



Inventory report

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Keywords

Expat, globalization, Central Baltic Sea Region (CBSR)

FOREWORD

Thanks to globalization, we are offered all sorts of exotic food onto our dining table; we are connected through explosive information; and the population growth in our regions accelerates by bringing talents from all over the world to our neighbourhood.

Looking back at the prehistory, for months and maybe for years, our ancestors travelled on foot in search of a better place to survive on our planet. In the global world today, people easily move from one country to the other to pursue their ideal life styles and achievements. This group of people, hereafter called “expat’s”, is well educated and possesses outstanding professions, international experiences and a local knowledge of their country of origin.

While country borders are no longer an obstacle to mobility, expats travel willingly from one big city to another. It’s getting more and more obvious that only attractive cities and regions acting responsively are able to tap this talent pool and make expats part of their human capital and thus utilize them to attract foreign direct investments and international companies. This phenomenon is offering opportunities and challenges to the competitiveness and economy of our regions.

Compared to many European forerunners in attracting talents, the partner regions of the Expat-project in the Central Baltic Sea Region, that are regions from Sweden, Finland, Estonia and Latvia, are rather new in receiving expats. Indeed, given the condition of the national immigration policy, there might be a long way ahead before we can reach political consensus on how we can act promptly to grasp this flow of talents and how to retain them.

However, opportunities and challenges are at hand and our cities and regions simply cannot wait. In principle, most of us, capital cities and regions, benefit the most from receiving these newcomers and have to offer immediate and adequate public services to the expats. By doing that we harmonize our community, strengthen our local economy and increase our competitiveness in a global business operation world today.

Expats are just like any of us; like we, they work, they consume, they seek for the meaning of life and they would like to achieve a sense of belonging somewhere. As simple as that, we wish this report will give you an overview on the services offered to expats in our regions and what expats genuinely expect from the public service. We also hope it will generate fruitful dialogues between our new citizens and the public sector in each mentioned region and hence make our regions truly international and welcoming regions to stay for talents regardless of from where they are.

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INTRODUCTION

Networks and services are both macro level terms for social activities and institutions. According to recent statement by Finland's leading independent think tank Demos Helsinki, international know-how has revolutionized during recent years. International know-how has changed and expanded through various routes. It has been noted that students shifting to working life get their international know-how much more through hobbies, entertainment and by networking in peer groups rather than just travelling throughout the world. There are also a number of international experts but they are poorly utilized by companies.

The Expat-project has taken a dip into the international talent pool by doing an extensive field study on existing services and networks for international talents. These services have then been tested in workshops by the international talents and summarised into the Expat-project's Inventory report. The services include both pre-departure and soft landing services, the networks comprise both leisure and professional networks, which have been analysed and categorized according to the Maslow's hierarchy of needs.

Although the countries involved in the project have quite different starting points, however, there are many similar observations and needs. Maybe the most difficult thing is to lift the cat on the table and discuss issues as they really are. One big challenge is the segmentation of customers and tailoring services to fit those special needs, in an environment where all are supposed to receive equal service. Is it correct to treat expatriates or immigrants as one group even though they are different from each other?

The Inventory report shows that there are services in the Central Baltic Sea Region (later: the CBSR) to fit all needs, the challenge is how to find the services and also the fact that the services are scattered around the area. In respect to the broadness of services, Finland and Sweden have a broader range, while the services of Estonia and Latvia restrict to basic services provided by the public administration. Building a virtual community, a platform for communication amongst expats and networks but also the public sector is one step on the way of binding the region together and raising general awareness. The challenge though is how to ensure sustainability and development of such a community. In the Hague, in the Netherlands, they have found strength in cooperation involvement of the fourth sector, i.e. volunteer organisations, NGO's, NPO's etc. and the public sector.

Although emphasize is being put on social networks and virtual platforms, actual gathering places should not be forgotten either. People need to meet physically, both professionally but also for fun and leisure. The latter is something that locals up here in the north do not think of. The expats want to find local friends and integrate to the society. The society needs this to happen in order to be able to grow, not to mention even only to survive!

The inventory report shows good practices and a palette of services in order to make an easier access to the Central Baltic Sea Region. It can and should be used as a practical guide. It does not offer answers to everything but it offers many questions. As individuals, regions and countries we are small. Together there is strength. Let's get to work!

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1 EXPAT NETWORKS AND SERVICES IN THE CENTRAL BALTIC SEA REGION

1.1 INTRODUCTION

Networks and services are both macro level terms for social activities and institutions. According to recent statement by Finland's leading independent think tank Demos Helsinki, international know-how has revolutionized during recent years. Of course the situation differs between the project's regions, but because of the globalized networks we are not that far from each other when thinking about knowledge jobs and the most talented expats. And even if the regions are seen to be too different in order to apply these thoughts for the whole CBSR there always remains the possibility to benchmark and learn new ways of thinking.

The statement by Demos (2013) translated in English is called Hidden knowledge. It states that we do not recognize modern international knowledge workers and their talents – but that talent is exactly what every employer needs in this ever changing world. It would be fruitful to open up this statement a bit before stepping deeper into the issue of networks and services in the CBSR so;

International know-how has changed and expanded through various routes. It has been noted that students shifting to working life get their international know-how much more through hobbies, entertainment and by networking in peer groups rather than just travelling throughout the world. There are also a number of international experts, but they are poorly utilized by companies. Besides the creative class, there is an expanding class called the 'curious'. However, recruitment procedures do not however recognize these people. Employers do not pay attention to international know-how when recruiting, but, as the matter of fact the international features are exactly what employers actually want from workers.

Global megatrends are causing a need to have more and more people, who understand these complex processes – one region, country or even the entire Baltic Sea region is not able to produce all the knowledge needed in order to keep up with the ever toughening competition. The curious class enhances the competitiveness and well-being by solving the wretched difficulties our regions are facing. International know-how is easy to increase; read, enjoy and search – and be curious!

Description above is what the Expat-project means by networks and services; giving an added value to the international know-how by making the internationality visible in our regions. One good way to describe it is through Maslow's hierarchy of needs. Therefore, in order to understand the idea we have to dig into the idea by Maslow.

The Maslow's hierarchy of needs

The hierarchy of needs is literally based on the very needs of expats living in a certain region. As Maslow put it himself, the first four steps are those that should be possible even for an expat to fulfill quite easily – if the region is at all competitive in the global race for talented immigrants. According to Maslow, that is the highest need, self-actualization, has been achieved by just about two percent of people worldwide. Naturally enough, in western countries that percent is higher, and there is no reason why we should not start aiming to at fulfilling even those needs for expats.

Our aim however in the Expat-project is to find out about basic needs and especially about needs on the third and fourth levels and the possibility for expats to find services or networks that fulfill their needs.

One could also argue that the first and second level “services” are those that are needed even before arriving (housing, money to be able to survive, some knowledge about the culture etc.) If the region wants to be attractive for expats and competitive as well, one could also argue that those third and fourth level services and networks should somehow also be found through the internet nowadays.

But let's now cut to the chase and introduce the five levels of needs:

Maslow states that while he originally thought the needs of humans had strict guidelines, the “hierarchies are interrelated rather than sharply separated”. This means that the levels are not strictly separated; instead, the levels are closely related.

Physiological needs

The definition of physiological needs is quite obvious; they are the physical requirements for human survival. If these requirements are not met, the human body cannot function properly, and will ultimately fail. Physiological needs are thought to be the most important; they should be met first. Therefore, a human lacking food, love, esteem, or safety would consider the greatest of his/her needs to be food. Air, water, and food are metabolic requirements for survival in all animals, including humans. Clothing and shelter provide necessary protection from the elements. Since expats quite often are educated and therefore not lacking the very basic needs either, it is of course arguable what their specific needs are. But still one quite big issue from the point of view of relocating is accommodation. Consequently it is important to learn about the process in question and the services used, as well as to function them.

Service examples: relocation services, English kindergarten and school, web services telling about basic procedures in the region

Safety needs

With their physical needs relatively satisfied, the individual's safety needs take precedence and dominate his behavior. In the absence of physical safety – due to, let's say racism – expats may experience a stress disorder. In the absence of economic safety – due to financial crisis and the lack of work opportunities – these safety needs manifest themselves in ways such as a preference for a job security.



Safety and Security needs include: Personal security (for example racism, services like police and campaigns to overcome racism), financial security (any job or income), health and well-being (for example medical services), safety net against accidents/illnesses and their adverse impacts (for example insurance)

Service examples: police, integration service for expats, safety services in English, overall feeling of racism

Belonging

After the physiological and safety needs are fulfilled, the third level of human needs is interpersonal and involves feelings of belongingness. Deficiencies within this level of Maslow's hierarchy – due to hostility, neglect, shunning, ostracism, etc. – have an impact on each individual's ability to form and maintain emotionally significant relationships in general, such as: friendship, intimacy, family. Humans need to feel a sense of belonging and acceptance among their social groups, regardless if these groups are large or small. For example, some large social groups may include clubs, co-workers, religious groups, professional organizations, sports teams, and gangs. Some examples of small social connections include family members, intimate partners, mentors, colleagues, and confidants. Humans need to love and be loved - both sexually and non-sexually - by others. In the absence of this love or belonging element, many people become susceptible to loneliness, social anxiety, and clinical depression. Depending on the strength of the peer pressure, this need for belonging may overcome the physiological and security needs,.

Service examples: open English clubs and events, officials working towards expats feeling welcomed, web services based on networking, working places giving integration – for example language training, any service giving more than just "basic" services in English.

Recognition

All humans have a need to feel respected; this includes the need to have a good self-esteem and self-respect. Esteem as such presents a typical human desire to be accepted and valued by others. People often engage themselves in a profession or hobby to gain recognition. These activities give the person a sense of contribution or value. *A low self-esteem or an inferiority complex may result from imbalances during this level in the hierarchy.* People with a low self-esteem often need respect from others; they may feel the need to seek fame or glory. Psychological imbalances, such as depression can hinder the person from obtaining a higher level of self-esteem or self-respect. In the expat point of view the following question will then be: are there enough services to respond to these specific needs like meeting professionally like-minded people?

Most people have a need for a stable self-respect and self-esteem. Esteem is the need for respect from others. This may include a need for status, recognition, fame, prestige, and attention. For expats this is a question of feeling appreciated in the working life and also when off duty.

Service examples: Rotary international, Erasmus, talent match, cultural associations, local language courses for expats, and any services targeted just for special expat groups.

Self-actualization

“What a man can be, he must be.” This quotation forms the basis of the perceived need for self-actualization. This level of need refers to what a person's full potential is, and the realization of that potential too. Maslow describes this level as the desire to accomplish everything that one is able to do to become the most that one can ever be. However, this is a broad definition of the need for self-actualization; when applied to individuals, the need is a specific one. For example, one individual may have the strong desire to become an ideal parent. In another, the desire may be expressed athletically. For others, it may be expressed in painting pictures, or perhaps inventions. As previously mentioned, to understand this level of need, the person must not only achieve the previous needs, but also master them.

According to the expat point of view an expat must be highly appreciated by the “local culture”, in order to this need to be fulfilled – a company or a city must truly understand the value of international people and their existing networks.

Service example: focused services for talented internationals (Otaniemi international companies/cities funding focused services for expats, international schools (arguable if more basic level service), and projects like Expat).

1.2 OVERALL FINDINGS

Services and networks can be divided by the providers. They are public officials, private enterprises and non-governmental organizations. All of these types are visible in all of the regions taking part in the Expat-project. The most difficult task of these service providers is the segmenting of customers. The target groups used in the Expat-survey (see *chapter*) consisted of eleven different groups – the minimum taxonomy being students, workers and job-seekers. Besides that, there are of course huge differences in needs based on the cultural differences between all the nationalities.

The lack of social integration is the common challenge shared by all of these groups.

Even though a number of services are already present in the CBSR, further development is needed especially in the field of organizing the whole ‘expat service range’.

When considering the pre-departure information, there is a lot to be done in order for the info to reach out to the individual expats. Regarding the whole CBSR, the region might lack an overall image, like in Shanghai for example. Innovative ways of marketing, as well as handing out information is called for.

One possible solution for giving out information before and after arriving to the CBSR is the initiative by the Expat-project – an e-platform for expats in the CBSR gathering information about services and networks for internationals. There are also multiple examples of best practices in pioneer regions such as Stockholm, Amsterdam, The Hague and Toronto (see *later chapters*).

In the end, research about internationals is still rather scarce in our regions. It is somewhat impossible to even categorize the highly educated internationals since national statistics do not see

them as a separate group. Expat-project states, that this issue should be addressed in a more serious way, if there is a true wish to develop the CBSR in a more competitive way. (Annex 1)

2 SOFT LANDING SERVICES

2.1 DEFINITION OF SOFT LANDING SERVICES

In order to attract international talents and students to the Central Baltic Sea Region and to retain them here, it is essential to minimize any migration related obstacles that may occur during the reallocation phase, as well as facilitate the integration of the newcomers into the local community, providing the base for a so called “soft landing”. Services provided to the incoming expats and international students upon their arrival to the destination country, starting from the formalities related to the residence and work permits, health care, language teaching and ending up with the organized free time activities are all related to the soft landing. These services allow a better life quality for expatriates and their family members arriving alongside, and from the moment of their arrival. Quality soft landing services help the integration process and increase the possibility to retain the target group in the country for a longer period, benefiting from the knowledge based economic value of these international talents.

