

A photograph of four individuals standing against a dark background. From left to right: a man in a light blue shirt, dark vest, and patterned bow tie; a woman with blonde hair in a black top; a man with glasses and a yellow beanie in a grey striped shirt; and a woman with red hair in a grey blazer. The text is overlaid on the image.

# THE WORLD OF GLOBAL RECRUITMENT: CITIES AND REGIONS AS HUBS FOR GLOBAL TALENT

PROFESSOR ADAM SMALE  
DEAN, SCHOOL OF MANAGEMENT  
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# Global War for Talent



- ▶ Gaps in global supply and demand
  - ▶ Emerging markets
  - ▶ Rise of country/regional talent specialisation strategies
  - ▶ Digitalisation and remote work -> fishing in the same pond?
- ▶ Continual shift to the knowledge economy & Industry 4.0
  - ▶ Professional, expert, 'knowledge work'
  - ▶ 'Tacit interactions' – require judgment, empathy, soft skills (cannot be automated)
  - ▶ Entrepreneurial talent: start-ups as an engine of regional development



# Finland: From immigration by numbers to immigration by design?



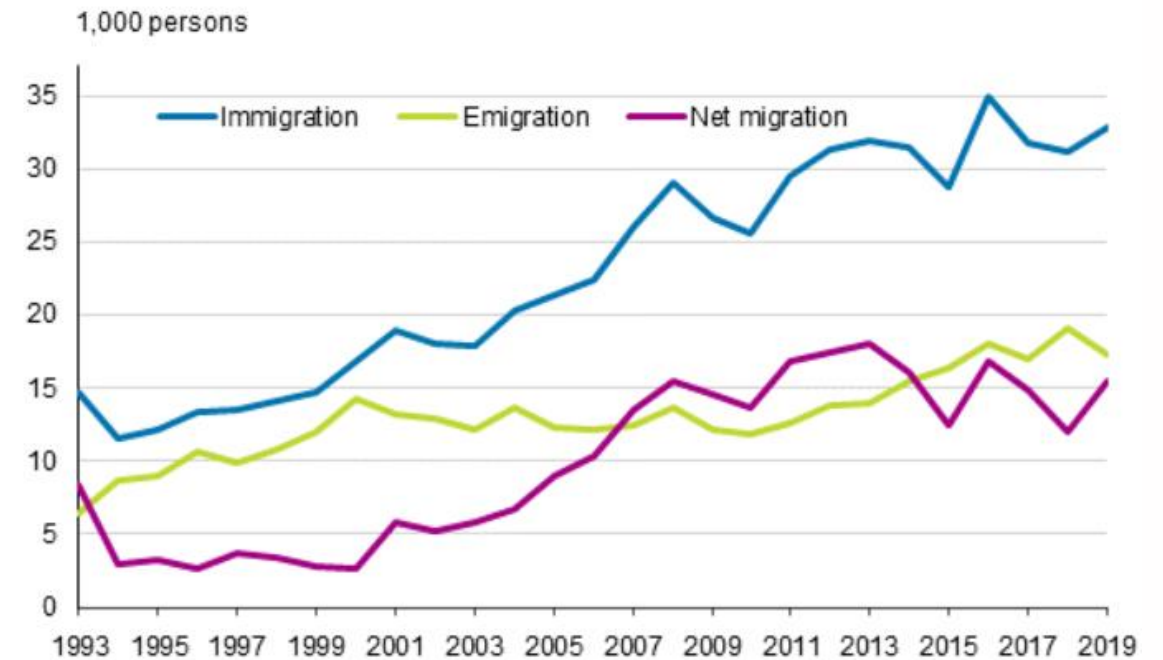
## ▶ *Story so far...*

- ▶ Brain drain, but good domestic supply
- ▶ Bureaucratic residence and work permits, based largely on historical developments
- ▶ People 'discover' Finland, and find integration challenging (42% of emigrants are non-Finns)

## ▶ *In the near future...?*

- ▶ Mindset shift: Branding and service mindset
- ▶ Proactive search and attract (FDI, returnees, Brand Finland, climate & Covid-19 haven...)
- ▶ Nationally integrated employment, education and foreign policies + city initiatives
- ▶ Quicker permit processing times
- ▶ Intensive, accessible language training

Migration between Finland and other countries 1993–2019



Source: Statistics Finland



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# Talent attraction: City/country 'as a service'



## Are you a 90 Day Finn?

A world-leading technology hub in a value-driven society. A well-organized, stable and caring democracy where everything just works. A place that lets you live more and worry less.

This is your call for a 90-day audition in Helsinki, featuring an unseen level of work-life balance!

