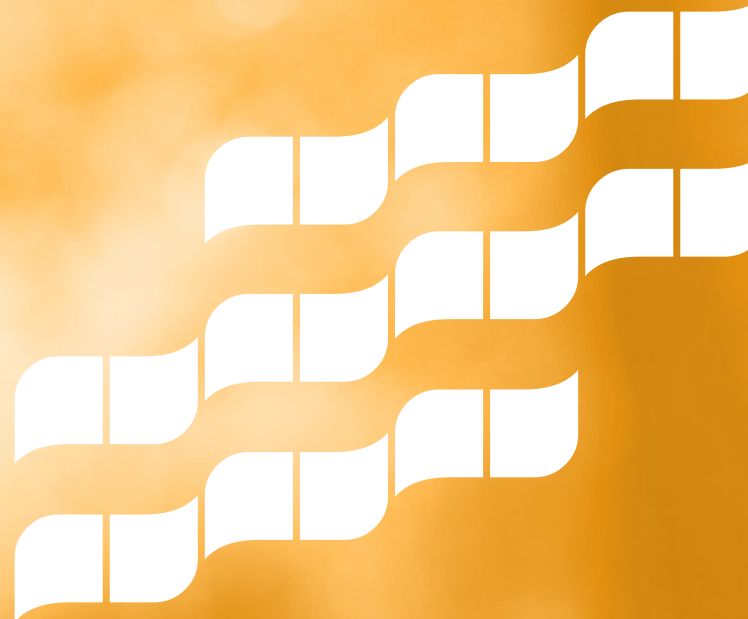


# STRATEGIC PROGRAMME ON INTERNATIONAL TALENT ATTRACTION AND MIGRATION

2019-2024

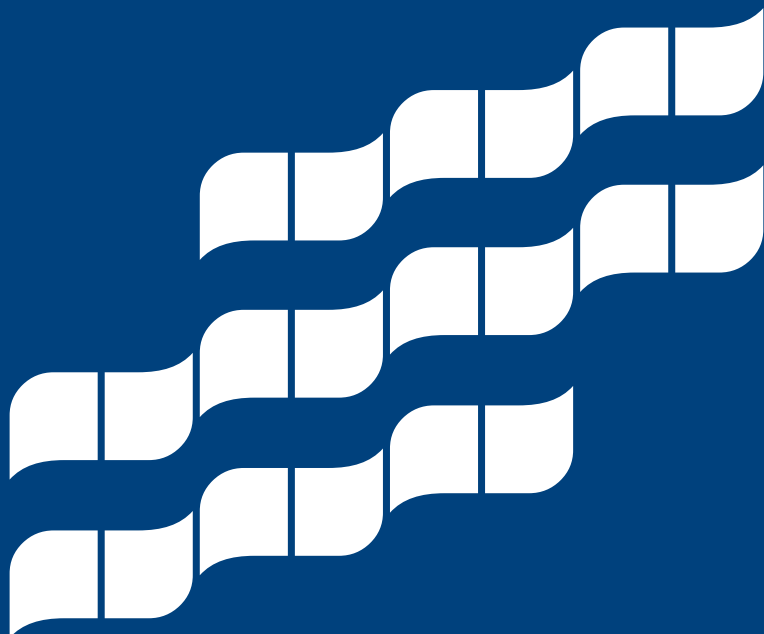
*International Talent Attraction and  
Migration service Unit,  
City of Tampere*



**TAMPERE – THE BEST FOR YOU –  
AN ATTRACTIVE AND  
RENOWNED CITY FOR  
INTERNATIONAL TALENT.**

Tampere has the best opportunities for making use of international talent. It is easy for international experts and their families to come and settle in Tampere.

Tampere encourages people of international background to develop their expertise and find employment. They feel themselves as an active part of the society, and investments are made in keeping them in Tampere in the long term.



# CONTENTS

<b>1.</b>	<b><i>BENEFITTING FROM THE POTENTIAL OF INTERNATIONAL TALENT</i></b>	<b>5</b>
1.1	<i>Background of the programme</i>	6
1.2	<i>International expertise of customers</i>	11
1.3	<i>Value and measures</i>	13
1.4	<i>Operating environment and impact</i>	15
<b>2.</b>	<b><i>PROGRAMME THEMES</i></b>	<b>21</b>
2.1	<i>Bringing the ecosystem to life: Tampere has an active and open ecosystem for attracting and utilising talent</i>	22
2.2	<i>Putting the channels in order: Tampere is accessible and attractive to talent and investments</i>	24
2.3	<i>Incentives to the top: It is easy and makes sense to make use of international talent in Tampere</i>	29
2.4	<i>Engagement through expertise: In Tampere, the paths to employment are agile and inclusive</i>	32
<b>3.</b>	<b><i>PROCESS OF THE PROGRAMME</i></b>	<b>37</b>
3.1	<i>Inclusive process of the programme</i>	38





1

# **BENEFITTING FROM THE POTENTIAL OF INTERNATIONAL TALENT**

## 1.1 BACKGROUND OF THE PROGRAMME

Underlying **this City of Tampere's Strategic Programme on International Talent Attraction and Migration** is the need for strengthening the preconditions for the utilisation of international talent in the Tampere region identified in the City of Tampere and regional strategies. The strategic programme specifies the operating model of the City of Tampere and its key action packages. The programme also functions as the foundation for discussion on organising cooperation between municipalities and applying the measures extensively in Pirkanmaa municipalities. Discussion between municipalities is important because the labour markets that make use of international talent are regional. The action packages of the programme aim to develop the ecosystem and services required for the management of internationalisation and immigration as a whole, strengthening the regional cooperation and development towards a permanent service structure.

With the demographic development and forecasts for Finland, Tampere has also woken up to think about how the city will secure positive demographic development, availability of skilled labour for companies and growth in working-age population in the future. This programme takes into consideration the Government Programme of Antti Rinne's government published in June 2019, which, among other things, mentions increasing work-based immigration of experts (with a focus on specialists, students and researchers), Business Finland cooperation to support the growth and internationalisation of enterprises and growth of

investment, enhancing the employment of degree students and strengthening the role of municipalities in integration.

**The programme aims to respond** to the challenges of attractiveness, shortage of talent and employment of labour force with an international background by promoting:

1) the preconditions of employers to fluently recruit from abroad and employ people with an international background already living in the region as well as

2) the opportunities of people with an international background to develop and make use of their expertise, i.e. seek education and become employed in meaningful and rewarding positions in the Tampere region.

This also supports the long-term and rapid integration of people with a foreign background to the region and its communities. The newcomers will strengthen the pool of talent, business and positive development in the region as equals. The programme specifies the key action packages to be developed during the five-year strategy period, as well as their customer groups and pursued service promises, which in part guide the development activities.

**The programme proves** the entire city's shared strategic intent and objective in developing internationalisation to the benefit of everyone. It has

been prepared in cooperation with the municipalities, universities, enterprises and other stakeholders of the Tampere Central Region. Its preparation involved 85 representatives of the city and stakeholders (e.g. Tampere university community, Tampere Chamber of Commerce, Pirkanmaa Centre for Economic Development, Transport and the Environment, Employment and Economic Development Office of Pirkanmaa, Council of Tampere Region, Business Tampere, enterprises and members of the target group) in joint development workshops and meetings. The programme provides the stakeholders with an opportunity to take part in the development and provision of services.

**Programme follow-up** will be realised through situation updates by the City Board and the Vitality and Competitiveness Committee. A strategic steering group for international talent attraction will be established in order to implement the strategy. The indicators for the programme to be used in the follow-up will be defined in cooperation with the stakeholders as part of implementing the key action packages of the programme. The aim is that the indicators are sufficiently uniform with the indicators presented in the national Talent Boost and *International Skills Centre* entities and the City of Tampere's follow-up systems. This programme paper specifies the key indicators for assessing the strategic impact.


Furthermore, the City of Tampere's immigrant council is a permanent body appointed by the City Board for a term of office of two years. Its tasks include the development of services relating to immigrants and integration, promotion of dialogue between different cultures and participation in

the prevention of discrimination and racism. The permanent body facilitates dialogue based on the strategic programme with representatives of the immigrant council.

**The outcome** is the strategic programme on international talent attraction and migration pursuant to the City of Tampere's platform-based operating model in order to organise services and cooperation. The city's platform-based operating model and the shared view of the regional operators on the objectives, service providers and their roles, key service promises and action packages will support the development of an ecosystem that promotes internationalisation throughout the region.