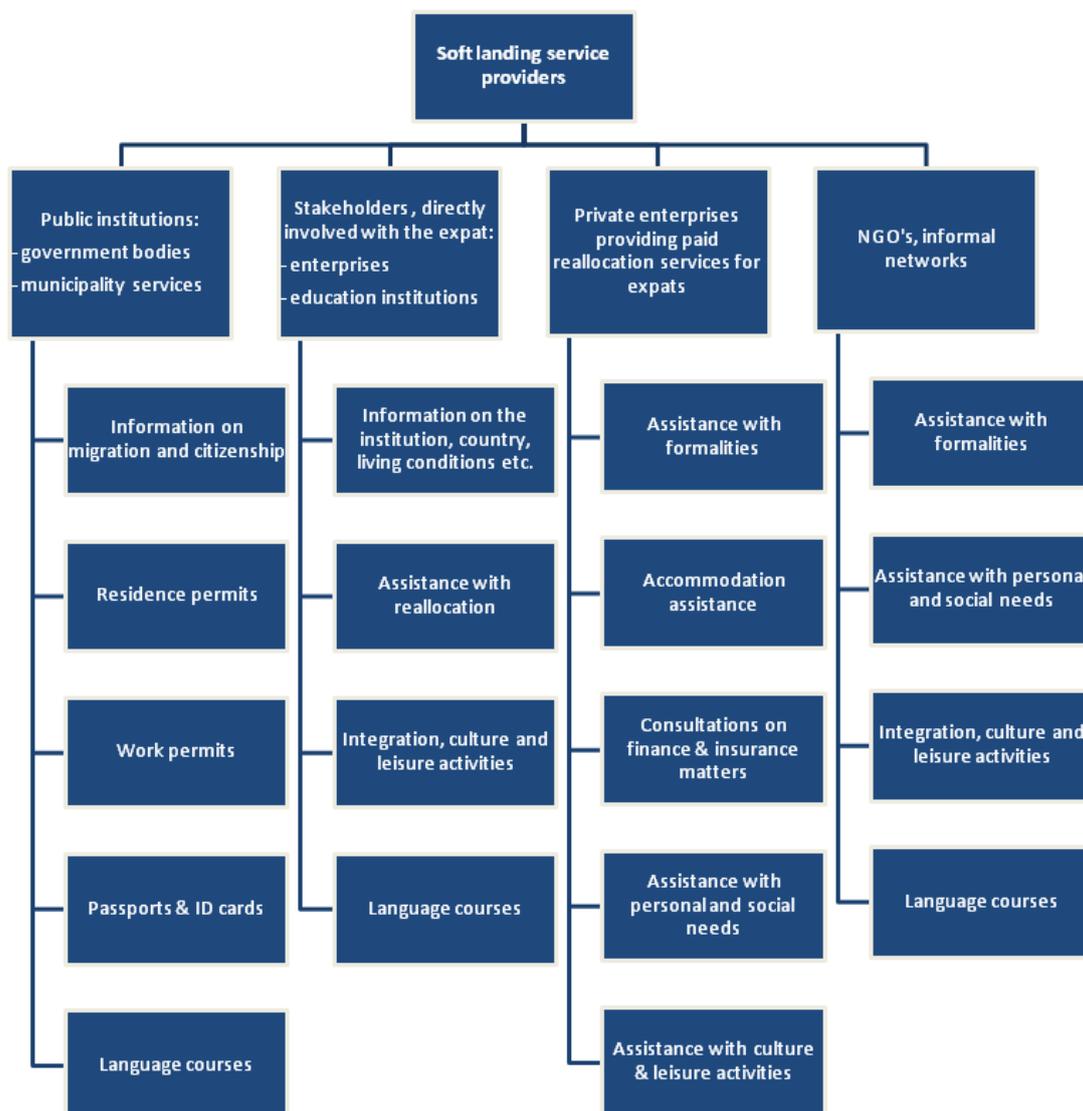
2.2 STATE OF ART

European Union has set up the goal to make the European Union more attractive to highly qualified workers, and has therefore taken new measures to facilitate the reception of students and researchers and their movement within the EU to a further level. To follow this policy and raise the competitiveness of the CBSR in the globalising world and facilitate the development of the innovation and knowledge based economy in the region, as well as the need for the further development of soft landing services has been recognised by the Expat-project partners.

During the first phase of the Expat-project, the inventory of the existing services has been carried out and service maps for each of the partner regions were created (*see other parts of the report*).

In general, soft landing services can be categorized by the service providers, as well as by the service provided (*picture below*). There is no strong limitation on the variety of services provided by each category of service providers. Some of the services are not directly related to the expats as the main target group, but to the residents in general.

Public services are usually related to the fulfilment of the legal formalities required for the longer stay in the country; the provision of the information and some integration related services are carried out such as language courses. Stakeholders which are “receivers” of the expats (enterprises and universities) usually provide services and assistance related to the integration of the expat within the organisation, and sometimes deal with the issues related to the reallocation of expats and their family members. There are private companies providing the full set of reallocation services and they can be hired either by the enterprise willing to “receive” the expat, or by the expat himself. And the last category of service providers as NGOs, informal networks and other individual initiatives are usually dealing with the services related to the integration of expatriates in the local community, including language courses, free time activities and networking activities.



Soft landing service providers and most common services provided

The availability of soft landing services differ in each of the partner regions. Sweden and Finland have explicitly recognized the need for the highly qualified expat labour. There are a relatively large number of multinational companies, especially in the capital regions, and the overall number of immigrants to these both countries is rather high. Therefore a number of public services directly targeted at expats, whether at a governmental or municipal level have been created. To attract highly qualified workers, these countries also provide benefits in terms of tax reductions, as well as simplifications of entry procedures. A further integration process is mostly facilitated by the expat and expat-related communities, which form different types of networks and provide assistance and offer possibilities for social events. Estonia and Latvia, however, have not highlighted the importance of the incoming talents to their national economies and the number of immigrants in both countries is relatively small. Services provided to the expats are of a more general nature and are not usually expat-oriented. There are formal public services present, but integration services as

such are mainly provided by expat networks or “receiving” institutions. In all of the partner countries there are international expat and students networks, and incoming students are mostly welcomed and attended by the receiving universities. A detailed service map according to Maslow’s hierarchy, including “soft landing” services and social networks by partner regions, is available in the other sections of this report.

2.3 IDEAL SITUATION

In order to cope with an uprising need for international talents in the CBSR, the ideal situation in the field of soft landing services would consist of a service pack and networking opportunities, provided by different stakeholders and parties involved. They would help to fulfil all the potential needs of expats; when moving to another region, starting from the assistance with basic formalities, accommodation etc. and ending up with possibilities of self-actualization, recognition and the feeling of belonging to the new, even if a temporary, home country.

Services should be characterized not only by availability, but also by accessibility and effectiveness. A good cooperation between service providers should be present in order to allow the exchange and the availability of information. Specific procedures and services targeted at the needs of expats or international students must be present. Available services must not only cover the needs of expats themselves, but also the needs of their families that are moving alongside.

In the ideal situation, all or the majority of the migration-related obstacles for international talents should be removed, and preconditions for the integration into the local society should truly be created.

2.4 CONCLUSIONS OF WP4 – SOFT LANDING

Services provided for the incoming expats and international students upon their arrival to the destination country to minimize any migration related obstacles and also to facilitate the integration of the newcomers into the local community are all serving the “soft landing” of expats.

The availability and nature of the soft landing services vary across the Expat-project partner regions:

- ✓ Most of the services provided to expats in Latvia and Estonia are of a general nature, more specific expat oriented services have been introduced mainly due to private initiatives;
- ✓ Finland and Sweden are developing and implementing an immigration policy favouring the highly qualified workers and there is a wider range of services at all levels, facilitating the soft landing and integration of expats;
- ✓ Even though a number of services are already present, a further development of soft landing services in partner regions is required, depending on a specific departure point in each region.

3 SOFT DEPARTURE SERVICES

3.1 INTRODUCTION TO SOFT DEPARTURE SERVICES

The basic idea of the Expat-project is that the Central Baltic Sea Region needs to be attractive to international talents and students. Once they have moved here, the big challenge is to efficiently integrate them into the society and labor market, and that their new existence is free of any migration-based problems. Many such problems arising in the new country are based on a lack of knowledge of the new country and expectations not corresponding to the reality they meet here. These problems could be reduced by a better knowledge about their new country beforehand. A successful integration into the new country has two sides that work together: a “soft departure” with pre-departure service before the leaving and a “soft landing” with services as described in another parts of this project. So, in order to make the soft landing services as efficient as possible, they should be completed by soft departure services prior to the relocation to the new country.

Research on pre-departure is rather scarce, but a couple of studies have shown that migrants form attitudes, perceptions and expectations to a new country already in their pre-migration stage. A study on ethnic migrants shows that a cognitive preparedness, as well as familiarity with the new language could lower the stress of the migrant and shortens the adaptation process, too. The few existing studies are convincing, as they emphasize integration as a complex process beginning already at the pre-migration stage, and highlight the importance of a pre-departure preparedness for a successful migration.

3.2 IDEAL SITUATION

The ideal situation is that the migrant is undoubtedly well prepared for his new country. He should know the living conditions, and what he could expect from the social life there. Being prepared well enough means that he knows where to turn to with his specified questions. Further, he should find such information without too much effort and also be sure that he can trust that the information offered is reliable.

Information providers in the migrant’s home country must be powerful enough to get through with relevant information to the potential migrant. One of the key findings from a former Central Baltic project (Baltic Sea - Asia Agenda for Regions in a Globalizing World, BASAAR¹) was that the separate countries in the CBSR, one by one, are too small to get through with their messages in China/Asia. Therefore it is important to co-operate and join forces as to better utilize the resources being used by the countries here.

So, there are two key words in identifying the ideal situation: information and co-operation.

¹ The BASAAR project received EU funding from the Interreg IV A 2007-2013 programme. Among the results was a set of recommendations for regional development and planning to support future cooperation with Asia.

3.3 CONCLUSIONS OF WP3 – SOFT DEPARTURE

- ✓ Even though there is no lack of pre-departure information as such, there is much to be done – if the information is to reach the individual migrant.
- ✓ Even though there are voices raised against more cooperation, there is a strong and dominant awareness of the benefits.
- ✓ Even though there are obvious advantages with co-operation, there are also many difficulties and obstacles
- ✓ Even though cooperation has to be accomplished locally by the organizations at place, it is also an issue for the high political level in the CBSR countries.

During the interviews a lot of opinions, facts, knowledge and best practices have come up. All this information is being analyzed, which will eventually result in WP3 recommendations and a model for cooperation and pre-departure information. This will be accounted for in the final report.

3.4 FIELD STUDY SUMMARIES

In order to get to know the present situation, three field studies have been carried out.

The choice of places for the field studies was based on the results and recommendations of the former BASAAR project. A conclusion from that project was that there are considerable chances for growth in business and collaboration with South East Asia. The choice of places for their study visits fell upon China, Korea and Georgia, and the field studies were carried out in Shanghai, Seoul and Tbilisi. These countries could potentially bring forth considerable migrant flows to our region, which is one of the reasons for the choice of these countries. Another reason is that these countries are also of interest for stakeholders in the CBSR, which also was a finding of the BASAAR project.

The field studies are limited to the investigation of the official information providers. Interviews are made with the official organizations of all the CBSR countries at place there. In general, all the separate countries have official organizations corresponding to one another, which also are the information providers at place.

The information and support an assigned foreign employee gets from his employer and from relocation companies are not included into in the field studies, nor have we, for obvious reasons, looked into the migrants' personal opportunities, skills and motivation to prepare him for the move abroad. Although important for a successful migration, these are factors that lay beyond the scope of this work package, which is focusing on information and cooperation.

3.4.1 SHANGHAI

In Shanghai interviews were made with the official Swedish, Finnish and Estonian organizations present. As for Latvia, an interview was made with a representative for the Latvian Investment Agency in Beijing, since Latvia does not have an official representation in Shanghai. This means the Consul Generals, representatives from the Investment Agencies and the Trade Councils (or corresponding) of Sweden, Finland and Estonia were interviewed, as well as representatives of the Chambers of Commerce or a corresponding organization from Sweden and Finland, and also a representative for the Swedish Institute at place in Shanghai.

Information

Mostly, the interviewees all found it easy to get enough of sufficient information for their own purposes. The information originates from other national agencies or institutes, but is often formatted by the organization itself, in order to suit a special target group.

In short, it can be stated that general information is easy to find. This goes, however, only for information about the separate countries; information about the entire CBSR is very scarce. But again, there is a very small demand for this information; the organizations in Shanghai do more or less solely inform about their own country. The exception from this is the Invest Sweden (ISA), who always presents Sweden as a part of the entire Baltic Sea Region and informs about the whole region in order to make it more attractive to the investors. General data about BSR is easy to get, but specialized information on, let us say, different industries or clusters throughout the countries needs special investigations. For this kind of information the ISA has to do their own research, do separate investigations and hire consultants. So they form their own way to research these specified data, which is specific for individual countries.