[Apply for 90 days in Helsinki >](#)

## Helsinki Relocation Package: City as a Service

City as a Service is an all-inclusive service bundle that unlocks the entire city, built to help international talent feel at home in Helsinki.

We will provide selected applicants with a free 90-day relocation package for the entire family. We'll arrange your housing, daycare, schooling, everything you need - the real deal, just like a Finn.

In contrast to 'Golden Visa' programs, no charges or investments are required. We're not after your money but all about lasting relationships. The real question is: are you up to try a life that's utopia to many, reality for Finns?



Cities will play increasingly central roles  
as entrepreneurial talent hubs



*The critical role already played by cities to set up  
incubators and accelerators will become more  
and more relevant*

Specialised talent strategies will emerge

Smart Cities' strategies will place a greater  
emphasis on entrepreneurial talent

Cities must foster an atmosphere of innovation  
and ideas that encourage entrepreneurs



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# 1. Adopting an ‘...as a service’ Mindset



- ▶ More *sales and marketing* than HR
  - ▶ Conceptualisation of core tasks: Brand, unique value proposition, customer experience
  - ▶ Proactive approach; potential candidates as customers
    - ▶ Traditional HR = “we advertise interesting opportunities” [process focus]
    - ▶ Marketing-driven talent management = “we want YOU” [person focus]
- ▶ **Servitization:** Focus on the ‘total customer experience’
  - ▶ First impression -> ‘dating’ -> induction -> integration
  - ▶ Some customisation to different personal needs

Click Here To Apply!



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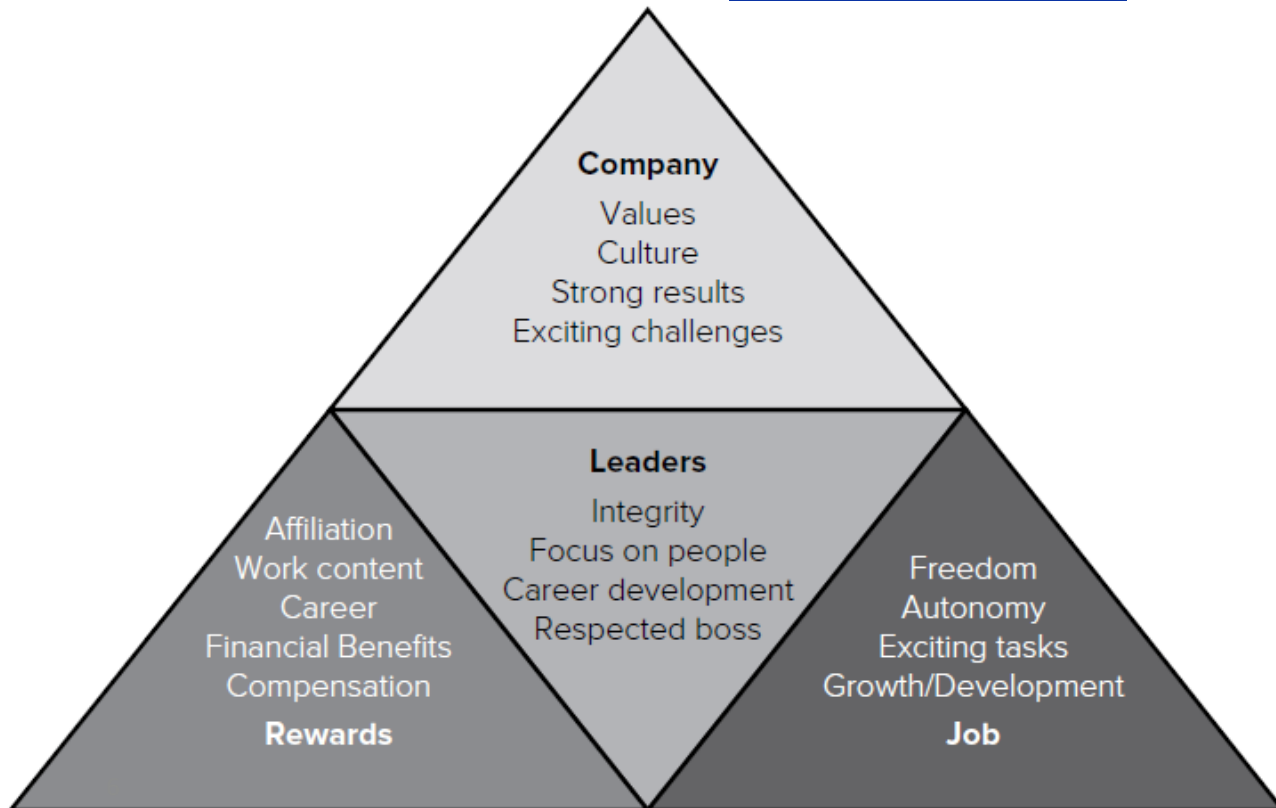
# International Employee Value Proposition



Country: Finland

City/region: e.g. Vaasa

**TALENT  
BOOST  
COOKBOOK  
FINLAND**



What is our **value proposition** to potential talent?