### Links to the City's Strategies

The city's and Tampere Central Region's strategic policies and objectives, to which it aims to respond, underlie the programme. Within the framework of the **City of Tampere's strategy** and Vision 2030, the strategic programme on international talent attraction and migration is an all-encompassing theme that particularly supports the aim of being an internationally attractive city for talent. (FIGURE 1)

 ***The strategic programme on international talent attraction and migration is an all-encompassing theme that particularly supports the aim of being an internationally attractive city for talent.***

**The Mayor's programme** commits to developing services for immigrants, including international degree students' employment opportunities (by improving their connections to working life,

among other things). Attracting skilled workers and helping them establish roots includes the following themes:

- The appeal of the city as an internationally attractive and Finland's most popular city of education and a significant city of innovation will be increased by engaging in closer cooperation with educational institutes, research institutes and the business sector.
- The city will be involved in developing the new University of Tampere into an internationally recognised, attractive and networked university.
- Tampere will be an attractive place to stay and work after graduation. The local employment of students in higher education will be improved. Connections to working life and employment opportunities will also be strengthened for non-Finnish-speaking degree students.
- Internationals' competencies and connections to working life will be strengthened and their language and culture potential will be utilised in developing the vitality of the community as a whole. Tampere will provide diverse and high-quality language and cultural training for internationals of different ages and life circumstances. Efforts will be made to increase the number of municipal services delivered in foreign languages. (City of Tampere budget for 2019)

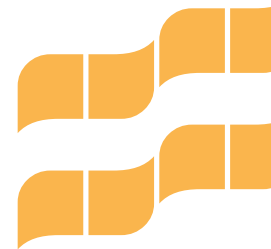
The strategic programme is strongly based on the objective of the *vitality and growth service alliance development programme 2019* to provide

employers' and employees' services using service organisers' and providers' joint service platforms and shift the focus towards competence-based employment services in accordance with the role of the vitality municipality. The platform-based operating model helps identify overlaps and interdependencies, as well as creates synergy between measures and projects. Engaging the stakeholders provides readiness for change and ensures that operations are aligned. The vision of the development programme is as follows: "The competence-based employment services of the municipalities in Pirkanmaa, as part of the municipalities' vitality tasks, make up a smoothly functioning, Finland's best aggregate together with other parties' similar services and other services relating to employment services."

The strategic programme also supports the realisation of the objectives of the **Tampere Central Region's economic development programme 2017–2021**, according to which the Tampere Central Region will be developed so that it will reform structurally, organisationally and technologically *as a fixed part of the global economy*. In addition:

- **General** economic and innovation policy must succeed in securing the education and availability of skilled labour for both enterprises and public organisations, attracting and retaining international professionals to the region and strengthening the roles of the region's operators in global innovation networks
- **Targeted** economic and innovation policy must succeed in creating pull factors for international specialists in cooperation with enterprises, universities and other educational institutions.





- **Experimental** economic and innovation policy encourages unprejudiced experimentation of the possibilities of completely new kinds of business development services and operating models to support the growth and internationalisation of enterprises.

Internationality is an all-encompassing theme in the economic development programme. The pursued measures included attracting talent and emphasising the significance of the mobility of international talent and personal networks, as well as the need for systematic measures to support attracting, receiving and integrating talent.

The strategic programme at hand also realises the objectives of the nationwide Talent Boost and International Skills Centre programmes at the local level. A key aim is to create a joint view of the action packages and operators with which the strategic objectives are put into practice and even more strongly made part of the city's and region's permanent operating model and service structure, securing the availability of skilled labour and use of international talent potential through their employment.

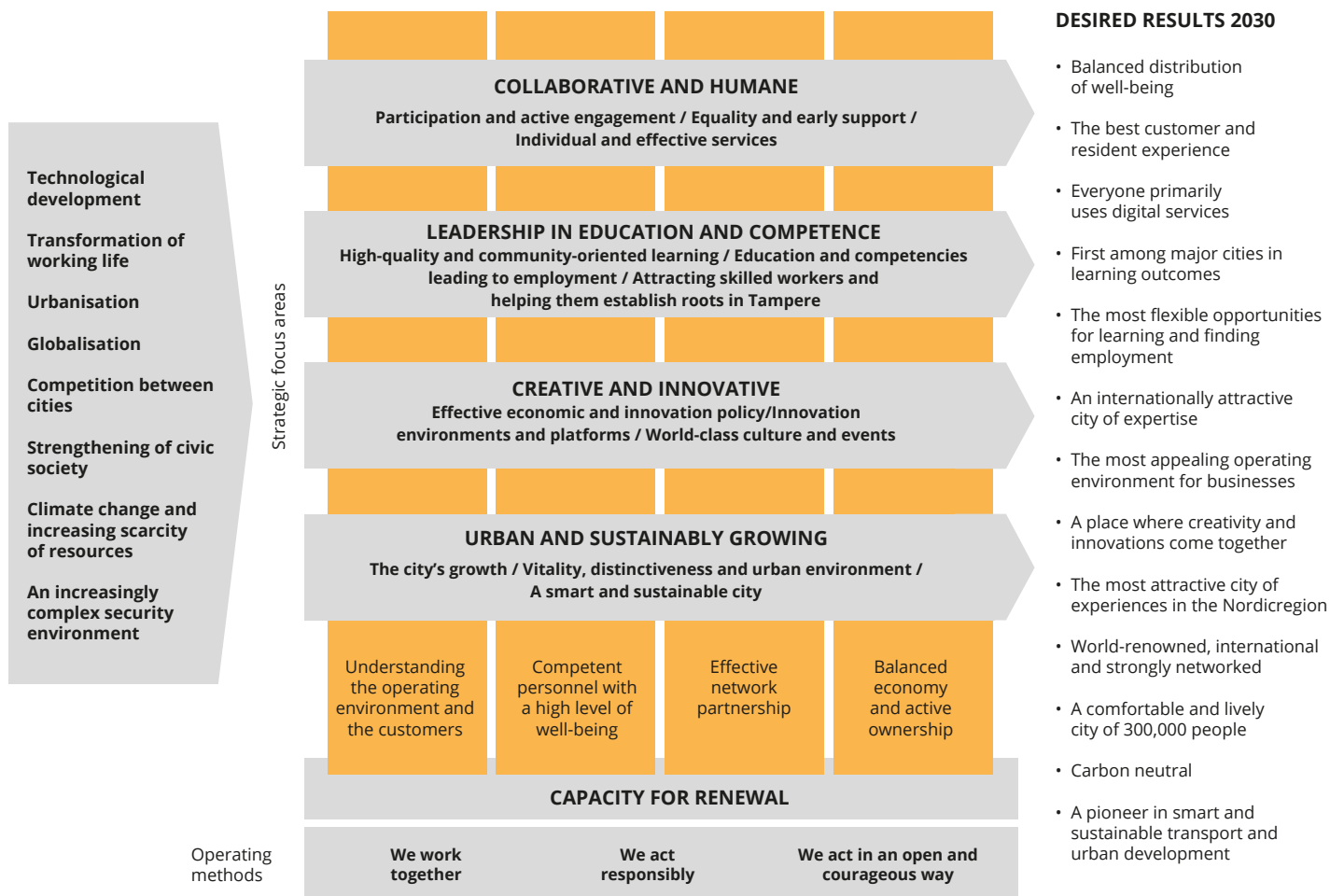


**VISION:** Tampere – The Best for You – an attractive and renowned city for international talent.

Tampere has the best opportunities for making use of international talent. It is easy for international experts and their families to come and settle in Tampere. Tampere encourages people of immigrant background to develop their expertise and find employment. They feel themselves as an active part of the society, and investments are made in keeping them in Tampere in the long term.



## VISIO 2030: TAMPERE – THE BEST FOR YOU



**FIGURE 1. //** The actions of the programme on international talent attraction and migration are linked to the four focal points of the City of Tampere's strategy.

## 1.2 International expertise of customers

Within the framework of the strategic programme, it must be possible to respond simultaneously to the shortage of experts and the challenges of internationals gaining employment, meaning that it is necessary to serve customers of very different types. In order to organise the services and define the role of the public sector, the forms of competence can be roughly divided into different types based on how competence is expected to influence local development, how smoothly competence can be utilised internationally, and how big is the role of public-sector services in providing the local labour market with skilled labour. (FIGURE 2)

- **New competence that does not yet exist in the region** may give rise to new innovations, business and jobs. This is typically “**global competence**,” i.e. expertise in science and technology and research and development activities in which an international discipline or corporate culture helps interaction and smooth international working. (e.g. research, programming, game development, aviation technology). With regard to this kind of competence, the public sector may typically invest in attractiveness campaigns, providing smooth permit and other services and supporting linking with the local community of experts.
- **Substitute competence that responds to the shortage of labour**, but does not actually give rise to new business and growth is often “**local**

**competence**”, meaning that experience-based understanding of the local environment is important. Depending on the sector, competence may require measures from the public sector through acknowledging competence or conversion or supplementary education (e.g. teachers, social and health services), in relation to work supervision (e.g. construction, manufacturing industry) or language teaching.

- “**Missing or unmet competence**,” or lack of professional competence or competence with no demand in the region may require a lot of investment in the development of competence from the public sector as well, especially if language and poor foundations for learning result in additional service needs regarding local competence. (vocational education, employment services, language teaching etc.).

Even if the starting points are very different, all different types of competence can nevertheless be seen as part of a big picture in which the objective is to make use of the cultural and professional competence of international talent in the region. When successful, this rewards both the individual making use of their competence and the employer benefiting from it, as well as the region’s value creation increasingly utilising international competence.