A summing up of the interviews would suggest that the supply of information in general is not a problem. However, the interviewees gave their opinion on information for the purposes of the individual organizations, directed towards the target groups these organizations have identified as important. Most often this target group consist of companies, the target group is almost never the individual who is a potential migrant. But here, too, we find an exception. Information targeted to students is aiming at getting through to the individual who is considering studying abroad. This is done mainly by maintaining a web site adjusted to the interest of students with short informative sections alternated with video clips, and supported by Sina Weibo (the Chinese Twitter) and Ren Ren (the Chinese Facebook). Even if online activities make the major part of the work directed towards students, there is also a lot of offline work, like participation in Education Expos, Alumni support and other kinds of creating contacts.

In conclusion, we cannot find a lot of information directed towards the individual migrant, but on the other hand the information as such may not need to be very different for companies and for individuals. More important is instead how the information is “packaged” and “tailored”, as well as the information channels that are used.

- *information is available, but could preferably be more tailored for individual migrants*
- *information channels could preferably be more innovative*
- *elaboration of information and innovative information channels could be put into practice by joining forces*

Co-operation

From the interviews we can see that co-operation as such is considered very useful. The different organizations co-operate with each other to a great extent. That cooperation between organizations is considered sincerely fruitful may be clearly illustrated by the fact that a decision was made to merge the Investment Agency with the Trade Council in Sweden, as well as in Finland. This decision was made after the field study period, and the merger was to take place further on, so in the field study the organizations are accounted for as separate ones.

Although cooperation is fairly common, this cooperation happens mainly between organizations with the same nationality. Co-operation between organizations from different countries is quite rare. But also here we find an exception. The Chambers of Commerce work in order to offer a network platform to their member companies, and to serve them with reliable information. This is done to a great extent by organizing seminars and lectures and by offering possibilities to establish connections. When organizing these events the Chambers of Commerce cooperates on a regular basis, and has done so for a number of years. The representatives are very pleased with this arrangement, and have good experiences only.

The attitudes to cooperation vary considerable, from the opinion that cooperation between the countries is absolute essential in order to get through, to a negative attitude of “we will loose, the others will gain”. The general observation is that the Swedish organizations are the most positive to cooperation, while the Estonian ones are the most negative. We can also see that those who are freer to form their own activities are more positive than those who are ruled by a governing body. For the Consulate Generals there are obvious restrictions on how they can act, and they can take own initiatives of cooperation only within limited fields of action. If, on the other hand, local organizations are under order to cooperate at the national level, there is a risk that the local conditions are not fully considered, and the organizations at place may oppose to this.

Also some actual obstacles for cooperation, or apprehensions about the success of cooperation, are listed by the interviewees. This could for instance be that the topic might be watered down by too many compromises, the project coordination could be too complicated with many partners, or that the companies or other stakeholders could loose their trust in a specific organization if they cooperate with others. There is also a competition between the countries which all interviewees agree upon, but the opinions differ when it comes to whether or not competition should prevent from cooperation.

It is not obvious that the potential cooperation partners would be the CBR-countries specifically. The examples of cross-country cooperation that are to be found in Shanghai involve the Nordic countries, or the bigger Baltic Sea Region, while the limited CBR is not a recognized region. With

only one exception, there are no objections against cooperation within the CBSR, only it does not seem very natural and the thought does not occur spontaneously.

- *Good examples and evaluation of results could change the attitudes towards cooperation and increase the motivation.*
- *bringing out the common interests that do exist would justify cooperation*
- *cooperation legitimated and sustained at a national level, in combination with projects in practice which are defined at a local level, would foster cooperation*
- *propagating the concept of the CBSR as an obvious, evident and appropriate region would be of advantage for cooperation*

More of the Shanghai field study including common observations from the Seoul field study can be found in Annex 3.

3.4.2 SEOUL

Introduction

The Seoul field study was conducted by Mr. Emils Rode, MBA on the commission of the Riga Planning Region.

The study was carried out in six steps:

1. Finding Expat partners' interests
2. Reconnaissance interviews
3. Selecting the interviewees
4. Scheduling interviews
5. Carrying out interviews
6. Reporting

Methodology

The Researcher tried to make a list of interviewees that takes into consideration the interests of Expat-project partners and presents a balanced picture in terms of the organizations contacted. As academic cooperation with Korea was seen as a priority area, many of the South Korean organizations contacted were academic. However, care was taken to include business associations, too, as well as national and municipal government organizations, and the press.

A total of 20 interviews involving 33 persons were scheduled in Korea. Of these, four interviews were with Nordic or Baltic representatives in South Korea, and the remaining 16 were with Korean organizations.

Background

The Republic of Korea today is one of the most dynamic economies of the world. It is the world's 13th largest economy by Gross Domestic Product (GDP) size, and the 9th largest exporter.

While its companies have taken leadership positions in many industries, such as in electronics, automobiles and shipbuilding, South Korea's economy is in the process of maturing to the next level, that is to take its place among the developed countries. In the last decade or so, South Korea has emerged not only as an export powerhouse but as a hotbed of innovation, with industrial design playing an increasing role in its economy and society.

Main findings and recommendations

Information on Finland and Sweden is available on their Embassies web sites, which have full versions in the Korean language. Judging from their English versions, both sites provide extensive general information and specific news highlights on Korea, as well as addressing more specific pre-departure interests.

Building international relationships is a long-term project. Swedish and Finnish relationships in Korea date back many decades, so Estonia and Latvia are not to expect quick results.

With the cost and effort involved, the movement of people between both regions must be planned and managed so as to maximize its value. The best cases of Korean-Nordic cooperation show that this can be achieved by establishing permanent 'platforms', which are rooted in the local academic, scientific, economic, and political context, yet speaking the same language with their international partners.

This is a role for which universities and colleges are naturally suited. Focusing international cooperation on university students, professors and researchers will produce multiple 'spill-over' effects into economic and cultural relations. As they gain international experience, not only will academics and especially students broaden their horizons, but they are likely to develop professional and personal connections that will shape their entire careers.

Towards Nordic/Baltic cooperation in Korea

Both South Korea and the Nordic countries are home to a number of world-class universities and corporations, and have much to share and learn from each other. The academic and business infrastructures of Estonia and Latvia are less developed, and of a smaller scale.

While all Nordic representatives in Korea welcomed a dialogue with their Baltic counterparts, the need for a 'political-level' agreement was acknowledged by both Baltic and Nordic representatives. In any case, much will depend on an individual organizations' initiative and ambition for involvement in the Nordic-Korean cooperation processes.

More findings of the Seoul Study and an analysis are available in Annex 4.

3.4.3 TBILISI

Background

Tbilisi was chosen for the study visit due to the special historical cooperation between the CBSR region and Georgia. It is one of the main resources for the CBSR region for expats. Mobility perspectives, the information availability and cooperation issues are the main perspectives to be explored in this study visit.

Methodology

The study visit to Tbilisi was implemented in 3 phases:

1. Preparation of questionnaires, meetings, interviews, statistics reviews;
2. Implementation of on-site study visit from 13th of June to 19th of June 2013;
3. Conclusions and follow up with report and recommendations.

Methods used

- Open discussions;
- Open interviews;
- Workshops;
- Questionnaires.

Status quo

There is almost no information on the CBSR region as a whole provided by embassies and Honorary Consulates that are focusing on formal information and visa arrangements.

At the municipality level, the information exchange and cooperation between Georgia and the CBSR region are strongly based on the history links.

There is a comparably better knowledge of the Baltic Sea Region and Europe amongst university professionals and students. However, international cooperation is mainly restricted to particular institutions or sectors.

Other information and service providers (such as British council, Goethe Institute, IFF) implement joint cultural cooperation projects with embassies and consulates via an international inter-institutional platform, which can be used also by the CBSR institutions in the future.

Main findings and recommendations

Georgia's political course at the moment has a strong "pro European" focus, which has increased a need for the information on cooperation opportunities between universities, as well as a strong motivation of the students and young professionals to acquire an international experience and a



competitive education. The existing network of the municipality level can be considered another channel to reach the potential target groups of skills expats and students – through less formal manners.

Recommendations:

- *More targeted and more specific information is required in order to facilitate the mobility of particular target groups;*
- *the CBSR should be promoted as an attractive destination for talented students, university professionals and researchers;*
- *Use of innovative communication tools and social networks as information channels;*
- *Cooperation agreements between universities are to be encouraged to increase the mobility students and researchers.*

More findings of the Tbilisi Study are available in Annex 2.

4 RESULTS OF THE CUSTOMER SERVICE RESEARCH

In order to find out the expats' current satisfaction with the available services in the current country of residence and their quality of life there, Uusimaa Regional Council and partners started conducting a survey, called Expat - International talents survey.

All in all, 771 international talents answered the web survey in four countries (Estonia, Finland, Latvia and Sweden). This can be regarded as a good sample, taken into account the resources available for this survey. The survey is not scientifically sound but gives clear indications of how the situation is in the region. Below is described the methodology for conducting the survey.

4.1 METHODOLOGY FOR CONDUCTING THE SURVEY

Selection of the sample

The goal was to question foreigners in 7 cities/areas (Stockholm, Uppsala, Helsinki, Turku, Riga, Tallinn, Tartu).

Min sample by cities	Min sample by cities							TOTAL
	Tartu	Tallinn	Riga	Turku	Helsinki	Uppsala	Stockholm	
• TARGET GROUPS :								
- Job-seeker	5	10	10	7	10	7	10	59
- International ERASMUS students	5	10	10	7	10	7	10	59
- International "wild" students	5	10	10	7	10	7	10	59
- Professors and scientists	5	10	10	7	10	7	10	59
- Public sector employees (embassies, EU organisations)	5	15	15	7	15	7	15	79
- Entrepreneurs	5	10	10	7	10	7	10	59
- IT-specialists	7	10	10	7	10	7	10	61
- Business leaders	5	10	10	7	10	7	10	59
- Project-based experts	5	10	10	7	10	7	10	59
- Athletes (basketball, football, volleyball teams, ...)	5	10	10	7	10	7	10	59
- Fine arts representatives (ballerinas, directors ...)	5	10	10	7	10	7	10	59
Total	57	115	115	77	115	77	115	671

Conducting the questionnaire

The questionnaire's aim was to find out the expats' current satisfaction with the available services, as well as their quality of life in the current country of residence.

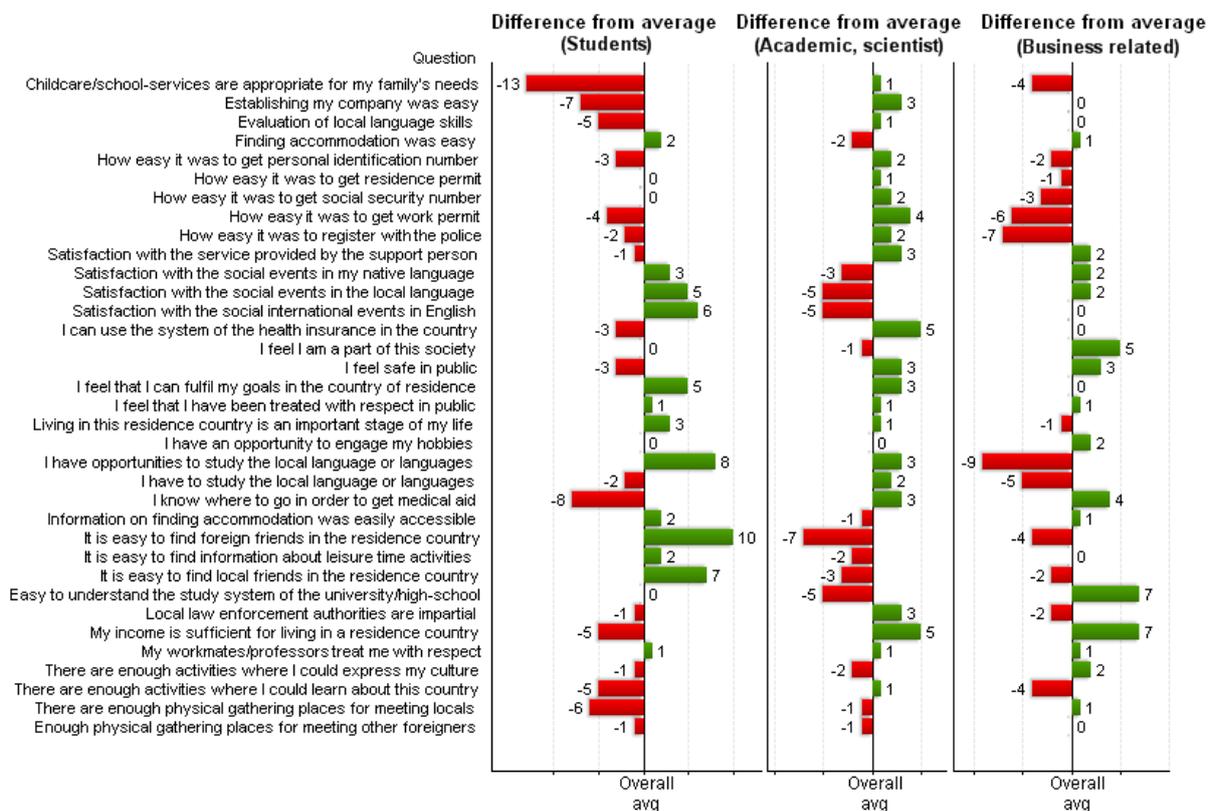
The questionnaire was created relying on Maslow's hierarchy of needs. The analysis were made from the soft departure to soft landing.



