiences with its Nordic peers and help to promote each other as one common Nordic career destination. This brings also benefits to the talents, as they can expand their network in the Nordics.

More info about the initiative:

<https://ambassadornetwork.turkuamk.fi/>

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 be 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 2018.⁵⁰ 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 preside

⁵⁰ <https://www.lut.fi/web/en/-/lut-to-open-jamie-hyneman-center-for-rapid-prototyping>

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.

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 social media and international press would be useful for planning communications and inform other .

More info about the initiative:

<https://www.lut.fi/jhc>

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 published⁵¹ 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*).⁵²

The Home in Finland coordinators are looking for best practices in the regions and provide the information of these best practices to other regions.

⁵¹ http://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/161193/MEAEguide_18_2018_TervetuloaSuomeen_Eng_PDFUA.pdf

⁵² 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 organization 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 organize 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 he opportunities that international talents bring.

Business Finland contributes significantly to national marketing (see more below) related to various events that they support; targeted social media 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 social media 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 organizations 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)

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. In 2018 there were 108 permit applications to Business Finland, and 34 were accepted. Of these Migri granted 23 start-up work and residence permits and rejected eight.

The start-up permit is one process for an international start-up founder. 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. The start-up kit has now partners in national and Helsinki/Espoo metropolitan area.

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 social media 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/verkotot/talent-boost-finland/>
<https://www.businessfinland.fi/en/do-business-with-finland/home/>
<https://www.businessfinland.fi/en/do-business-with-finland/work-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/verkotot/talent-boost-finland/>

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>

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.

www.infofinland.fi

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 organization that operates in Finland supporting international talents to set their lives in Finland making sure that also their voices are heard.

<http://www.finternational.eu/>

TWINKLE

TWINKLE is a movement to inspire bright people and bright businesses to interact. The aim is to support Finland's role as a global business player by discovering the potential of diversity for empowerment, growth and innovation.

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

International Junior Chamber International

Junior Chamber International is a non-profit, non-governmental organization 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.

JCI Cosmopolis in Helsinki <https://www.jcicosmopolis.fi/>
JCI United in Tampere <https://jciunited.fi/>

Sino-Talent Finland

Sino-Talent Finland is one of the good recipes by international talents themselves. Explore the case above under Talent Integration

KOTO-Sib and the Social Impact Funds

KOTO-Sib is a programme of TEM. KOTO-Sib⁵³ is programme based on Social Impact Funds that aims to help international talent get into the labour market. 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.

⁵³ <https://kotosib.fi/>

Epiqus is the company that has been given the responsibility of implementing the Kotouttaminen I programme based on the Social Impact Bond (SIB) that provides fast-track integration training and employment for immigrants seeking international protection.

This a vehicle that can be used across Finland to integrate talents.

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.

<https://www.movetonordics.com>

SIMHE services (Supporting Immigrants in Higher Education)

Services targeting immigrants to identify their individual competencies and guidance towards relevant educational and career paths.

<http://www.metropolia.fi/en/about-us/simhe/>

A regional service in Joensuu is also being developed.

<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:

<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

Social media 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/>

<https://www.meetup.com/Agile-Finland-Tampere-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.start-updigest.com/>

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.

There are over 20 000 international degree students in the Finnish higher education institutions.

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.

In addition to the website www.studyinfinland.fi Study in Finland uses social media channels (Facebook, Instagram and Youtube) to attract international talent. Due to limited resources in terms of finances and personnel, very limited paid social media campaigns have been run.

In 2019 Study in Finland will launch a Weibo and WeChat social media channels for the Chinese market. Study in Finland uses #TalentBoost very seldom; #WorkInFinland is clearer to target audiences overseas.

Study in Finland participates together with the higher education institutions and the Finnish embassies in some international student fairs annually. The fairs are promoted in advance on social media platforms. Study in Finland is currently exploring possibilities for cooperation with Business Finland under the umbrella “Work and Study in Finland.”

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.

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/> <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.

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.⁵⁴

More information:

<https://minedu.fi/en/vision-2030>

<https://minedu.fi/en/international-strategy-for-higher-education-and-research>

TE Services

TE Services provide several different tools for talents and companies to connect. 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. There are

⁵⁴ https://minedu.fi/artikkeli/-/asset_publisher/team-finland-knowledge-verkosto-lisaamaan-suomalaisen-osaamisen-nakyvyytta-ja-vauhdittamaan-vientia?_101_INSTANCE_vnXMrwx9pG9_languageId=en_US

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.

More info: <http://www.fec-rekry.fi/>

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>

TYÖMARKKINA TORI (JOB MARKET 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 [here](#). *Työmarkkinatori* is a development project of TEM run by TE Services and ELY Centres (*KEHA-keskus* in Finnish).

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 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.

Finnish language courses and International workplace training for international talents (Työpaikkasuomi)

EURES helps companies in teaching Finnish to international talents. 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 EURES via 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. TalentHub Joensuu is a good example of co-operation with EURES. TalentHub 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.

A case in point is EURES helping employers together with House of Lapland to recruit talents from the European Union. EURES helped them by hosting an online recruitment fair called European Online Job Day (EOJD). This is a general EURES online format held across the EU. This has been done in Lapland in 2017 and 2018 with encouraging success. TE Services and EURES organised the event in co-operation with House of Lapland. The role of EURES advisers and TE Services was to contact the companies in the region so they could in turn upload their open positions, use the portal to get applications and conduct interviews online. To get companies onboard, EURES usually contacts local companies, the cities, economic development agencies, business chambers and other contacts, via e-mails, calls and meeting. EURES also helped by marketing the event and services across Europe. House of Lapland did most of the marketing in this case since they are very strong in digital marketing given their tourism cluster. When marketing the event to international talent to apply for jobs, #EURES and #FinlandWorks is used, not #TalentBoost.

The online event work 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). Results: 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 and would wish to run a third campaign in 2019.⁵⁵

Another EOJD will take place on April 4th 2019, when a Finland Works digital recruitment fair will be arranged. By early March, EURES had delivered already 1 200 jobseekers across its EU networks and social marketing, using its resources, partners like European Commission and the partners that are helping to organise this particular event.

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](#).⁵⁶

⁵⁵ Marketing video example https://www.youtube.com/watch?v=qU-5_Lfa7us

⁵⁶

http://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/161193/MEAEguide_18_2018_TervetuloaSuomeen_Eng_PDFUA.pdf

<https://tem.fi/tervetuloa-suomeen>

Another 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/>

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 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!

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 already introduced and discussed on April 4-5 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 will be updated next time in Autumn 2019.

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