- ▶ *Inspirational*: Is it enticing?
- ▶ *Unique*: Does it make us stand out?
- ▶ *Fit*: Does it help us attract the 'right' people?
- ▶ *Global*: Must we emphasize different things in different parts of the world?

As with customers, talent **pay a price** to come to work for you in Finland: e.g.

- ▶ *Harsh climate, difficult language, high cost of living*

But they also **get something in return**: e.g.

- ▶ *High standard of living, social mobility, safety*

**Value Proposition is the balance between GIVE and GET.**



# International Employee's Family Value Proposition



Who takes care of *their* attraction, and integration into Finnish society?

- ▶ Career or education opportunities for spouse
- ▶ English-speaking school/playschool
  - ▶ Access to native language education
- ▶ Language training and cultural integration
- ▶ Accessibility of local information (hobbies, events)
- ▶ Connections to other international families
- ▶ Where can they discover the 'secrets' of how to thrive in Finland



How good are company recruiters at this?

# Talent attraction and retention: Views from international employees



## Quality of Life

1	Taiwan
2	Austria
3	Japan
4	Spain
5	Costa Rica
6	Malta
7	Czech Republic
8	Singapore
9	Germany
10	Switzerland
11	South Korea
12	Canada
13	New Zealand
14	Portugal
15	France
16	Australia
17	Luxembourg
18	Ecuador
19	Finland
20	Hungary

Finland # 19 / 67

- Leisure options
- Personal happiness
- Travel & transport
- Safety & security
- Health & wellbeing

**Infrastructure!**



## Ease of Settling In

1	Mexico
2	Costa Rica
3	Uganda
4	Malta
5	New Zealand
6	Philippines
7	Romania
8	Ecuador
9	Spain
10	Taiwan
11	Oman
12	Bahrain
13	Canada
14	Cyprus
15	Argentina
16	Portugal
17	Colombia
18	Malaysia
19	Kenya
20	Australia

Finland # 59 / 67

(Sweden # 62, Norway # 63, Denmark # 65)

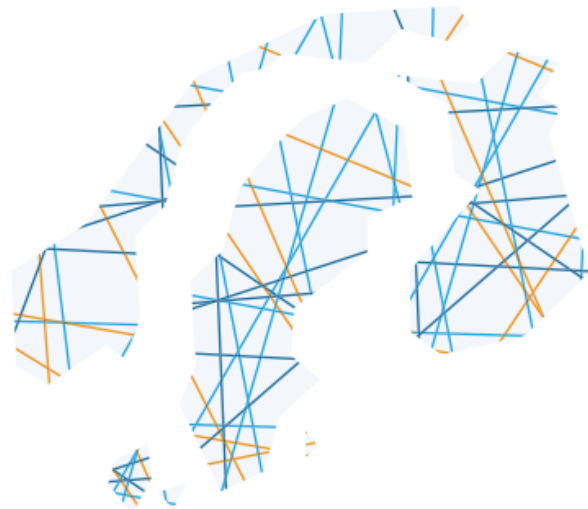
- Feeling welcome
- Friendliness
- Finding friends
- Language