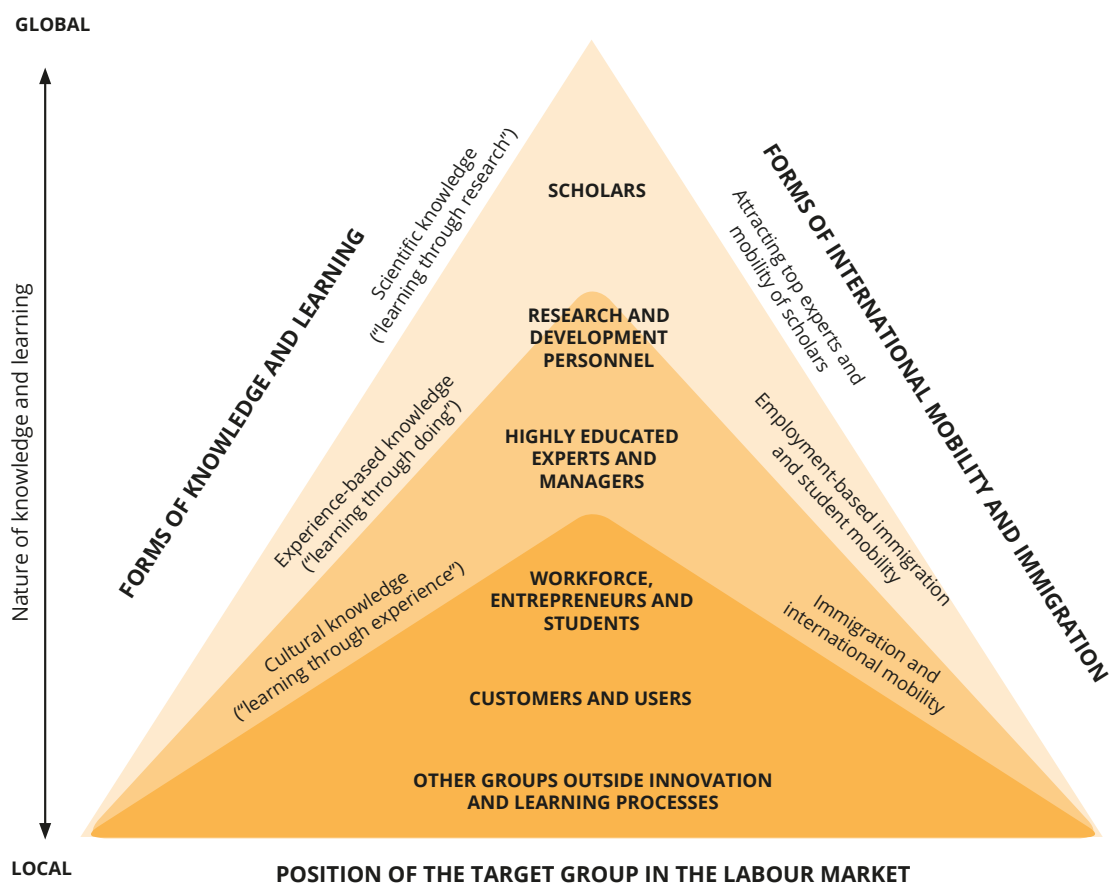
Linking international competence and immigration to the local labour market, economic community

and communities is central. The range of customers and services is extensive, and this also illustrates the actual situation in Tampere, where at least the following groups of customers are among service users:

- Scholars with an international background
- Experts and workforce with an international background
- International university students
- Companies that recruit high-level specialists
- Companies that recruit blue collar-level competence

- Job seekers with an international background (unemployed or changing jobs)
- Students with an international background in vocational education
- New residents of the municipality who have obtained asylum or refugee status (possibly still in a reception centre)
- People with an international background who need diverse social assistance

The customers are also listened to via the immigrant council, among other channels, so that the services would be relevant to them as well.



**FIGURE 2.** // Different levels of competence and local usability



## 1.3 Value and measures


A well-managed service that is based on the customer's needs is not only a mechanical measure; it involves lots of values important to the individual and community. The identified values that the ecosystem should provide to the service users can be summarised in the list below.

- From the point of view of **emotional** value, services are deemed to generate a sense of security and engagement, encounters as an individual and equal person who is respected and whose needs and wishes are identified and taken into account. An individual's competence and potential are acknowledged, which enhances self-esteem and hope for the future
- The forms of **functional** value include clearly and accessibly provided services that offer customer-oriented solutions. In terms of content, the range can be very extensive, ranging from completing a form to building cooperation with businesses in education and employment.
- **Economic** value is generated by a clearly structured and quick process with which an individual can develop or utilise their expertise or a company can recruit without unnecessary stray paths or waiting.
- From an individual's point of view, **symbolic** value often illustrates access to become a

member of the community or society and a company's reputation as a good and responsible employer and actor, which is in part made possible by careful and transparent service processes.

Value therefore often transcends far beyond an individual service event or economic value, deep into the structures of society and an individual's day-to-day life.

The parties share the same strategic intent of doing an even more valuable job, i.e. making things in an even better way. According to joint interpretations, this can be achieved by organising the cooperation even more carefully and building a joint ecosystem transparently. It is important to clarify the shared vision, define the spearheads of activities, bring the network closer and make the parties better known to each other. This makes it possible to provide jointly defined and planned services even better. Overlaps must be trimmed off services while filling in the missing pieces. It is necessary to create a clearer view for the customer to the services, i.e. "single point-of-contact" services for the customer, where appropriate. The integration of immigrant customers is promoted so that they could quickly become part of a general service system intended for everyone via a "single point of contact", instead of special services.

 *It is necessary to create a clearer view for the customer to the services, i.e. "single point-of-contact" services for the customer.*





Four action packages have been defined in order to reach this strategic intent of increasing value creation. In them, the steps and service promises specified with the stakeholders and the objectives for internationalisation and immigration agreed upon in Tampere's and Tampere Central Region's strategies are strongly intertwined as part of the regional implementation of the nationwide Skill Centre and Talent Boost programmes. The four key theme areas and objectives underlying the action packages in the strategic programme on international talent attraction and migration are:

- **EBringing the ecosystem to life:** A consistent network of service providers and developers in Tampere builds an active and open ecosystem for attracting and utilising talent.
- **Putting the channels in order:** Tampere has identified and smoothened routes for arriving to study, work and do business, which strengthens attractiveness and supports employers' preconditions for international recruitment and attracting investment.
- **Incentives to the top:** In Tampere, international talent can smoothly link with the educational, work and business communities and the associations representing them, which encourages making use of competence in the Tampere region in accordance with the nationwide Talent Hub context.
- **Engagement through expertise:** Developing competence and identifying paths to employment can genuinely strengthen the possibilities of customers with a foreign background

to participate in value creation in business or working life by applying the nationwide International Skills Centre (OSKE) concept. The Skills Centre develops, identifies and channels the expertise of people with an international background in working life, including those in the weakest position in the labour market. Competence reviews and competence development plans are at the core of activity.


Therefore, creating a uniform, attractive, encouraging and engaging environment can be seen as one of the key objectives of the measures.

The operation is part of the City of Tampere's growth agreement with regard to financing and stakeholder cooperation, and the services are linked to the labour service and business service platforms as well as the platform-like operating model described in the vitality and growth service alliance development programme (2019). The service system also supports the ability of the City of Tampere to prepare for and respond to any sudden and significant changes in immigration and its volume ("resilience").



## 1.4 Operating environment and impact

The need for the strategic programme is based on the state of the operating environment. The figures illustrating the key phenomena of the operating environment are presented here; on the one hand, they justify the need for the programme, and on the other hand, they function as indicators in assessing the long-term impact. General trends illustrating the change in the operating environment include nationwide population growth being based on immigration, emigration of skilled population and low employment rate of immigrants. Integrating international talent and immigration to the development and positive growth of the region therefore requires active measures. The share of those with an international background increases continuously in Tampere as well, even though it is still lower than in most other major cities in Finland. (FIGURE 2)

 ***The positive demographic development of the City of Tampere has been mainly based on migration between municipalities throughout the 2000s.***

The positive demographic development of the City of Tampere has been mainly based on migration between municipalities and Tampere's resulting positive net migration throughout the 2000s. Tampere has been able to maintain its appeal for several years among the Finns. A comparison of the six biggest cities in Finland shows that the

share of non-Finnish or non-Swedish speakers of the annual increase in population is the lowest compared to other growing cities in Finland, and even though the number of those speaking a foreign language is steadily increasing in Tampere as well, the Helsinki region and Turku, for example, have gained a significant share of their growth in recent years from immigrants speaking a foreign language. Also, the share of enterprises established by foreign citizens is low in Tampere (under 5% of all enterprises established) compared to cities in the Helsinki region, where they account for 30% of all established enterprises or more.