A web-based questionnaire was used for data collection:

Data analysis

Overall results by groups of main activity – indices difference from overall average:



4.2 EXPAT'S NEEDS OF SERVICES IN TURKU

From Turku there were 157 respondents who amounted equally to women and men. By main activity, a third of them were academic or scientist, about half were either exchange or international students. Other groups that we can somewhat analyze were it-specialists (12), entrepreneurs (7) and job-seekers (8).

Although this survey measured a lot of different aspects of an expat's life's and the survey was built on the Maslow's theory of hierarchy of needs, the phenomenon we really were interested in is the social life of an expat in different regions. We wanted to make sure that socializing really feels difficult and that services for internationals are not that easy to find.

OVERALL RESULTS BY CITY

HEI VÄL CONSULTING

33								
Question	Stockholm	Helsinki	Turku	Other cities in FIN	Riga	Tallinn	Tartu	All cities
Evaluation of local language skills	48	38	33	39	34	31	30	34
How easy it was to register with the police	70	67	77	91	43	69	77	71
How easy it was to get residence permit	63	59	71	77	49	68	73	65
How easy it was to get work permit	67	63	65	65	51	66	75	65
How easy it was to get personal identification number	71	68	80	84	61	71	74	72
How easy it was to get social security number	67	68	78	83	53	75	77	72
"I have to study the local language or languages"	71	69	72	68	58	54	63	64
"I have opportunities to study the local language or languages"	92	69	82	80	69	68	79	74
"Establishing my company was easy"	-	64	64	-	67	85	-	71
"It is easy to understand the study system of the university/high-school"	-	68	75	73	71	67	71	71
"Information on finding accommodation was easily accessible"	38	60	76	72	64	73	82	69
"Finding accommodation was easy"	23	51	68	73	57	66	78	62
"I can use the system of the health insurance in the country of residence"	77	74	79	81	53	77	83	75
"I know where to go in order to get medical aid"	66	72	77	78	56	70	71	71
"I feel safe in public"	89	87	89	88	67	82	88	84
"My income is sufficient for living in a residence country"	76	66	71	85	71	71	77	71
"Childcare and school services are appropriate for my family's needs"	-	82	85	91	53	73	69	77
"Local law enforcement authorities are impartial"	-	65	71	67	49	74	84	68
"It is easy to find local friends in the residence country"	32	37	47	46	51	52	50	46
"It is easy to find foreign friends in the residence country"	79	70	74	69	78	75	74	74
"I have an opportunity to engage my hobbies"	71	66	68	68	63	68	66	67
"It is easy to find information about leisure time activities"	68	65	66	70	65	70	72	68
"I am satisfied with the quality of the social events in my native language"	75	62	61	68	67	67	73	66
"I am satisfied with the quality of the social events in the local language"	86	75	75	78	73	78	73	76
"I am satisfied with the quality of the social international events in English"	78	67	71	67	75	74	75	72
"I feel I am a part of this society"	49	52	54	50	48	53	54	52
"There are enough activities where I could learn about this country and its customs"	41	40	34	50	39	42	41	40
"There are enough activities where I could express my culture"	58	47	49	54	54	55	52	52
"There are enough physical gathering places for meeting other foreigners"	44	43	41	50	48	50	48	46
"There are enough physical gathering places for meeting locals"	30	33	30	46	39	41	38	36
"I am completely satisfied with the service provided by my support person"	85	83	88	89	77	83	88	84
"I feel that I have been treated with respect in public"	84	77	82	82	69	78	83	79
"My workmates/professors treat me with respect"	90	83	87	81	86	84	91	86
"I feel that living in this residence country is an important stage of my life"	82	84	90	85	83	85	88	86
"I feel that I can fulfill my goals in the country of residence"	70	65	78	72	70	71	79	72
All Questions	65	63	68	70	61	66	69	66

75-100 - Excellent
65-74 - Good
below 65 - Needs improvement

The result was that expats are pretty satisfied with the quality of different activities in Turku, but the frequency of these activities and places is quite low and finding them is also quite difficult. This was also proved by our workshop after the survey. At this point, we can conclude that at least for expats socializing is challenging part of their life in the Central Baltic Sea Region. A bit it also paradoxically seems that the bigger the town (and the more expats and activities) the more difficult it is to find friends and meeting places. On the other hand it is also easy to understand that in a smaller city it is easier to run into other expats – whether there is some organized socializing or not.

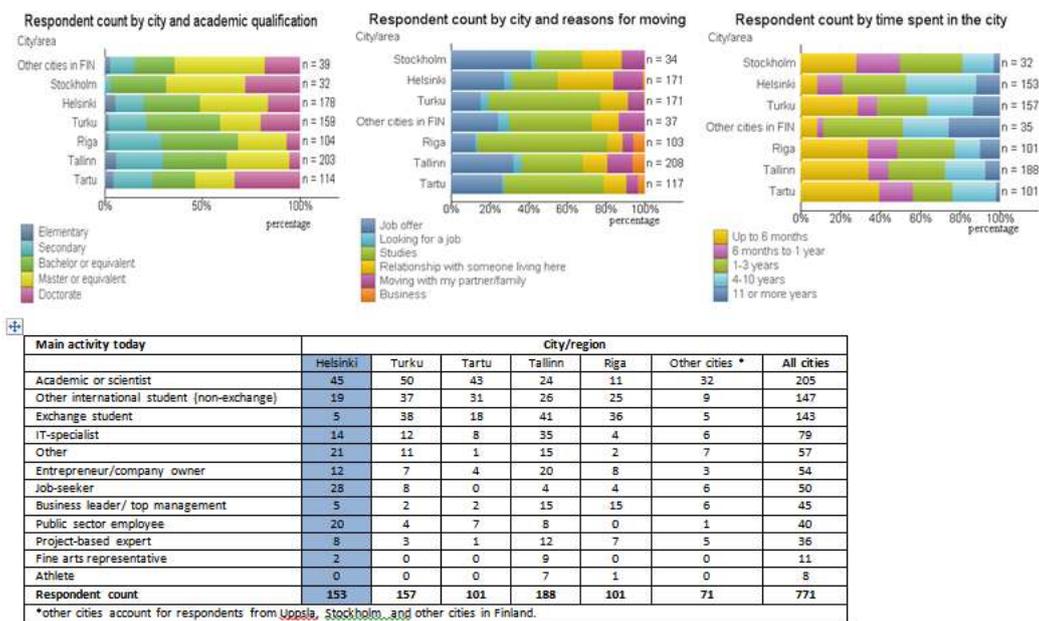
Next it would be interesting to study this phenomenon among Finns – do Finns feel that their social needs are filled? What we can already study now (from the Youth barometer if 2012) is that 76 % of young Finns feel that they are a part of Finnish society of which 7 % totally feel they are not. 93 % feel that they are part of their 'friend community'. 95 % trust in police. In average, when asking how happy they are with their free-time, the result was 7,9. When asked about social relationships they gave 8,4 (both young and adult) in scale 4-10. These of course are not comparable figures but they gave us a bit guideline that expats do differ from the natives.

4.3 EXPAT'S NEEDS OF SERVICES IN HELSINKI REGION

In the Helsinki region the Expatriate-survey was answered by 178 respondents, and while comparing their current activity or profession, 30% of them are academically employed or scientists, with 12% of additional students in international programs. 40% of the respondents are working as professionals in various fields of occupation.

Comparing to the respondents from other regions, Helsinki hosts the most expats who came to Finland for family reasons; nearly 50% of its all respondents had done so.

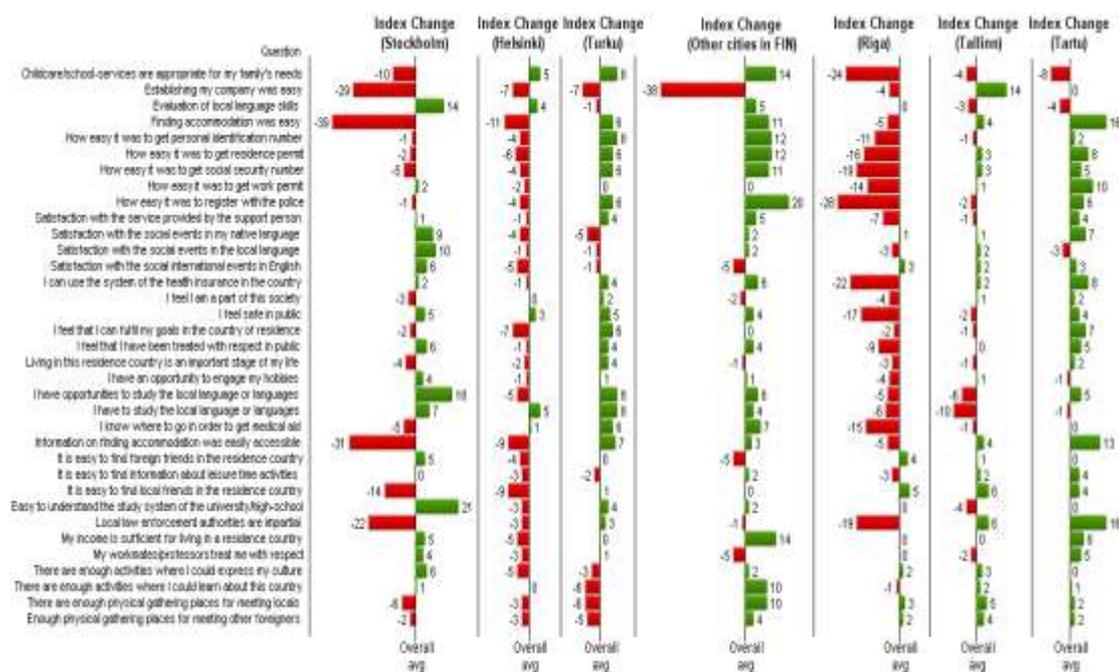
70% of all respondents in the Helsinki region have at least a bachelor's degree and more than 50% of them have stayed in Finland for at least 4 years.



Helsinki in comparison: international residents call for service improvement

While the international residents were asked 35 questions evaluating their quality of life and satisfaction with the public services, 28 questions out of 35 received a lower score than the average of all cities.

The positive and satisfactory points are: 1) Respondents in Helsinki region felt the least pressured to learn Finnish and they have also evaluated their local language skill to be better. 2) Education was appropriate for expats' children. 3) Information on the medical care seems sufficient. 4) Respondents in the Helsinki region are feeling safer comparing to other regions.



Hurdles on integration path

From the scheme below, we observed several points which received the weakest score in Helsinki region, compared to the average of all the cities.

- lack of opportunities to study local language;
- loneliness: expats feel it is hard to make friends with the locals;
- low satisfaction with the social international events in English;
- maintaining cultural identity: expats feel there are not enough activities where they can express their own cultures;
- cost of living is high;
- company start-up is difficult;
- Accommodation information is inaccessible and finding accommodation is seemed difficult.

Question	Helsinki	All cities	Index difference
"I feel that I have been treated with respect in public"	77	79	-2
"My workmates/professors treat me with respect"	83	86	-3
All Questions	80	82	-2

Question	Helsinki	All cities	Index difference
"I feel that living in this residence country is an important stage of my life"	84	86	-2
"I feel that I can fulfill my goals in the country of residence"	65	72	-7
All Questions	75	79	-4



75-100 - Excellent
65-74 - Good
below 65 - Needs improvement

Question	Helsinki	All cities	Index difference
Evaluation of local language skills	38	34	4
	67	71	-4
	59	65	-6
How easy it was to get work permit			
How easy it was to get personal identification number			
How easy it was to get social security number			
"Establishing my company was easy"			
"It is easy to understand the study system of the university/high-school"			
"Information on finding accommodation was easily accessible"			
"Finding accommodation was easy"			
All Questions			

Question	Helsinki	All cities	Index difference
"I have to study the local language or languages"	69	64	5
"I have opportunities to study the local language or languages"	69	74	-5
"It is easy to find local friends in the residence country"	37	46	-9
"It is easy to find foreign friends in the residence country"	70	74	-4
"I have an opportunity to engage my hobbies"	66	67	-1
"It is easy to find information about leisure time activities"	65	68	-3
"I am satisfied with the quality of the social events in my native language"	62	66	-4
"I am satisfied with the quality of the social events in the local language"	75	76	-1
"I am satisfied with the quality of the social international events in English"	67	72	-5
"I feel I am a part of this society"	52	52	-
"There are enough activities where I could learn about this country and its customs"	40	40	-
"There are enough activities where I could express my culture"	47	52	-5
"There are enough physical gathering places for meeting other foreigners"	43	46	-3
"There are enough physical gathering places for meeting locals"	33	36	-3
"I am completely satisfied with the service provided by my support person"	83	84	-1
All Questions	56	59	-3