**Culture!**





# Talent attraction and retention: Views from the Nordics



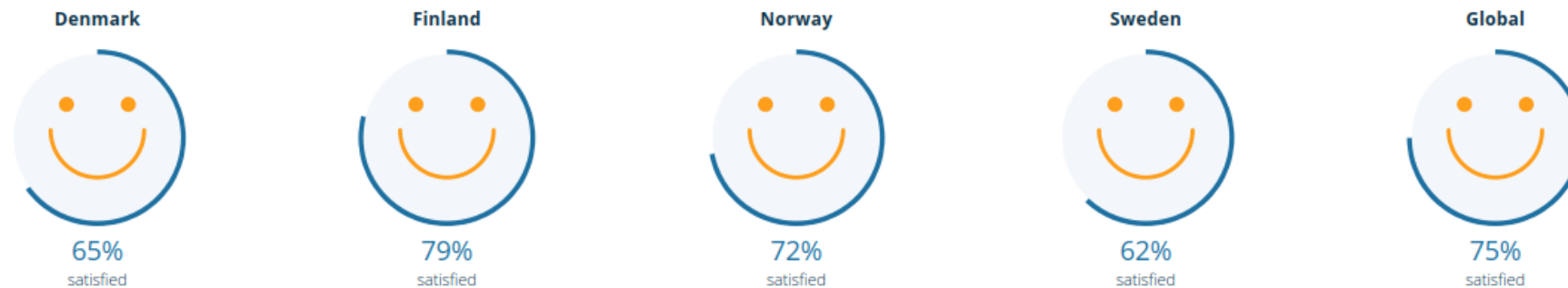
	Denmark	Finland	Norway	Sweden
<b>Overall Ranking</b>	48	19	35	44
Quality of Life	25	8	20	29
Ease of Settling In	63	51	54	57
Working Abroad	21	16	6	14
Personal Finance	51	42	55	46
Cost of Living	63	48	60	50
Family Life	10	1	6	2

In total, 64 destinations were ranked. The Family Life Index only includes 31

## TOP FINDINGS

- All Nordic countries are among the top 10 in the Family Life Index.
- They also do well for digital life, safety and security, and health and well-being.
- Expats enjoy the work-life balance but are often dissatisfied with their career prospects.
- The high cost of living is a frequent cause for complaint.
- Expats throughout the region struggle with settling in.

### Level of Satisfaction among Expats



# Internationalisation:

What can we learn from global mobility and expatriation?



- ▶ One of the most common causes of unsuccessful international relocations is ***lack of adjustment by the spouse and family***
  - ▶ Increasingly important with more dual-career couples and ‘helicopter’ parents
- ▶ ***Perceived support*** (or lack of it) is critical
  - ▶ Especially when ‘honeymoon’ turns into ‘culture shock’
- ▶ Global mobility and working abroad can be extremely ***stressful*** and ***affects well-being***
- ▶ ***‘Contact breeds liking’*** -> acculturation
  - ▶ Frequent contact with locals can resolve misunderstandings and lead to high-quality relationships
  - ▶ Isolation and/or commuting (two homes) rarely work out in the long term

# Internationalisation:

## Diversity & language



*”Diversity is being invited to the party; inclusion is being asked to dance; acceptance is dancing like no one is watching.”*

- ▶ **Language glass ceiling** in society and in your organisation? What messages are being received about inclusion and chances of promotion?
- ▶ Do international employees feel they have a **voice** in decisions? (councils, boards, committees?)
  - ▶ How do you get around *”hallintokieli on suomi”*
- ▶ What are your expectations for **integration and language skills**?
  - ▶ How does the region/your organisation incentivise and support this?
- ▶ How to ensure that lack of inclusion/acceptance doesn’t become a **retention** issue?

”Arbitrary language policy” is one of the most frequently-cited reasons why international graduates struggle to find employment