With the ageing population and decreasing birth-rate, it seems that Tampere's positive net migration will wane in the 2030s if the number of non-Finnish or non-Swedish speakers does not begin to grow at a significant rate and birthrate continues to decrease. Similarly to all of Finland, also Tampere's future demographic development depends on immigration and Finland's international appeal

**The indicators of the long-term societal impact of the strategic programme** has been selected so that they correspond with and supplement the indicators of the City of Tampere's strategy, are relevant to this programme and are also realistically available with adequate accuracy. The indicators illustrating the state of the operating environment and the long-term societal impact of this programme are comprised of four wholes:



**1. Supplemented integration indicators of the city strategy** ([www.tampereenpulssi.fi](http://www.tampereenpulssi.fi))

- a. Unemployment rate among foreigners %
- b. Employment rate of non-Finnish or non-Swedish speakers %
- c. Share of non-Finnish or non-Swedish speaking entrepreneurs of all entrepreneurs %
- d. Situation of non-Finnish or non-Swedish speaking students after vocational education
- e. Non-Finnish or non-Swedish speakers outside work and education

Because the aim of the programme is integration to the labour market and *employment*, the indicators are supplemented with the **indicator of expanded unemployment** presented in Figure 6 (also includes the unemployed in diverse training courses and activation measures), which better reflects actual participation in the labour market. The expanded unemployment rate of foreigners is the second-highest among the six biggest cities in Tampere, close to 60%. (FIGURE 6) The trend is a downward one, but emphasises the importance of action.

**2. Share of non-humanitarian immigration of total immigration.** The aim is also to attract more work-based immigration to the Tampere region; the share of humanitarian immigration of total immigration is used as its indicator. The aim is to increase the share of other than humanitarian immigration, not to decrease humanitarian immigration.

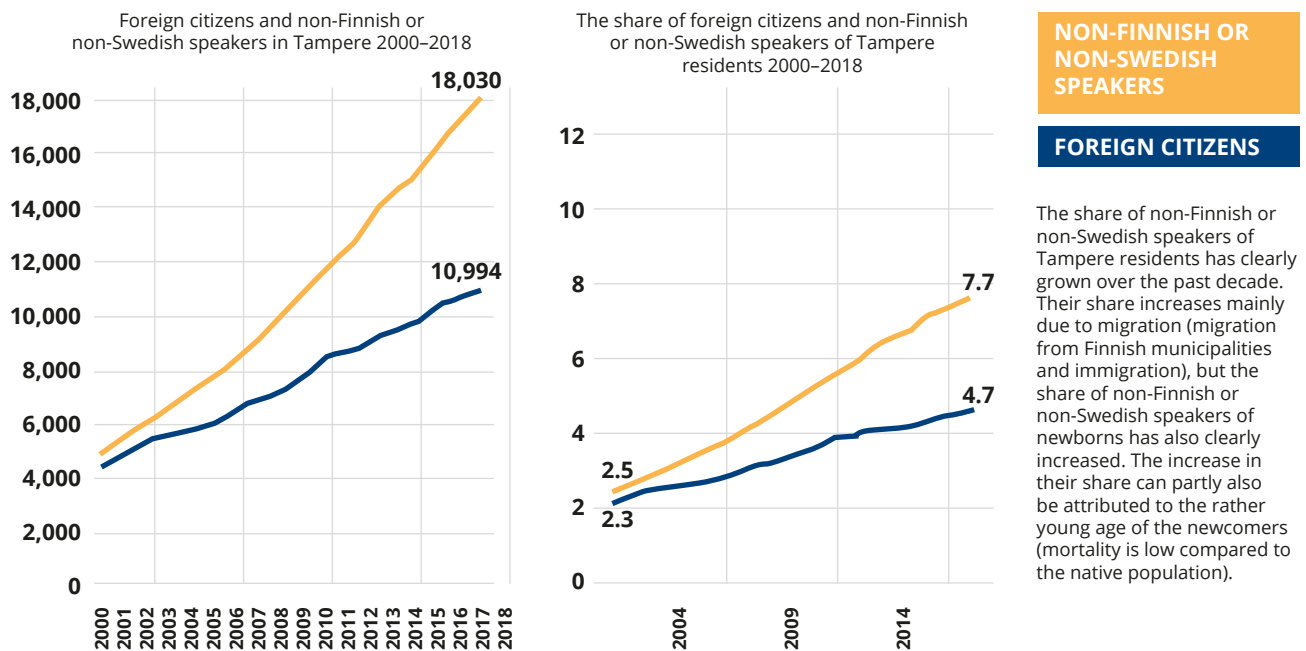
**3. Number of international students and their taking root in the region.** From the point of view of attracting and committing talent, international students are an important group. The indicator used is the number of international university and vocational education students and their employment

in the region after graduation (also an indicator in the City of Tampere's strategy). The indicator also illustrates international appeal and retention power. Currently, university students in particular move outside the region, to the Helsinki region or abroad (approx. 50% of graduates) (FIGURE 7)

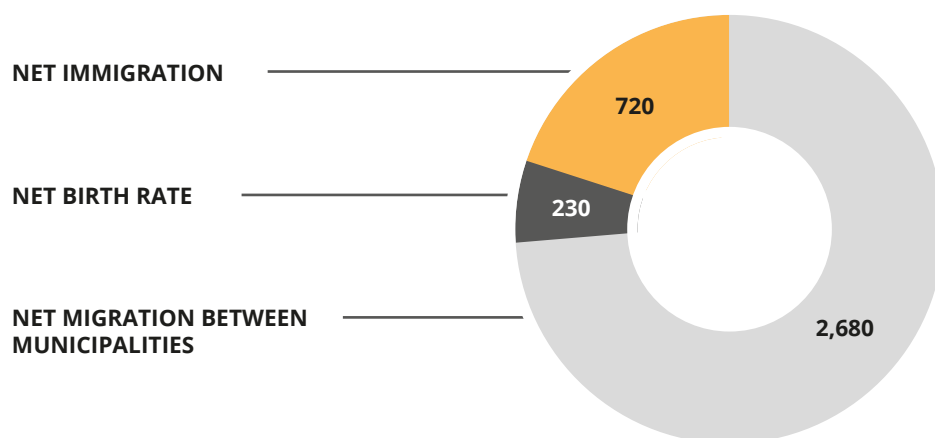
**4. Number of workforce with an international background.** Also non-Finnish or non-Swedish speaking population of working age (ages 15–74), or non-Finnish or non-Swedish speaking workforce functions as a long-term indicator (reserve and change), and the aim is to increase this reserve together with increasing the employment rate. In 2014, there were 11,800 non-Finnish or non-Swedish speaking people of working age in Tampere and in 2018 there were 14,400, so the trend has been an ascending one, but their number is clearly lower than in cities of a similar size in the Helsinki region. Espoo and Vantaa both had approximately 35,000 non-Finnish or non-Swedish speakers of working age in 2018, in Turku they numbered more than 17,000.

**The indicators are compared to development between the six biggest cities.** The indicators are indicators of long-term societal impact, and they illustrate the same field of phenomena. **The functioning and outcomes of the strategic programme** (performance-oriented indicators) and indicators concerning the impacts on customers are not described here; the indicators are defined in conjunction with each action package (FIGURE 8). The work to define the performance-oriented indicators and customer impact is, however, an important part of operational management and implementation of strategy work on international talent and immigration.

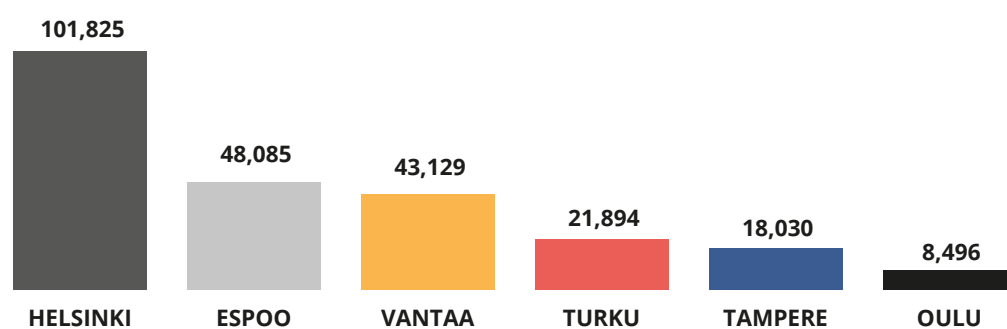
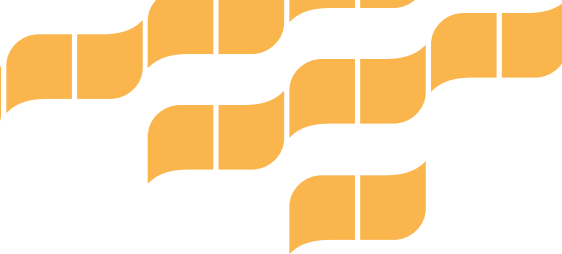