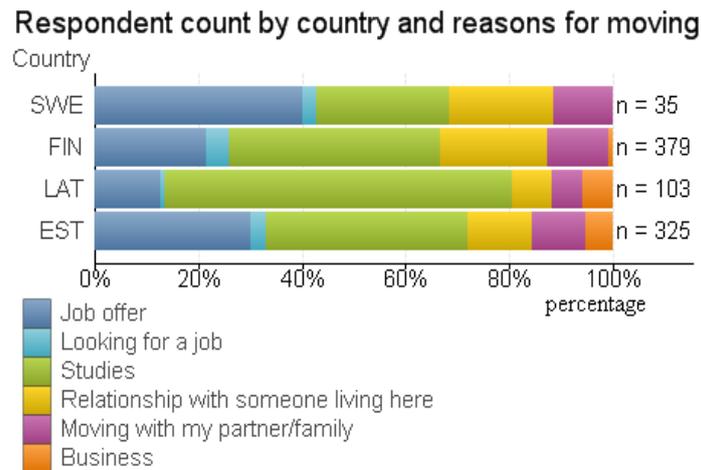
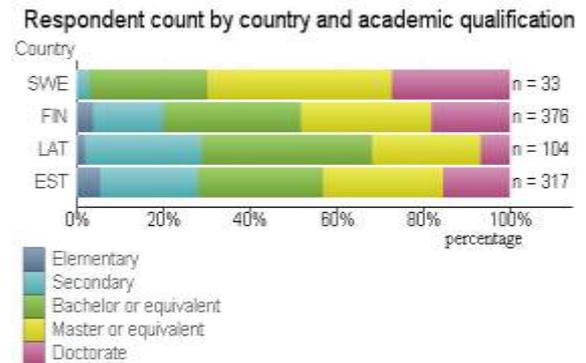
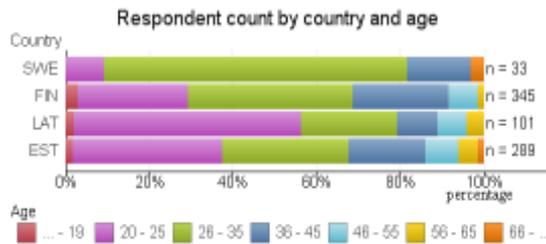
Question	Helsinki	All cities	Index difference
"My income is sufficient for living in a residence country"	66	71	-5
"I can use the system of the health insurance in the country of residence"	74	75	-1
"I know where to go in order to get medical aid"	72	71	+1
"Childcare and school services are appropriate for my family's needs"	82	77	+5
"Local law enforcement authorities are impartial"	65	68	-3
"I feel safe in public"	87	84	+3
All Questions	75	75	-

From Maslow's need of hierarchy, the challenges identified can be listed as below:

LEVEL OF NEEDS	SUMMARY
Self-actualization	<ul style="list-style-type: none"> ▪ Career development of top managers and working professionals
Self-esteem	<ul style="list-style-type: none"> ▪ Activity in one's own language ▪ Events to express one's culture
Social needs	<ul style="list-style-type: none"> ▪ Dissatisfaction with the quality of social events in English ▪ Weak social connections with local community ▪ Weak sense of belonging to the local community
Security	Excellent!
Basic needs	<ul style="list-style-type: none"> ▪ Registration with the public authority seems challenging ▪ Information on accommodation and acquiring accommodation seems insufficient ▪ Start-up and settling-in rated more challenging by the group of entrepreneur

4.4 EXPAT'S NEEDS OF SERVICES IN RIGA

There were 101 respondents from Riga, amounting equally to women and men. Most of the respondents were of the age below 25, which is different from other regions. Most of the respondents were holding a bachelor's degree or equivalent, followed by the respondents without any degrees and Master's degree in almost equal proportions. As for the reasons of moving, most of the respondents have moved to Riga to study, the proportion of respondents, which moved to Riga because of a job or relationships is smaller than in other regions, and for business purposes – larger than in other regions.



Among the partner regions, Riga is the region with the lowest expat satisfaction rates in many of the aspects introduced by the survey. Riga has showed the lowest results in the evaluation of most of the formalities and permits, highlighting the urgent need for improvements in these public services. It can be seen from the survey, that receiving residence permits was the most difficult for the academic staff, scientists and students, difficult for any other purpose, but relatively easy for expats moving to Riga for business purposes. On the other hand, people from Asia found it more difficult to receive residence permits, comparing to any other place of origin.

Another questions, which showed the low expat satisfaction rates are the ones related to the health care and the child care. However, none of these services is specifically expat oriented.

A further aspect, where Riga is clearly lagging behind other regions is safety. Even though results are not as low as for previously mentioned questions, comparing to other regions it can be considered an important problem. It can be also noted from the survey that younger people and people who reside in a country for a shorter period of time feel less safe in public, and so do people with an Asian country of origin. One more aspect of importance is that the overall feeling in Riga of being treated with respect in public is also lower than in other partner regions, it is especially low for students, as well as expats of an Asian origin.

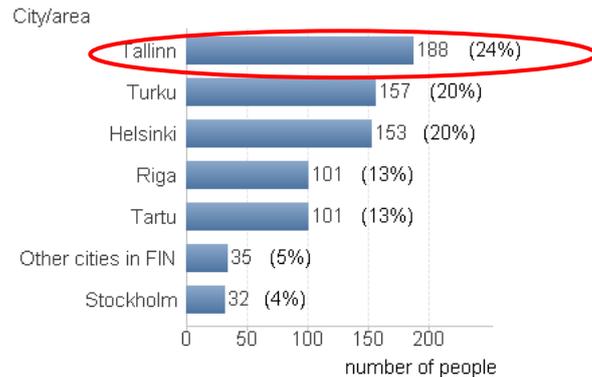
Question	Stockholm	Helsinki	Turku	Other cities in FIN	Riga	Tallinn	Tartu	All cities
Evaluation of local language skills	48	38	33	39	34	31	30	34
How easy it was to register with the police	70	67	77	91	43	69	77	71
How easy it was to get residence permit	63	59	71	77	49	68	73	65
How easy it was to get work permit	67	63	65	65	51	66	75	65
How easy it was to get personal identification number	71	68	80	84	61	71	74	72
How easy it was to get social security number	67	68	78	83	53	75	77	72
"I have to study the local language or languages"	71	69	72	68	58	54	63	64
"I have opportunities to study the local language or languages"	92	69	82	80	69	68	79	74
"Establishing my company was easy"	-	64	64	-	67	85	-	71
"It is easy to understand the study system of the university/high-school"	-	68	75	73	71	67	71	71
"Information on finding accommodation was easily accessible"	38	60	76	72	64	73	82	69
"Finding accommodation was easy"	23	51	68	73	57	66	78	62
"I can use the system of the health insurance in the country of residence"	77	74	79	81	53	77	83	75
"I know where to go in order to get medical aid"	66	72	77	78	56	70	71	71
"I feel safe in public"	89	87	89	88	67	82	88	84
"My income is sufficient for living in a residence country"	76	66	71	85	71	71	77	71
"Childcare and school services are appropriate for my family's needs"	-	82	85	91	53	73	69	77
"Local law enforcement authorities are impartial"	-	65	71	67	49	74	84	68
"It is easy to find local friends in the residence country"	32	37	47	46	51	52	50	46
"It is easy to find foreign friends in the residence country"	79	70	74	69	78	75	74	74
"I have an opportunity to engage my hobbies"	71	66	68	68	63	68	66	67
"It is easy to find information about leisure time activities"	68	65	66	70	65	70	72	68
"I am satisfied with the quality of the social events in my native language"	75	62	61	68	67	67	73	66
"I am satisfied with the quality of the social events in the local language"	86	75	75	78	73	78	73	76
"I am satisfied with the quality of the social international events in English"	78	67	71	67	75	74	75	72
"I feel I am a part of this society"	49	52	54	50	48	53	54	52
"There are enough activities where I could learn about this country and its customs"	41	40	34	50	39	42	41	40
"There are enough activities where I could express my culture"	58	47	49	54	54	55	52	52
"There are enough physical gathering places for meeting other foreigners"	44	43	41	50	48	50	48	46
"There are enough physical gathering places for meeting locals"	30	33	30	46	39	41	38	36
"I am completely satisfied with the service provided by my support person"	85	83	88	89	77	83	88	84
"I feel that I have been treated with respect in public"	84	77	82	82	69	78	83	79
"My workmates/professors treat me with respect"	90	83	87	81	86	84	91	86
"I feel that living in this residence country is an important stage of my life"	82	84	90	85	83	85	88	86
"I feel that I can fulfill my goals in the country of residence"	70	65	78	72	70	71	79	72
All Questions	65	63	68	70	61	66	69	66

In terms of integration, friendship and social activities, Riga is one of the few regions where expats find it easy to find foreign friends and are satisfied with the social international events in English. At the same time the problems with finding local friends and attending events in a local language are present. The responses regarding the gathering places for meeting locals are especially low for exchange students. An interesting aspect can be highlighted when analysing answers to the question whether a respondent is feeling as a part of this society, as the only group of the respondents from all the regions which are showing positive results are respondents from Riga living with partners or family.

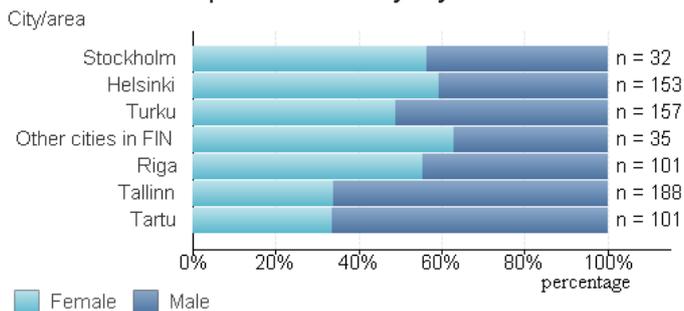
4.5 EXPAT'S NEEDS OF SERVICES IN TALLINN

From Tallinn we gathered the most respondents. 188 expats from Tallinn participated in the study, which accounts for 24% of all respondents (figure 1). Most of the respondents from Tallinn were male (64%).

Respondent count by city/area



Respondent count by city/area and sex



By main activity, the respondents in Tallinn were mostly exchange students, IT-specialists, academics or scientists and non-exchange international students, making all together 67% of all respondents in Tallinn. The respondents from all cities together included 142 exchange students, among which 29% were from Tallinn and 79 IT-specialists, among which 44% were from Tallinn.

Main activity today	City/area								All cities
	Stockholm	Uppsala	Helsinki	Turku	Other cities in FIN	Riga	Tallinn	Tartu	
Academic or scientist	6	10	45	50	16	11	24	43	205
Other international student (non-exchange)		1	19	37	7	25	26	31	147
Exchange student		1	5	38	4	36	41	18	143
IT-specialist	2	4	14	12		4	35	8	79
Other	1		21	11	6	2	15	1	57
Entrepreneur/company owner	2		12	7	1	8	20	4	54
Job-seeker	2	2	28	8	2	4	4		50
Business leader/ top management	2	1	5	2	3	15	15	2	45
Public sector employee			20	4	1		8	7	40
Project-based expert	3	1	8	3	1	7	12	1	36
Fine arts representative			2				9		11
Athlete						1	7		8
Respondent count	14	18	153	157	35	101	188	101	771

On the scheme below, we can see that there are quite a lot weak points in Tallinn, compared to the average of all cities. Expats say that in Tallinn:

- they do not have to study the local language (Estonian) ;
- they do not have opportunities to study the local language;
- It is not easy to understand the study system of the university/high-school.

But there is also much strength in Tallinn. Compared to expats from all the cities together, expats from Tallinn evaluated the following aspects much higher:

- Establishing my company was easy;
- Local law enforcement authorities are impartial;
- It is easy to find local friends in the residence country.



Question	Tallinn	All cities	Index difference
"I have to study the local language or languages"	54	64	-10
"I have opportunities to study the local language or languages"	68	74	-6
"It is easy to find local friends in the residence country"	52	46	6
"It is easy to find foreign friends in the residence country"	75	74	1
"I have an opportunity to engage my hobbies"	68	67	1
"It is easy to find information about leisure time activities"	70	68	2
"I am satisfied with the quality of the social events in my native language"	67	66	1
"I am satisfied with the quality of the social events in the local language"	78	76	2
"I am satisfied with the quality of the social international events in English"	74	72	2
"I feel I am a part of this society"	53	52	1
"There are enough activities where I could learn about this country and its customs"	42	40	2
"There are enough activities where I could express my culture"	55	52	3
"There are enough physical gathering places for meeting other foreigners"	50	46	4
"There are enough physical gathering places for meeting locals"	41	36	5
"I am completely satisfied with the service provided by my support person"	83	84	-1
All Questions	60	59	1

Question	Tallinn	All cities	Index difference
"I feel that living in this residence country is an important stage of my life"	85	86	-1
"I feel that I can fulfill my goals in the country of residence"	71	72	-1
All Questions	78	79	-1

Question	Tallinn	All cities	Index difference
"I feel that I have been treated with respect in public"	78	79	-1
"My workmates/professors treat me with respect"	84	86	-2
All Questions	81	82	-1

75-100 - Excellent
65-74 - Good
below 65 - Needs improvement

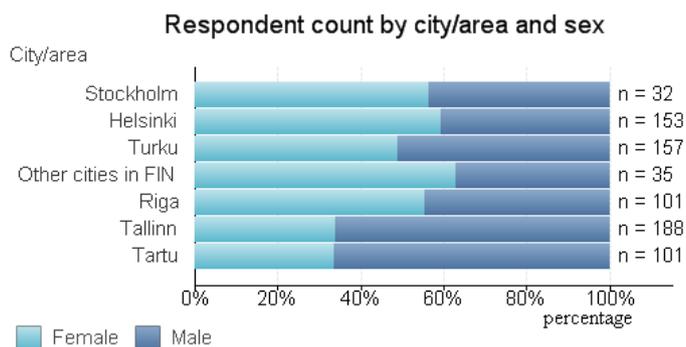
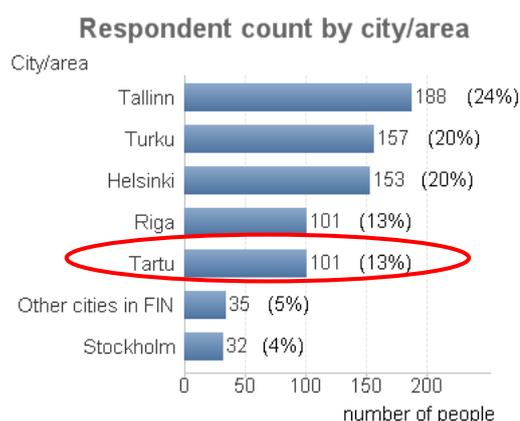


Question	Tallinn	All cities	Index difference
Evaluation of local language skills	31	34	-3
How easy it was to register with the police	69	71	-2
How easy it was to get residence permit	68	65	3
How easy it was to get work permit	66	65	1
How easy it was to get personal identification number	71	72	-1
How easy it was to get social security number	75	72	3
"Establishing my company was easy"	85	71	14
"It is easy to understand the study system of the university/high-school"	67	71	-4
"Information on finding accommodation was easily accessible"	73	69	4
"Finding accommodation was easy"	66	62	4
All Questions	64	63	1

Question	Tallinn	All cities	Index difference
"My income is sufficient for living in a residence country"	71	71	0
"I can use the system of the health insurance in the country of residence"	77	75	2
"I know where to go in order to get medical aid"	70	71	-1
"Childcare and school services are appropriate for my family's needs"	73	77	-4
"Local law enforcement authorities are impartial"	74	68	6
"I feel safe in public"	82	84	-2
All Questions	75	75	0

4.6 EXPAT'S NEEDS OF SERVICES IN TARTU

Thanks to many cooperative organizations in Tartu, a very reasonable number of respondents were gathered. A total of 101 expats, staying in Tartu, participated in the study, which accounts for 13% of all respondents. 65% of respondents from Tartu were male.