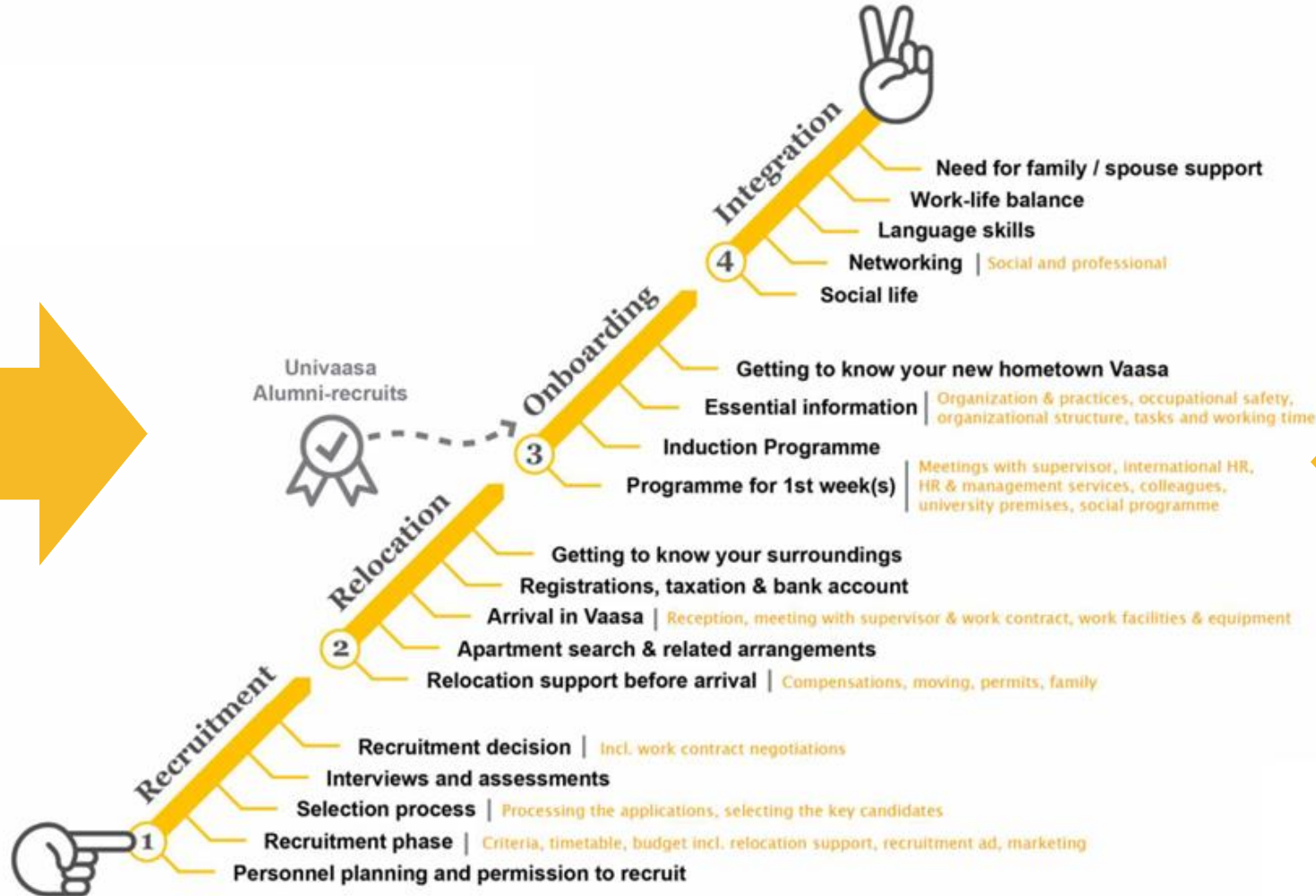


# 2. Developing a stakeholder model of the international 'talent experience'



*What does the organisation do?*

*(not self-evident for SMEs!)*



*What do other stakeholders do?*

- City/region
- Employment agencies
- Entrepreneurship Hubs?
- Employer associations
- Professional relocation providers?
- Higher education?

# International talent supply

Ministry internationalisation programmes (yliopistot, 2021-24)



- ▶ Attract larger number of international students to address current and future shortages
- ▶ Continuous improvements in the employment and integration of international graduates and skilled immigrants
- ▶ Financial 'boost' for Talent Boost
  - ▶ Service promises (>10 MEUR/year)
  - ▶ Talent Hubs (>2 MEUR/year)
  - ▶ Supporting Immigrants in Higher Education in Finland, SIMHE (1,5 MEUR/year)
  - ▶ Suomi-stipendit / Finland stipends – Masters & PhD (400 KEUR/year)

# 3. Building an HE-industry alliance for international graduate employment



- ▶ **Deepening of business-integrated education**
  - ▶ Advanced internships, industry mentor, 'visit a job', live cases, thesis projects, hackathons
- ▶ **Formalising university-industry collaboration**
  - ▶ Corporate relations as a part of careers services
  - ▶ Industrial PhD opportunities
- ▶ **Inexpensive, intensive language competence development**
  - ▶ Integrated in degrees + new innovative language centre solutions
  - ▶ Pathway to Finnish citizenship
- ▶ **Needs driven talent hubs (Smart City model)**
  - ▶ e.g. Digitalisation Academy, EnergyVaasa
  - ▶ Entrepreneurship incubators
- ▶ **Broaden offerings in continuous education**
  - ▶ Lifelong learning, open university, e-learning, MOOCs



## ***Future measures of success (Ministry)?***

1. Kansainväliset rekrytoidut opiskelijat
2. Valmistuneet & määräajassa valmistuneet
3. Mentori-opiskelija parit
4. Yritysyhteistyössä toteutetut kurssit
5. Harjoittelujaksot yrityksissä
6. Sijoittuminen työelämään

# Summary: Cities and regions as hubs for global talent



1. Adopt an '...as a service' and proactive mindset to talent attraction and retention
2. Develop a stakeholder model to deliver the best international 'talent experience'
3. Build an HE-industry alliance that supports international graduate employment and entrepreneurial start-up activity



**Thank you / kiitos! / tack!**

► [adam.smale@uwasa.fi](mailto:adam.smale@uwasa.fi)



#DrSmale



Vaasan yliopisto  
UNIVERSITY OF VÅASA