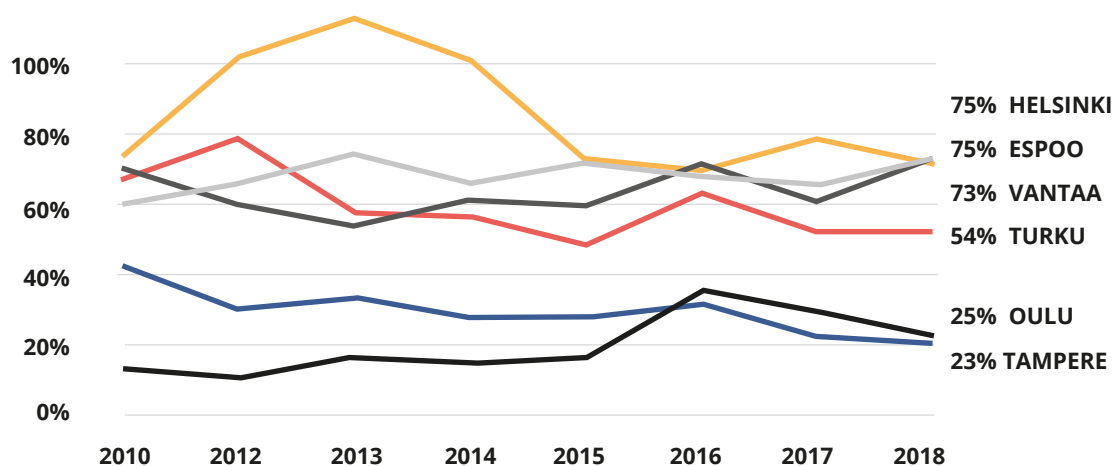
**FIGURE 2. //** The share of foreign citizens and non-Finnish or non-Swedish speakers has increased in Tampere throughout the 2000s



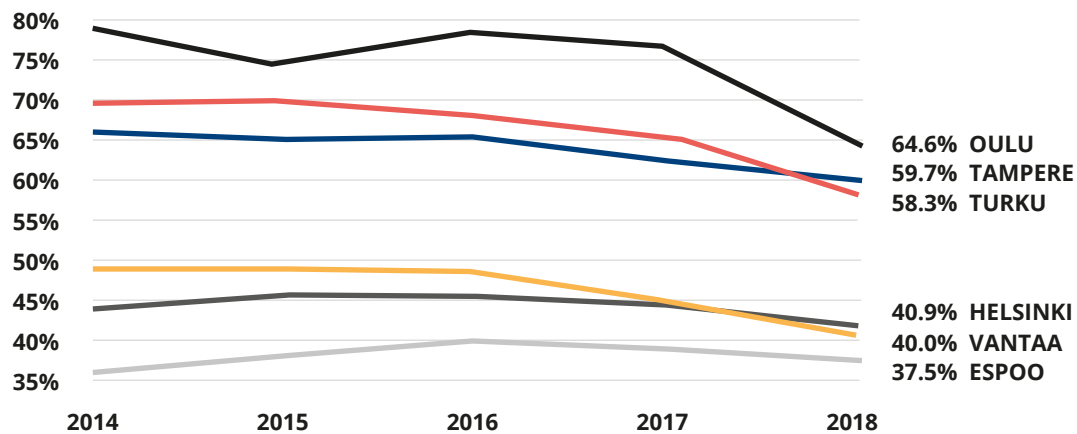
**FIGURE 3. //** Population growth in Tampere is primarily based on migration between municipalities; it has been estimated to wane in the 2030s with declining birthrates.



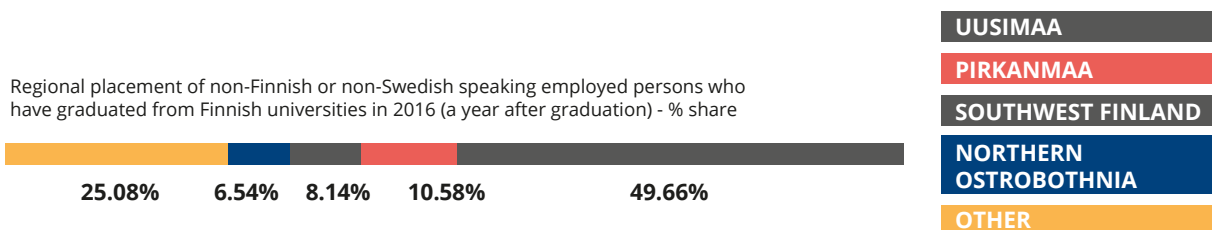
**FIGURE 4.** // Number of non-Finnish or non-Swedish speakers in the six biggest cities in Finland in 2018.



**FIGURE 5.** // Share of non-Finnish or non-Swedish speakers in the six biggest cities in Finland 2011–2018.

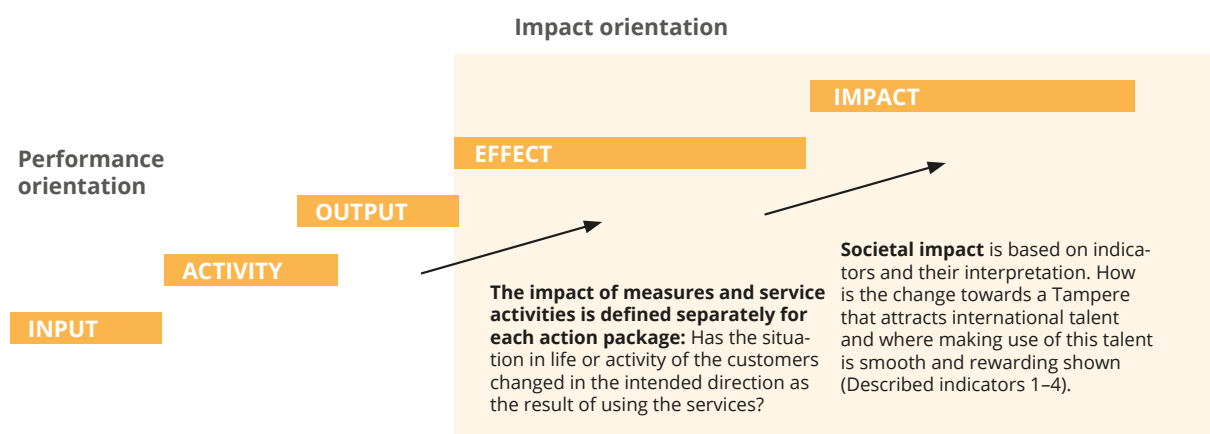


**FIGURE 6 . //** Foreigners' expanded unemployment rate (includes unemployed job seekers and those in the scope of employment measures (seed money, alternation leave, those employed with wage subsidies, labour market trainings, supported voluntary studies, rehabilitative work activity, coaching and work experiments) in the six biggest cities in 2014–2018.



Regional placement of non-Finnish or non-Swedish speaking employed persons who have graduated from Finnish universities in 2016 (a year after graduation) - % share

**FIGURE 7. //** Positioning of international students in or outside the region after graduation.



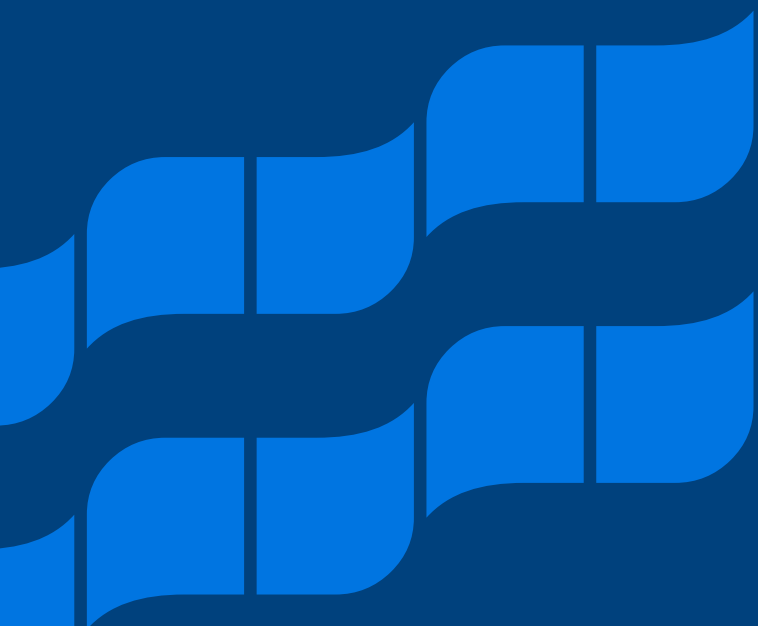
**FIGURE 8. //** Framework of assessing the impact of the programme: Defining indicators and impact objectives for activities as part of preparing the programme to further specify the indicators of societal impact





# 2

## **THEMES OF THE INTERNATIONAL TALENT ATTRACTION AND MIGRATION SERVICE BRANCH**



## 2.1 Living ecosystem

### **Tampere has an active and open ecosystem for attracting and utilising talent**

Developing a new operating model and service package requires a new kind of organisation of activities and continuous development. A network-like ecosystem has few hierarchies, so maintaining and developing an entity between several parties requires orchestrating and facilitating the activities. The International Talent Attraction and Migration service branch of the City of Tampere aims to function as part of the entity in this role.

A considerable amount of expertise in providing services and encountering customers, both with regard to immigration and internationalisation in a broader context, has emerged in the Tampere region. As the number of parties involved and functions increases, it is important to create a joint understanding of the parties, their competence and roles as part of the big picture, i.e. a description and understanding of the ecosystem on the whole. Also, clearly communicating about the services in general and the interface to the customer requires active cooperation and communication.