By main activity, the respondents in Tartu were mostly academics or scientists, non-exchange international students and exchange students, making all together 91% of all Tartu's respondents. The respondents from all cities included 205 academics or scientists, among which 21% were from Tartu and 147 non-exchange international students, among which 21% were from Tartu.

Main activity today	City/area								All cities
	Stockholm	Uppsala	Helsinki	Turku	Other cities in FIN	Riga	Tallinn	Tartu	
Academic or scientist	6	10	45	50	16	11	24	43	205
Other international student (non-exchange)		1	19	37	7	25	26	31	147
Exchange student		1	5	38	4	36	41	18	143
IT-specialist	2	4	14	12		4	35	8	79
Other	1		21	11	6	2	15	1	57
Entrepreneur/company owner	2		12	7	1	8	20	4	54
Job-seeker	2	2	28	8	2	4	4		50
Business leader/ top management	2	1	5	2	3	15	15	2	45
Public sector employee			20	4	1		8	7	40
Project-based expert	3	1	8	3	1	7	12	1	36
Fine arts representative			2				9		11
Athlete						1	7		8
Respondent count	14	18	153	157	35	101	188	101	771

On the scheme below, we can see that there are 5 weak points in Tartu, compared to the average of all cities. Expats think that in Tartu:

- Childcare and school services are not appropriate for the needs of their family;
- They do not have good local language skills (Estonian);
- They are not satisfied with the quality of the social events in the local language.

But there are also a lot of strengths in Tartu. Compared to expats from all the cities together, expats from Tartu evaluated much more highly the following aspects:

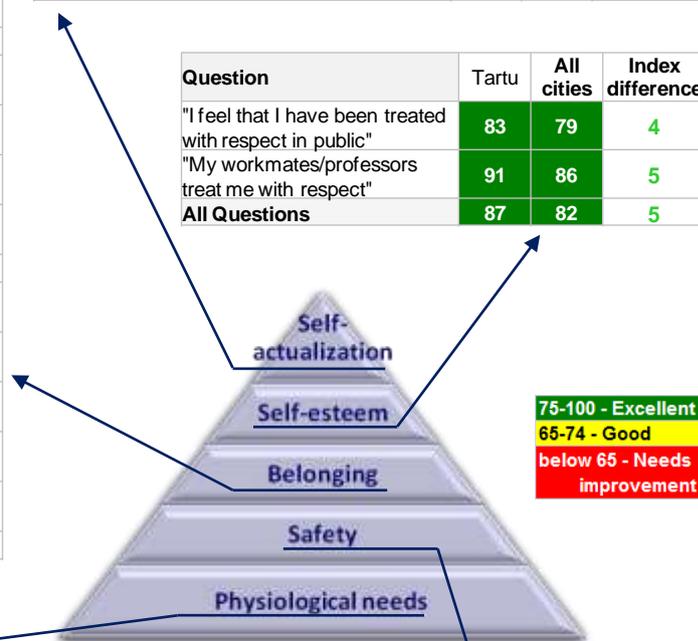
- Local law enforcement authorities are impartial;
- Finding accommodation was easy;
- Information on finding accommodation was easily accessible. (Annex 5)

Question	Tartu	All cities	Index difference
"I have to study the local language or languages"	63	64	-1
"I have opportunities to study the local language or languages"	79	74	5
"It is easy to find local friends in the residence country"	50	46	4
"It is easy to find foreign friends in the residence country"	74	74	0
"I have an opportunity to engage my hobbies"	66	67	-1
"It is easy to find information about leisure time activities"	72	68	4
"I am satisfied with the quality of the social events in my native language"	73	66	7
"I am satisfied with the quality of the social events in the local language"	73	76	-3
"I am satisfied with the quality of the social international events in English"	75	72	3
"I feel I am a part of this society"	54	52	2
"There are enough activities where I could learn about this country and its customs"	41	40	1
"There are enough activities where I could express my culture"	52	52	0
"There are enough physical gathering places for meeting other foreigners"	48	46	2
"There are enough physical gathering places for meeting locals"	38	36	2
"I am completely satisfied with the service provided by my support person"	88	84	4
All Questions	61	59	2

Question	Tartu	All cities	Index difference
Evaluation of local language skills	30	34	-4
How easy it was to register with the police	77	71	6
How easy it was to get residence permit	73	65	8
How easy it was to get work permit	75	65	10
How easy it was to get personal identification number	74	72	2
How easy it was to get social security number	77	72	5
"Establishing my company was easy"	-	71	-
"It is easy to understand the study system of the university/high-school"	71	71	0
"Information on finding accommodation was easily accessible"	82	69	13
"Finding accommodation was easy"	78	62	16
All Questions	68	63	5

Question	Tartu	All cities	Index difference
"I feel that living in this residence country is an important stage of my life"	88	86	2
"I feel that I can fulfill my goals in the country of residence"	79	72	7
All Questions	84	79	5

Question	Tartu	All cities	Index difference
"I feel that I have been treated with respect in public"	83	79	4
"My workmates/professors treat me with respect"	91	86	5
All Questions	87	82	5



Question	Tartu	All cities	Index difference
"My income is sufficient for living in a residence country"	77	71	6
"I can use the system of the health insurance in the country of residence"	83	75	8
"I know where to go in order to get medical aid"	71	71	0
"Childcare and school services are appropriate for my family's needs"	69	77	-8
"Local law enforcement authorities are impartial"	84	68	16
"I feel safe in public"	88	84	4
All Questions	79	75	4



5 SERVICE MATRIX ANALYSIS

In order to analyze the existing services for expatriates and to be able to identify gaps in the services provided and the services required, the project decided to map out the services in a matrix. First, the existing services were identified by the project partners and arranged in a matrix according to Maslow's theory of needs. The status of service providers has also been identified, i.e. if it is a public service or a private.

In order to verify that the services identified are relevant and in order to find out gaps and missing services, the project organized a workshop in each pilot region, in total five workshops between November 2012 and January 2013. Almost 100 expats participated and contributed in this effort. The expats were asked to evaluate the existing services and if they correspond to their needs. The expats were also asked to add services that exist, as well as services they have used but the project group had not identified. Furthermore, the expats were asked to think of new services that would meet their needs.

The outcomes of the workshops can be read in the summaries in the following sub chapters. The methodology for the workshops and its different stages are in the appendix to this report.

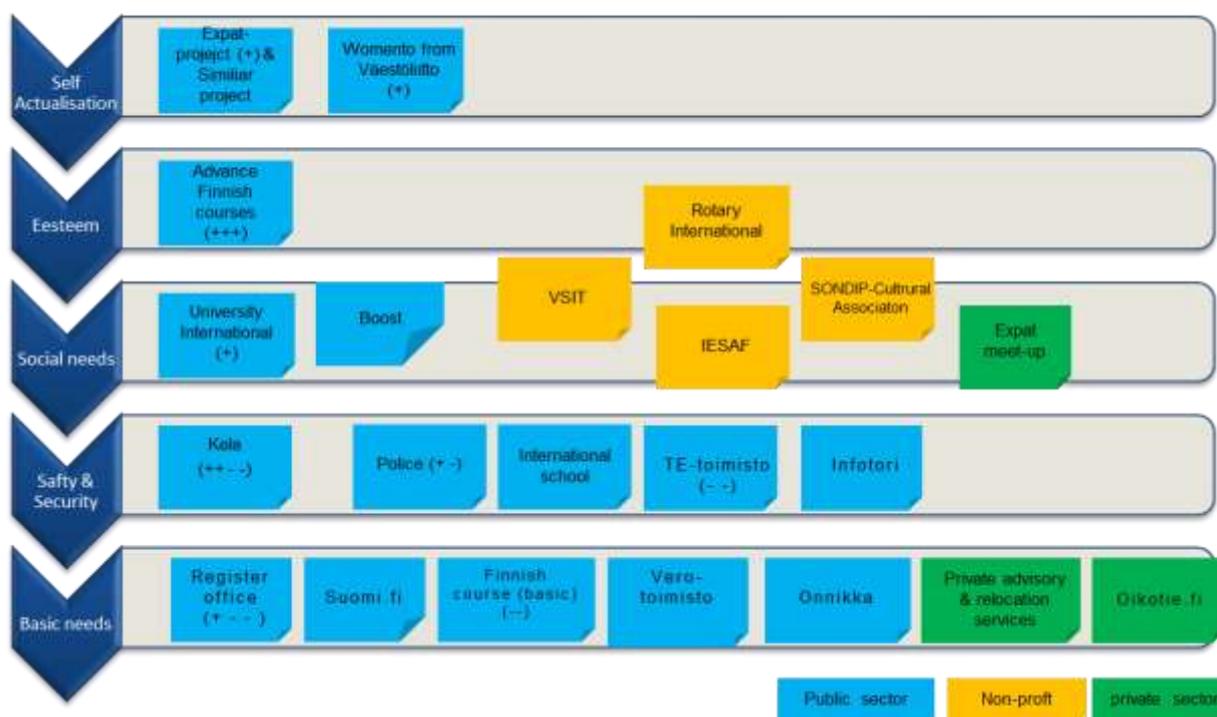
5.1 SERVICE MATRIX TURKU

The Service Matrix of Turku region is based on the Expat Inventory and the analysis of the services, service demands and needs that were put together in the Turku region workshop and working meetings of the partners of Turku team: The Regional Council of Southwest Finland and Turku Science Park Ltd.

An inventory of Turku region services is presented in the report region settling-in services and networks, which includes an inventory of social networks, electronic services, services for individuals, services for companies in Turku region. Please see the attached Service Inventory report.

The Turku region workshop was successful in finding out the service demands from an expat's point of view and offered a forum for discussions, connections and collected experiences through designated matrixes. Expats were asked to evaluate the services which they have used and the results of the workgroup were put together by the group leaders. A story about the workshop is on Expat-project's webpage: <http://www.expatriationproject.info/2012/12/developing-services-for-international.html>

Service Matrix – Turku region



(Annex3)

5.1.1 CENTRAL FINDINGS AND ANALYSIS OF SERVICES AND NETWORKS

The services offered for a regional settling-in in Turku region consists of the public, non-profit and private services. The first inventory presents service descriptions of 10 services and networks targeted at international people and companies moving to Turku region. Main focus has been on free services provided by public organizations or non-profit operators, plus one project co-financed by EURES.

Report of inventory and analysis documented as findings in nutshell:

Social networks are struggling by themselves and they do not communicate with each other. It requires continuous improvement and development.

Electronic services can provide official information, but unofficial information is limited to the Helsinki region. The service offered by the verified information providing multilingual Info bank – INFOPANKKI – is a very good tool. Similar to suomi.fi and Finland Forum, there are no specified services meeting local needs.

Services for foreign individuals are organized by the city in different ways, such as offering Infotori and “Welcome to Turku”. All of these are connected to the Citizen services, public services for all individuals but the streamline of the settling-in process is to be improved.

For companies, the city does not have specific services, but there is one project co-financed by EURES.

For the list of services described, see the attached Service inventory report.

As a summary the settling-in services, networks and advisory services in the Turku region cover many needs of foreigners but the specific services targeted on expats are not sufficient. Meanwhile, the customers’ awareness of the existing services varies a lot, so targeted events and innovative tools to share information and create social contacts are needed among the international knowledge workers.