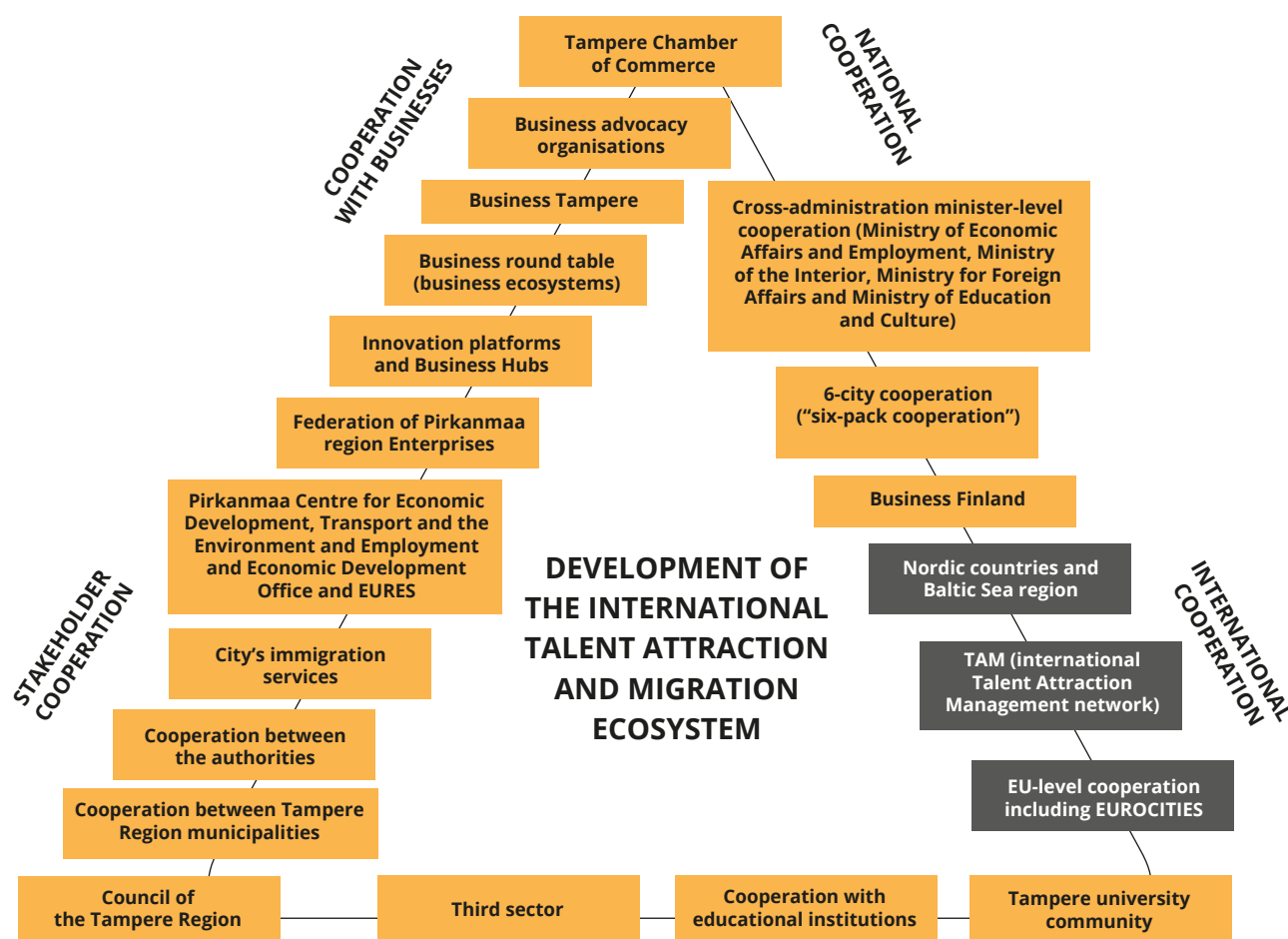
**Strategic policy:** Create a strategic, cross-sector holistic management model for internationalisation, with the focus on orchestrating cooperation between the parties providing services and the broader ecosystem.

The aim is for the management of international talent attraction and migration to utilise a holistic, platform-like and multilateral operating model transcending different policy segments that supports the development and utilisation of international talent in the region.

The key measures for a living ecosystem to emerge and promoting the activities becoming systematic are preparing the *Strategic Programme on International Talent Attraction and Migration* and *The City of Tampere's Integration Programme*, which will be completed during 2019. The linking to the national-level ecosystem is supported by stakeholder cooperation that particularly takes into account the internationalisation programme of the Tampere university community and the objectives and measures of the nationwide Talent Boost and International Skill Centre programmes. It is important to keep the ecosystem vital and open by ensuring cooperation between the parties and identified roles in implementing the shared objectives.

The shared objectives and service promises of the ecosystem have been identified in extensive stakeholder cooperation, not only in this Strategic Programme on International Talent Attraction and Migration of the City of Tampere, but also in revising the integration programme and the university community's programme work on internationalisation. The ecosystem based on identified and shared objectives and its continuous development are a key tool in the management of internationalisation services (Figure 9).

Measures	Indicator	Schedule of implementation
1.1. Preparing a strategic programme as stakeholder cooperation, taking into consideration the Talent Boost action programme, establishment of the International Skills Centre and measures of the university community's internationalisation programme	Completion of the programme	2019
1.2. Revision of the City of Tampere's integration programme	Completion of the programme	2020
1.3. Implementation and follow-up of the strategic programme	Indicators set for different measures	2019–2024
1.4. Establishment of a strategic steering group for monitoring the strategy and deciding on related guidelines	Establishment of the steering group and active participation	2019–2024
1.5. Organising regular joint ecosystem workshops to support the development of a shared view, learning and smooth service pathways.	Description of the ecosystem prepared, number of joint meetings and participants	2019–2024



**FIGURE 9. //** Key parties of the international talent attraction and migration ecosystem

## 2.2 Putting the channels in order

### **Tampere is accessible and attractive**

Attracting talent is an aggregate that guides talent, entrepreneurs and investments to Tampere and makes it possible for employers to smoothly access the international labour market. A key user group of the service is comprised particularly of employers that recruit internationally, i.e. companies, universities and research institutions, as well as international students, talent or business that will possibly be located in the Tampere region. With regard to attracting and recruiting international talent, the key parties are employers, for students they are educational institutions; there are also several private-sector service providers in the field, but the activities can also be supported as part of the service portfolio and marketing provided by the Tampere Central Region. Key objectives include increasing the share of skilled employees and entrepreneurs of immigration (degree students, skilled workforce, (growth) entrepreneurs), as well as increasing the investments obtained with the support of international talent and increasing the efficiency of the process of attracting them.

**Strategic policy:** Developing the systematics of attracting international talent and investments as a mutually strengthening aggregate.

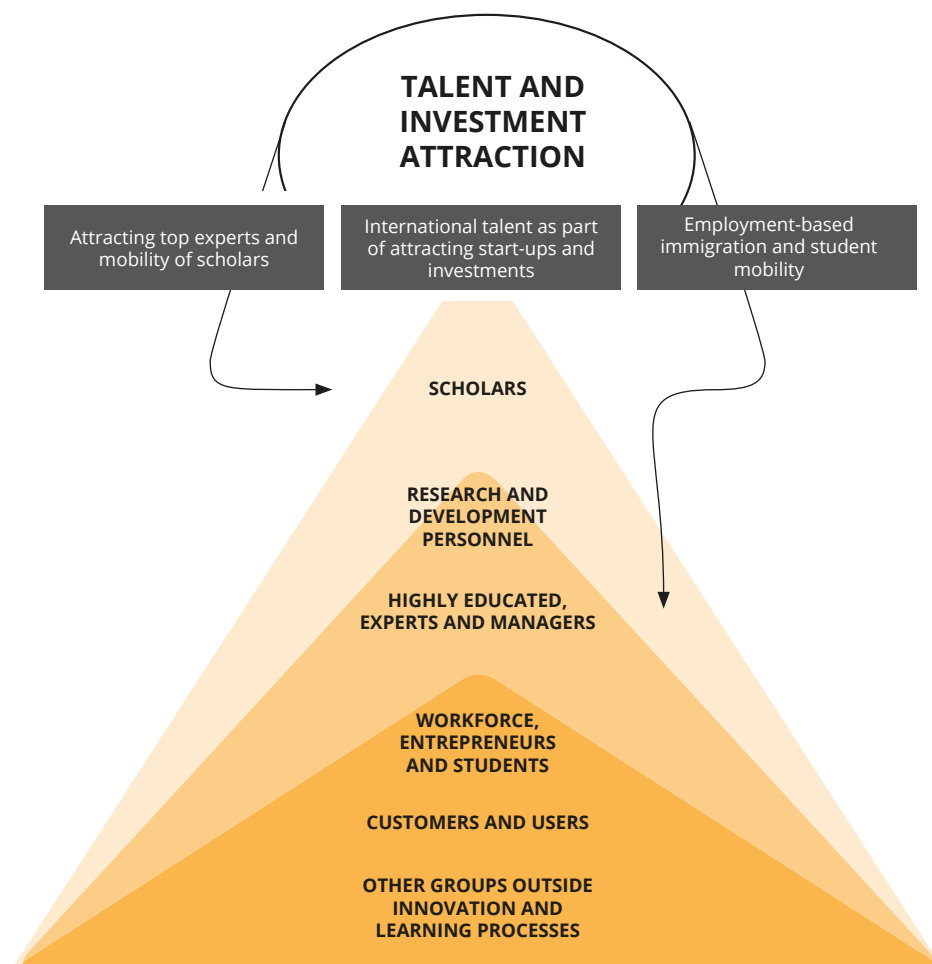
**The key goal** is to increase the awareness, accessibility and appeal of the Tampere region to attract students, talent, growth companies and investments with the help of a systematic operating model and national partners (e.g. Talent Boost, Ministry of Economic Affairs and Employment, Business Finland). Attraction campaigns and smooth permit processes support the desired development of appeal.