The Expat-workshop in Turku region rated the identified services on the basis whether the used service was seen positive, neutral or has to be developed. The experiences vary by person; generally the following services got a good label: Advanced Finnish courses, Finland Forum, University International services, Expat-project & similar projects. Existing services to include an Expat description was added to such as MML Finnish Friend, Expat Meet-up, Bus information in English, Oikotie.fi and Onnikka by Brahea.

5.1.2 NEW IDEAS, MISSING SERVICES AND NEED TO DEVELOP EXISTING SERVICES

The participants of the Turku region workshop shared their experiences through designated matrixes for Expat to better understand key service demands and to better develop the services according user needs. Generally most expats had found life in Turku region satisfactory but e.g. dealing with bureaucracy, in particular with offices that use dominantly Finnish as working language, is challenging.

There is a clear need for one-stop shop service, citizen advisory bureau or international center. In addition, a check list for pre-departure will also be meaningful. There is a suggestion of 'mentor' system, i.e. to match Finnish mentors and foreign mentees and thereby to provide quick answer and reliable information for expats' questions, in particular regarding to migrating issues. Video guide on local administrations is another new idea for helping expats to find the right places without detours.

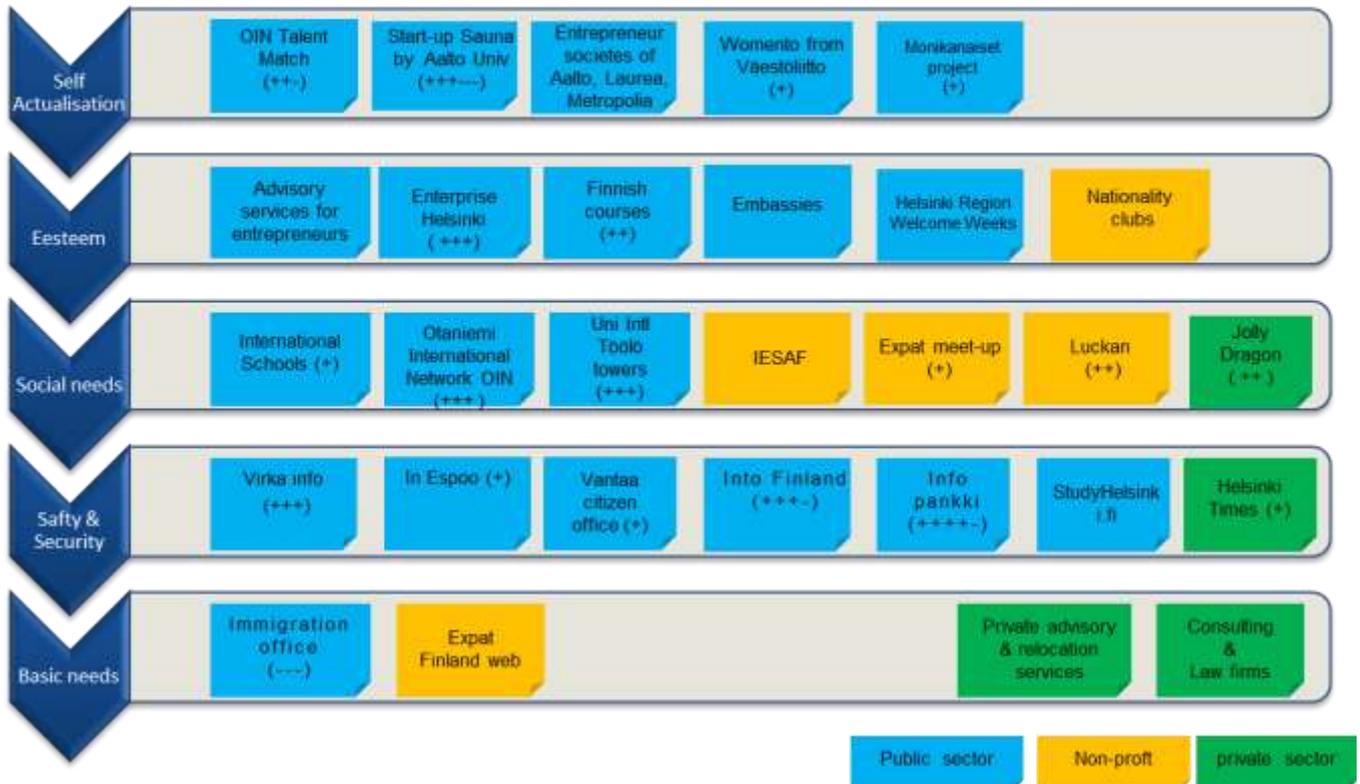
Good hints to improve services included e.g. setting up the database of international clubs and thereby to improve expats' accessibility to social events. Also local news in English is missing or not sufficiently available for Turku expats.

Advanced Finnish course are not sufficient for expats' need. There is strong need to learn more about the native culture and customs. On the other hand, Turku expats hope to have places/events to share their own culture and keep up cultural identity. Integration is considered to be a two-way process, not only integrate expats into the local society but also introduce different cultures to the natives.

Turku region needs international talents and vast multi-culture. Different ways of thinking leads to innovation which is the basis of creation and beneficial for the region to move into an advanced, creative and immaterial economy. Coordinating settling-in services, networks and information for international knowledge works, Expat-platform can promote this process of change.

5.2 SERVICE MATRIX HELSINKI

Service Matrix – Helsinki region



The Service Matrix of Helsinki region is based on the Expat Inventory and analysis of the services, service demands and needs put together in the Helsinki region workshops and working meetings of the partners from Helsinki group, Uusimaa Regional Council, Culminatum Innovation Ltd and Laurea University of Applied Sciences.

An inventory of Helsinki region services is presented in the report about Helsinki region settling-in services and networks, which includes inventory of social networks, electronic services, services for individuals, services for companies and services for entrepreneurs offered in Helsinki region. Attached is the Service inventory report.

The Helsinki region workshop processed successfully the service demands from the expat's point of view, offered a forum for discussions & connections and collected experiences through designated matrixes. Expats were asked to evaluate the services which they have used and the results of workgroups were put together by the group leaders. The story on Expat-project's webpage: www.expatproject.info/2012/12/successful-helsinki-region-workshop.html.

5.2.1 CENTRAL FINDINGS AND ANALYSIS OF SERVICES AND NETWORKS

The service offering for regional settling-in services in Helsinki region consists of the public, non-profit and private services. The first inventory presents service descriptions of 20 services and networks targeted for international people and companies moving to the Helsinki region. The main focus has been in free services provided by public organizations or non-profit operators plus some examples of private service providers.

The report of inventory and analysis documented as findings in a nutshell:

Social networks are provided in private-public partnerships. The offering has a short history plus new, continuously improving, initiatives and services.

Electronic services can provide both official and unofficial information. The verified information providing multilingual Info bank – INFOPANKKI – is also a very good tool for advisers and customers in communication.

Services for foreign individuals by cities are organized in different ways, but all are very well connected to the citizen services and public services for all individuals.

Services for companies include services by cities, in cooperation and by each city, plus private services by service providers.

For the list of services described see the attached service inventory report.

As a summary the settling-in services, networks and advisory services in the Helsinki region cover many needs of expats, but the customers' awareness of the existing services varies a lot so targeted events and innovative tools to share information, and create social contacts are needed among the international knowledge workers.

The Helsinki region Expat-workshop rated the identified services on the basis whether the used service was seen positive, neutral or to be developed. The experiences vary by person, generally the following services got a good label: Otaniemi International Network OIN and Talent Match, Advisory services for Entrepreneurs like Enterprise Helsinki, University International office service Töölö Towers, Advisories Virka Info and In Espoo, Infopankki, Into Finland and Helsinki Times. Existing services to include an Expat description was added to International Schools, Welcome Weeks and Luckan. The work groups also listed several additional services they had used and wanted to share them for testing to others. Attached are the reports from these group works.

5.2.2 NEW IDEAS, MISSING SERVICES AND NEED TO DEVELOP EXISTING SERVICES

The participants of the Helsinki region workshop shared their experiences through designated matrixes for Expat-project to better understand key service demands and to better develop the services according to user needs. Generally most expats had found life in the Helsinki region satisfactory but e.g. finding information about social and professional connections, as well as networking needs to be improved.

There is a clear need for a better promotion of services in the region. New ideas for services in the Helsinki region include services for employers of foreign workers, a collection of nationality clubs and a Healthcare service point giving information about social care and healthcare for internationals. Also an integration plan for employed persons was proposed, and a reception service for internationals, too.

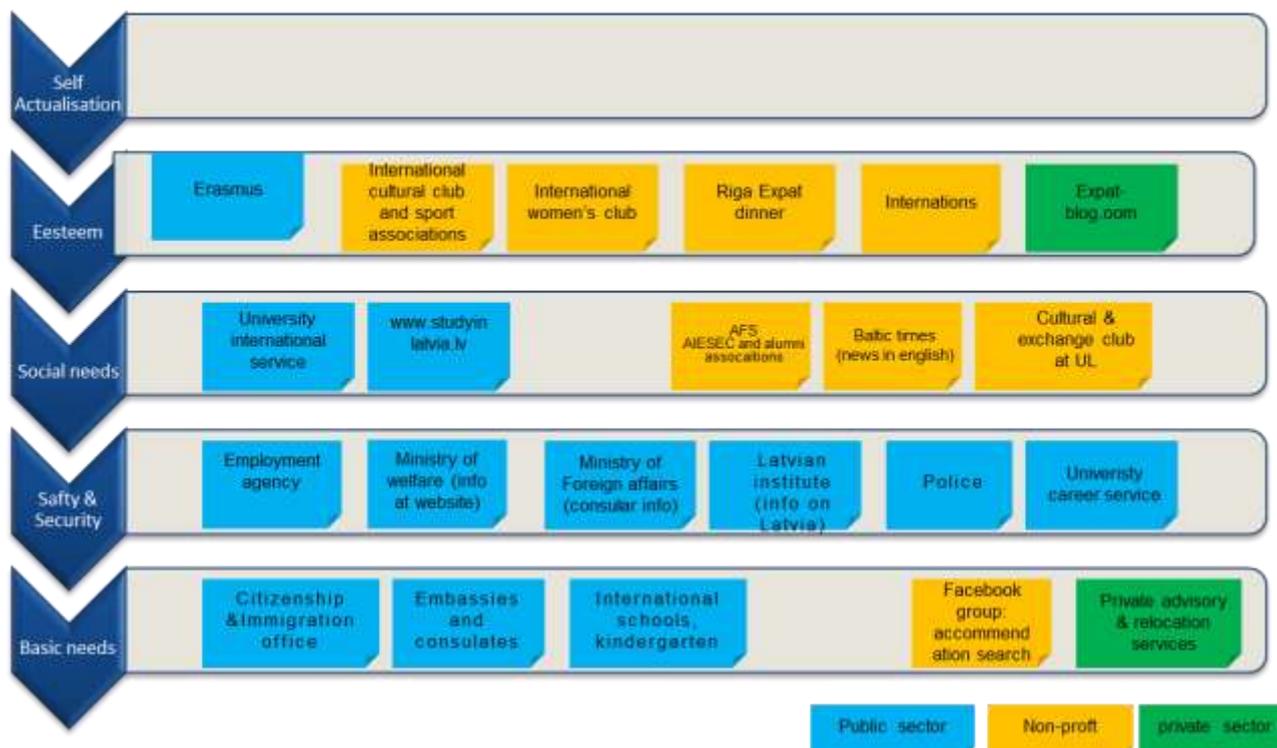
Good hints to improve services included e.g. explaining in practice what the winter and the climate means e.g. for clothing, knowing more about Finnish courses – a list and basic information is not enough, there is a need for information about how to find possibilities to do voluntary work and how to keep up the own cultural identity with time. For some people it was difficult to find information about events in English. More ideas and needs are given in the attached reports from group works.

For the development of the Expat Service platform the Helsinki group analyzed the need to include questions and answers service and to add possibilities for sharing experiences. To improve user experiences expats need to find “classical” improvements like picking good services and collecting information together, plus also to increase interactivity and user community inputs. We can also look at new possibilities to present the Finnish climate and culture in a more adaptable way, e.g. by using comic strips or videos.

The Helsinki region needs talented people, thriving businesses and international investments to succeed in the global competition and to create a prosperous region. An Expat-platform for international knowledge workers, settling-in services, networks and information services can be of help in order to succeed in fulfilling this need.

5.3 SERVICE MATRIX LATVIA

Service Matrix – Riga region



The service matrix of the Riga Planning Region has been developed during the Expat Inventory phase and has been reviewed and complemented during the workshop with local stakeholders and working meetings of the Latvian partners Riga Planning region and University of Latvia.

The service matrix includes the available setting-in services and networks in Riga Planning region which are oriented towards expats and international students or which are available to public in general, but can be used by expats to better fulfil their needs in a host country.

5.3.1 CENTRAL FINDINGS AND ANALYSIS OF SERVICES AND NETWORKS

There is a wide range of services available to expats in the Riga planning region both to fulfill the essential needs and to facilitate integration and fulfillment of the social needs and recognition. However, most of the services are not directly oriented towards expats and are available to general public.

Basic services and services related to the safety issues are mostly provided by public bodies and are of a general nature. Information services provided by embassies and services related to the permits for the residence in Latvia are amongst the ones receiving bad feedback from the expats and stakeholders involved. However, some private companies offer the possibility to solve all the basic issues and people are actively using social networks e.g. to find accommodation.