It is appropriate to identify the attraction of talent as an aggregate of its own in terms of marketing, brand-building and strengthening of visibility, even though content-wise and functionally the development of appeal can be strongly based on the key parties of the region and Talent Hub and Skills Centre functions. Developing the appeal of the channels is also largely about distributing information and marketing, with human and responsible activity at the core.



Measures	Indicator	Schedule of implementation
2.1 Organising national and international events systematically in cooperation with partners (e.g. organising the Ministry of Economic Affairs and Employment-coordinated Talent Boost Summit event annually in cooperation with other cities)	Number of events and number of participants	2019–2024
22.2 Business Finland cooperation in attracting international talent and start-up teams	Number and outcomes of attraction measures	2020–2024
2.3 Concepts and partnership model for organising attraction campaigns and pilot projects developing activities in cooperation with businesses and the university community	Realisation of the partnership model	2019–2024
2.4 The City of Tampere supports the appeal of universities with project and ecosystem cooperation so that universities would pay more attention to the career paths of international students already at an early phase of international degree programmes. (the aim is to enhance the employment and retention of international students in the region)	Quality and results of project cooperation with the university community.	2019–2024
2.5 Planning cooperation on international appeal for marketing and invest-in use	Plan on indicators completed and indicators deployed as a tool for attraction	2020–2024
2.6 Start of the planning of English-speaking service pathways for international talent and their families (e.g. early childhood education, basic education, upper secondary school education and housing services)	completed implementation plan	2021–2024





**FIGURE 10. //** Developing the systematics of talent attraction

#tampere	#internationaltampere	#mainio
#finland	#talenttampere	#oske

### Service promises to be pursued, prepared jointly in the programme workshops:

- “Overlapping functions will be eliminated, service pathways will be created together and flow of information and learning between the parties to the ecosystem are ensured to provide both corporate and private customers with a smooth package of services.”
- “We will utilise forecasting data and talent bank and other previously developed services in developing the operations”

### Comments from the online survey:

- “The city should invest in stakeholder communications, currently it is not working at all. There is no sense in developing services unless they are adequately communicated about early enough”
- “I would personally like to develop the Tampere region more internationally and open minded to be recognised around the world. More clear and easy communication, more services and support to be provided with a clear path and connections to complement each other”
- “It is important to identify the strengths of the extensive network of parties and utilise the network, not only in preparing the strategy, but especially also in implementing it. Integration and promoting internationalisation is a joint objective, and in addition to municipal organisations, it requires close and coordinated cooperation between enterprises and working communities, training organisers and the third sector.”
- “We would like to be involved in talent attraction and talent retention by opening up the possibilities of doing business in Africa, exporting Finnish businesses and linking local talents to Finnish industry and finally to identify potential talent pools in Africa for the Finnish market.”

## EXAMPLE

### Talent attraction as part of attracting investments and growth companies

A need for proving the ability of the Tampere Central Region to also attract international talent and their families has been identified in companies locating their investments and attracting growth companies to Tampere. For companies considering investment or specialists performing analyses on behalf of them ("site selectors"), it is important whether it is possible to attract key persons central to the company's operations to the region, often with their families. It should be remembered that according to studies, the most common reason for an expatriate assignment being suspended is related to the family, not as much to their work. According to some calculations, the premature interruption of specialist recruitment costs approximately USD 300,000 to the employer. Services that promote

the locating of talent and systematically collected data on the results can therefore function as an important tool in attracting investments as well.

In addition, knowledge of business environments and cultural factors that international communities already located in Tampere can offer in planning and implementing these efforts are a valuable addition to the process. Cultural expertise, trust and responsibility are created and realised in interpersonal activities, and they also lay down the foundation for the decisions guiding the locating of enterprises and talent. Developing a systematic operating model in order to develop visibility and image is a key theme in the programme work. It can be justifiably assumed that the significance of the individual level is emphasised when measures are targeted at small growth companies instead of investments within the framework of a "start-up visa"



Source: Business Tampere

## 2.3 Incentives to the top

### Tampere is a good place for utilising and developing talent

In particular, an aggregate that promotes the utilisation of expertise serves the university community, students, experts, entrepreneurs and employers who are looking for opportunities to utilise and develop their expertise in an international environment that promotes innovation and business in Tampere. There are several enterprises, environments and communities that develop innovation and business in the Tampere region, and linking them as part of the activities is important. Good and identifiable incentives emerge for utilising international talent in the Tampere region, which attracts and in particular commits international talent.

**Strategic policy:** Tampere smoothly utilises international talent in promoting business and innovation, as well as their networks in attracting investments and committing them to the area.

**A key goal** is an operating environment and culture that encourages making use of international talent and entrepreneurship in the Tampere region. International students, talent or entrepreneurs coming to the area and other parties aiming to make use of their expertise should get the best possible support for this, as well as an operating environment that supports linking to innovation and business communities and activities.

The *Talent Hub* platform makes up a key core of the **actions**. Services are provided by many private-sector service providers and the university community, meaning that the role of the public sector is to ensure the smoothness of operations, interactive nature and openness of the ecosystem and to strengthen the functioning and clarity of the regional aggregate. Developing a service structure aimed at companies and promoting the employment of international students are at the core of operations.

**Talent Hub** (see International Tampere Hub) aims to develop the internationalisation services of (top) specialists and companies and support the attraction of investments. At best, companies and diverse entrepreneur and innovation communities actively provide fixing points and employment and business opportunities to international talent within their ecosystems. A community of enterprises, universities and talent emerges in Tampere, benefiting both local parties and international talent, with systematic operating models for organising interaction.



Measures	Indicator	Schedule of implementation
3.1. Negotiating the Ministry of Economic Affairs and Employment's Talent HUB financing (see International Tampere Hub) as part of the City of Tampere's growth agreement: financing plan and stakeholder cooperation	Application for financing and financing cooperation realised	2019–2021
3.2 Talent Tampere services transferred to be part of the city's International Talent Attraction and Migration service branch platform	Talent Tampere services transferred	2019
3.3 International talent development projects and measures centralised under employment services	Decision on centralisation made	2019
3.4 Establishing the International Tampere Hub (Talent Hub) platform and a joint physical space for enterprise and international talent services, the Employment and Economic Development Office's international recruitment services, university community's functions relating to international operations and other key functions.	Space opened, operations commenced	2019-2021
3.5 International Tampere Hub (Talent Hub) also offers a foundation for the activities of business and innovation communities and facilitates the adherence of international talent – in particular, international students – to them. (e.g. Start-up house, Tribe community)	Service pathways realised as part of ITH	2020-2022
3.6 Reforming the Talent Tampere brand and communications to match the current operating environment	Evaluation of communications	2020-2021
3.7 Starting planning on combining the authorities' services relating to immigration and settling at the International Tampere Hub (Talent Hub).	Joint plan realised in cooperation between authorities and piloting complete	2020-2022
3.8 Developing the operations of the Immigrant Advice Centre Mainio as part of the International Tampere Hub (Talent Hub) concept, especially with regard to English-speaking services and digital services.	Mainio as part of the ITH aggregate	2019-2021



### Comments from the online survey:

- “My organisation likes to empower individuals to achieve things no matter their background through entrepreneurial activities.”
- “Offering services in English not only helps newcomers, but also companies owned and operated by non-native Finns”
- “Opening up services in English would also boost the image of Tampere as an internationally oriented city that is welcoming”
- “It is definitely a plus for us as we operate in English completely and we believe international approach should take more place in any other organisation and their services”
- “It is good to have services available in English. It attracts more labour here from abroad. Yet, learning Finnish is important if you apply for a job with a Finnish company, even if your working language is English.”
- “Maybe the companies could be educated as well. Companies often cannot imagine what potential the local internationals have – they must be educated, guided and mentored too.”

### Service promises to be pursued, prepared jointly in the programme workshops:

- “Enterprises and international talent are provided with an operating model in which the experts are given access to enterprise and innovation networks and enterprises can make use of international talent and networks for internationalisation and growing international business in Tampere”
- “We will make employment and internship positions more visible to international talent, help them to network with businesses and offer services in English.”
- For Tampere-based international talent, we will provide recruitment services for job-seeking, supplementary training and advice, as well as customised supplementary training courses.”
- As for enterprises, we promise as little bureaucracy as possible, a single point of service, possibility to tender service providers and service voucher as a means of payment.”
- “Service promise and guarantee: The payback time of a talent investment is short”

## 2.4 Engagement through expertise

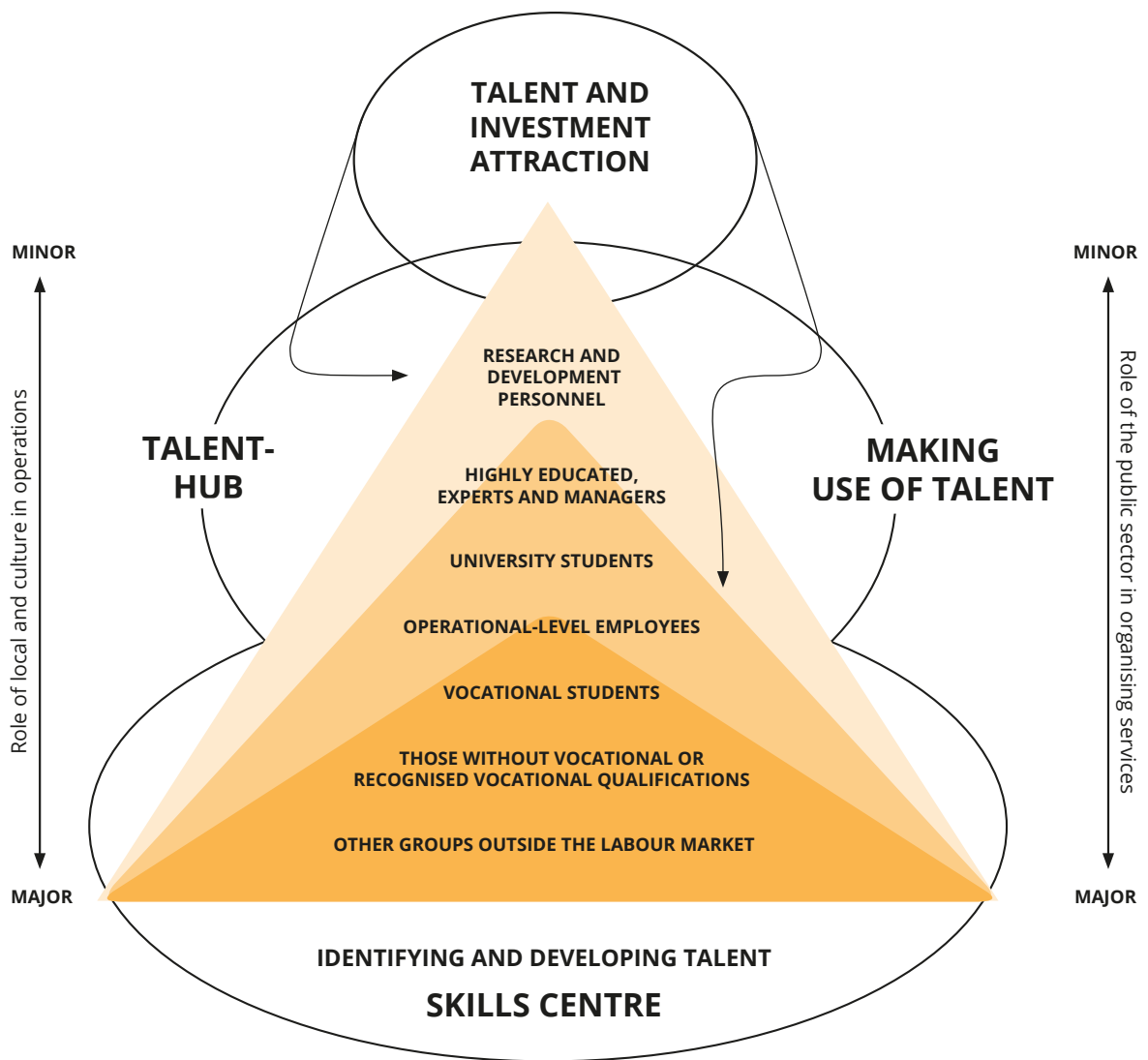
The engagement through expertise action aggregate targets immigrants in general and employers. The aim is to identify, survey and develop the professional competence of people with an international background. Identifying and developing professional competence makes it possible to tap so far unused potential and integrate it into the labour market and business of the Tampere region. Involvement via work and business pursues a rapid and rewarding way of integrating with the communities of the Tampere region and their value creation

**Strategic policy:** Making engagement possible – also for those in a difficult labour market position – for people with an international background through the identification, development and utilisation of competence as part of the value-generating Tampere community as its full members.

**A key aim** is to carry out competence surveys and promote the development of competence among customers with an immigrant background. This way, engagement takes place via new skills and competence, which facilitates operating with a new kind of a group or groups and increases the individual's experience of capability of creating value for the community. Developing professional expertise and vocational training is key to this.

**The key action aggregate** is formed around the *International Skills Centre* (OSKE). The service pathways for the employment and education of immigrants and people with an international background are created in multidisciplinary cooperation with the city's own service aggregates and e.g. state institutions and educational organisations to be smooth and clear to the customers and linked as part of the International Tampere Hub (Talent Hub) activities and fast track service, allowing a rapid transition to work or business. The Skills Centre operates in a strongly regulated service field that is in many respects organised by the public sector, so the role in *providing and organising* services is bigger than in the Talent Hub services. There are also lots of people in a particularly vulnerable position included in the scope of Skills Centre activities, so responsibility and inclusion are emphasised in organising the activities.

Measures	Indicator	Schedule of implementation
4.1. Commencement of Skills Centre activities in the form of multidisciplinary cooperation in a joint physical location (State's special grants (TYPA and Tredu) totalling EUR 830,000 for 2019)	the Skills Centre has commenced operations	2019
4.2. Multidisciplinary support services, multidisciplinary cooperation promoting employment (TYP customers) and adult social work	service planning carried out in cooperation	2019–2024
4.3 Key content of the service includes carrying out competence surveys and promoting the development of competence among customers with an immigrant background, promoting their employment, and ensuring the continuity of this activity.	Numbers of competence surveys and competence development plans, numbers of people who have become employed	2019
4.4 Defining cooperation and joint service pathways with International Tampere Hub (Talent Hub) (e.g. Fast Track for promoting the employment of international students)	Implementation of the Fast Track service pathway	2019–2021
4.5 Tredu promotes solutions customised for students with an immigrant background and functioning training pathways for obtaining an occupation in cooperation with the region's vocational education network. Vocational degree programmes are developed for non-Finnish or non-Swedish speakers, and precision support is offered to students at risk of dropping out.	Development of vocational education in the network and new education pathways	2019–2024
4.6 The activities of the Immigrant Advice Centre Mainio (multilingual low-threshold advisory services) are developed as part of the Skills Centre activities and customer service is made faster with digital service channels.	Mainio as part of OSKE and digital service channels deployed	2019–2022



**FIGURE 11. //** The action packages in providing services and key targets of joint activities in the ecosystem clearly have different focuses, but they have many overlaps.

### Service promises to be pursued, prepared jointly in the programme workshops:

- "We at OSKE (TYPA, Tredu, Centre for Economic Development, Transport and the Environment and adult social work) will jointly seek a solution with you who are wishing for a job or study place or an employee for your company, avoiding scattered services or sending the customer back and forth and increasing personal engagement and focus on solution."
- "Asylum-seekers get faster out of the reception centres with better baseline knowledge to services relating to studying and job-seeking."
- "We holistically investigate a clear path for a customer who needs social support to working life and take responsibility for smooth progress on the path."
- "For employers, we provide comprehensive and expert support for recruitment multi-disciplinary, develop job-seekers' skills to meet the needs of employers and develop services in a customer-oriented way using the methods of co-development and service design together with the customers"
- "ur cooperation is smooth and facilitates solutions customised for students with an immigrant background in vocational training and the best way for them to obtain an occupation." (relating to livelihood, location, place, time, duration, support for the family and learning support and guidance)

### Comments from the survey:

- "Education plays the most important role in the integration of immigrants. Those being integrated should have access to language instruction and vocational training as soon as possible to start the integration process and avoid delays to entering working life."
- "Professional integration of immigrants is one of the most efficient methods of making international talent part of the society."
- "Investments should be made in employing immigrants without delays when they arrive in Finland."
- "We are engaged in developing low-threshold places for encounters where immigrants and Finns could get to know each other by engaging in joint activities"
- "Investigating and treating refugees' traumas and integration-related mental issues is important in integration. So is network work with other authorities"





# 3

## PROCESS OF THE PROGRAMME



## 3.1 Inclusive preparation and progress of the programme

The programme has been prepared in extensive stakeholder cooperation. The starting points and process were presented to municipal decision-makers in February 2019. The content and service promises of the strategic programme were defined in three workshops in Tampere with different focuses:

- City of Tampere and university community  
20 March 26 people
- Talent Hub and International Skills Centre 22  
March 30 people
- International experts and enterprises 25  
March 29 people

The theme was also discussed in the Tampere City Council's strategy day workshop on 26 April.

Furthermore, there was an open online survey in May 2019, with 27 responses, mainly very elaborately formatted.



Author: Mika Raunio

Facilitation of workshops and inclusion: Eeva Kiiskinen, Gofore

Responsibility for preparation: Mari Taverne, City of Tampere

Illustration: Pirita Tolvanen (s.9)

Photos: Mirella Mellonmaa (s.28, 38), Shutterstock

Layout: Markkinointiosakeyhtiö i2