Services related to social activities, belonging and use of the own culture are mostly provided by various networks and associations, as well as “receiving” institutions. Most of the services are available to students and are provided by universities, university related establishments or student exchange program providers. Global social network facilities, such as Facebook, are widely used for socializing and well recognized by expats. One of the Latvian peculiarities, which can be mentioned under this group of services, is the local social network www.draugiem.lv, which is more popular in Latvia, than Facebook.

At the moment there are no focused services for international talents available in Riga.

5.3.2 NEW IDEAS, MISSING SERVICES AND NEED TO DEVELOP EXISTING SERVICES

In order to develop the environment to provide “soft landing” and integration opportunities for the incoming talents, the improvement of basic services is required in Latvia. It would also be necessary to introduce services especially focused towards incoming expats. The main concerns are related to service accessibility as not even basic services are available in English. Two of the main improvements should be:

- information in English at Office of Citizenship and Migration Affairs;
- medical services in English.

As recognized by the internationals residing in Riga, in order to assure better integration and provide the necessary skills for living in a country basic language courses for expats would be required.

In terms of social events, even though there is a wide range of socializing and networking opportunities, again a number of services in English would be required:

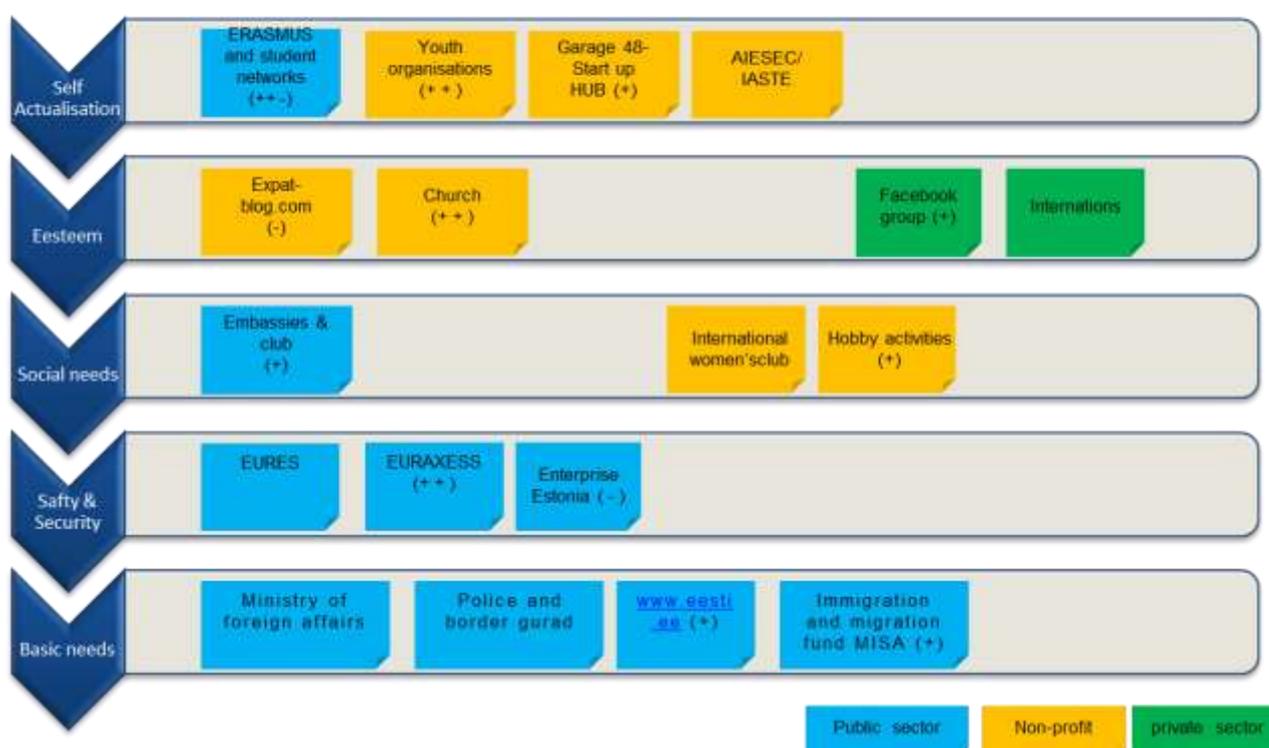
- extra-curricular activities (for students) in English;
- information in English on volunteering opportunities;
- information in English on job & internship opportunities

A specific interest has been shown by non-European students in having events with local people to share the culture and traditions.

In order to further develop the Riga Planning region as a welcoming destination for international talents it would be necessary to pay more attention to the services specially developed for the expats moving to Riga. Starting from the basic services and information services up to the social events and welcome packs, it would be necessary to create a favourable atmosphere and not only attract talented internationals, but also retain something for the benefit of the regional development.

5.4 SERVICE MATRIX ESTONIA

Service Matrix – Tartu and Tallinn



The Service Matrix for expats in Estonia has been developed during the inventory phase and has been reviewed and complemented during the workshops in Tartu (30.01.2013) and Tallinn (31.01.2013) with local expats and stakeholders. The local project partner Institute of Baltic Studies led this process.

Our regional workshops succeeded to find out the service demands from the expat's point of view and offered a forum for discussions, connections and collected experiences through designated matrixes. Expats were asked to evaluate the services which they have used and the results of the workgroup were put together by the group leaders. During the workshops, expats pointed out the strengths and weaknesses of these services.

5.4.1 CENTRAL FINDINGS AND ANALYSIS OF SERVICES AND NETWORKS

The service offering for regional settling-in services in Estonia consists of the public, non-profit and private services. The first inventory presents service descriptions of 19 services and networks targeted for international people and companies moving to the Tallinn and Tartu region. The main focus has been in free services provided by public organizations or non-profit operators, plus some examples of private service providers.

The conclusions from the analysis of the services in Tallinn and Tartu, are the following:

- **The public services** for foreigners in Tallinn and Tartu were mostly evaluated as good or neutral. Erasmus Student Network, which supports and develops the exchange of students, received a lot of positive feedback, but also some neutral and negative comments. On a social needs perspective, expats were very satisfied with different Embassies and Club events.

The expats' evaluation about Enterprise Estonia, which is a national support system for entrepreneurship, providing financial assistance and so on, was however not so good. The expats had neutral or negative experiences with Enterprise Estonia.

Services are available in Tallinn and Tartu for expats and their basic needs meet their expectations. The expats have received good assistance from the internet source www.eesti.ee, which is a so called Gateway to Estonia, and also from the police and border guard.

- **The private services** in Tallinn and Tartu only had excellent evaluations from expats. There are a lot of different valuable Facebook groups, which they can use. There are private services they can use anywhere, not only in Tallinn or Tartu. There is also a web-based community InterNations.org in Tallinn, which could be the world's number one Expat Community online.

- **Non-profit services** in Tallinn and Tartu are very useful for expats to help them settle in. If expats come to Estonia to start their own IT project or business, then Garage48 is a big help to them. A web-page called "Young and brave" is an Estonian Youth Organization, which could be exactly what youngsters are looking for. It is offering communication and different events or projects with other young people in Estonia. Other organizations or networks offering communication services like Expatriate-blog.com/Estonia or Tallinn International Women's Club.

For international students it is also possible to join to AIESEC Estonia. Their Global Internship Program offers internships to students. Expats can also engage in Tallinn and Tartu for their social needs like hobbies, going to church or other activities.

Expats have given high evaluations upon the web site of EURAXESS Estonia, which provides information and assistance to any kind of researchers who wish to come to Estonia. There is also information for those who are looking for a scientific job in abroad. Expats were also pleased with The Integration and Migration Foundation Our People (MISA).

At the moment there are no focused common services for international talents available in Estonia.

5.4.2 NEW IDEAS, MISSING SERVICES AND NEED TO DEVELOP EXISTING SERVICES

Although expats in Tallinn and Tartu were quite happy with the services available for them in order to settle in, they also have some proposals and ideas for new services:

1. Expats suggest, that there should be more physical gathering places to meet up in Tallinn and Tartu;
2. There would be some kind of a welcoming package for expats with information about how things work in Estonia, where can you find answers to different questions and so on;
3. Would also be useful an on-line website with frequently updated info, hosted for example by the ministry or city government;
4. There are too expensive language courses in Estonia;
5. There are problems finding support regarding public schools;
6. There should be more kindergardens and schools where the children of expats could fit in – or other childcare providing services. (Annex 6)

6 CASE STUDY REPORTS

6.1 STOCKHOLM

One could argue that Stockholm is a relatively 'open' city towards expats. That is probably true, but expats in Stockholm will tell you that getting to be a part of Stockholm or Sweden is not anything close to being easy. That's why the Global Expat Centre (GEC) concept is being built up. Mrs. Claudia De Leeuw, the president of GEC, is an expat herself. When arriving to Stockholm with her husband in 2009 she first struggled a couple of months trying to find something to do while her husband was working for an international company. She was used to working in quite high positions and having a career and filling her life based on working relations and such – as most of us do! Claudia decided then to start on building a concept for like-minded – expats and their spouses with very little contact surface to true Sweden and also to other internationally-minded people.

The starting point was that people need a place they recognize. No matter what the opinion about McDonald's and its golden arc represents, for us westerners it is at least something we know – something we can trust to be the same everywhere. The Global Expat Centre's idea is somewhat same: having a place to go to abroad. At the very moment the second GEC is being put up at Copenhagen! Place to go to when working abroad and it is a good start.

But as stated earlier, in 2009 Claudia started to gather people and information to put up an expat center. She gathered data to prove her thoughts and found out that 72 professions in Sweden are lacking employees. Almost every study and institution forecasts that there is an ever-growing need for expats in the Baltic Sea Region. That means of course that the competition between cities and countries is going to be quite tough. As seen before, those who start their race early manage better than those waiting for the problem to burst into hands. She also found out the people do not care that much how much about they actually get paid – they choose a region where they want to live. 90% of the spouses were employed before the expatriation and only 30% after. 82% of them are highly skilled.

The Global Expat Center Stockholm is located in the north of the city center (address: Odengatan 62). The premises are offered by the City of Stockholm but the rest of the money comes from the expats' employers and from the expats themselves. To get the whole package of services and fun you need to pay the Expat Center around 1000 Euros fee per year. For now the Expat Center Stockholm is running with about 150-200 people. Mrs. De Leeuw argued that there would have to be at least 100 people taking part in activities so that an expat center could function properly. She pointed out that expats should really dedicate to the activities and within two years an expat should be ready to live his/her life and have social contacts without an expat center.

The Global Expat Center concept is leaning very much on volunteers. The Expat Center pays for only two people at the moment and has eleven volunteers working as 'tutors'. The estimated number of expats in Stockholm and Copenhagen is around 20,000 individuals.

As The Global Expat Center is now expanding to Copenhagen the deal with the City of Copenhagen is that it pays for the first two years and after that the center should manage on its

own – the premises should probably still be provided by the city in order to commit them in this activity.

The Global Expat Center is looking forward in expanding its operation to other cities within the Baltic Sea Region. Mrs. Claudia De Leeuw is anxious to meet city officials and HR-specialists from companies hiring expats. In Stockholm the most interested partners came from companies as they were keen to 'have a life' for their employees after working hours.

Naturally enough there are several problems in putting up an expat center. The first one being the "gray mass", as in whether there are enough expats in a city/region to maintain a center. It has been estimated that about 14% of foreign back grounded are highly educated but there is no estimate of about the real expats on a job-assignment known of. Another obstacle is that this kind of 'social service' cannot be productive – it actually has to lean quite much on volunteers. How much does then the input of Mrs. Claudia De Leeuw weigh and how likely it is to find a person as enthusiastic as she? A third thing is that the amount of expats in this network may vary a lot according to times, but the expat center should still offer quality all the time. Besides these points there are of course lots of issues concerning the adaption of this model to different regions. Nonetheless The Global Expat Center is working now in Stockholm and in a couple years we will see if it works in Copenhagen too. The officials struggling to find the most beneficial models to attract expats should truly pay attention to this concept.

Global Facts

The Global Expat Centre's driving force is the rapidly globalizing economy and the increasing reduction of the available workforce. It has been commonly agreed that the talent workers are going to be one of the next issues, which countries and regions have to fight about. At the very moment the number of highly skilled employees who move around the world is between 2 and 7 % of the international companies' whole staff. A quarter of embassies staff is employed on an expatriate contract.

Expats tend to move with their spouses and families. The partner's role is a key factor to a successful assignment: 62 % of assignments fail due to the partner's dissatisfaction. The spouse's employment rate also falls heavily during expatriation. As almost 90 % of spouses were employed before expatriation, only 35 % afterwards. 4/5 of spouses have a bachelor's degree or higher.

Because of concerns about their spouse's employment or career, almost every third has turned down an international assignment and 7 % has terminated their assignment early. The financial impact of an assignment failure is significant.

The Mission

The institution of The Global Expat Centre is run by the Global Expat Partners AB. Its main ambition is to maximize the positive experience of being an expat. The Global Expat Centre concentrates quite a lot on spouses and families. They collaborate with experts and existing networks the whole time in order to improve the quality of their family support. One of the main goals is of course to expand the expat's network all the time.



Global Expat Centre provides expat and diplomat families a place to go to – a safe harbour during their expat time!

The Stockholm Model

Development of The Stockholm model took three years and was made in collaboration with the City of Stockholm, Professor Ingemar Torbjörn from Stockholm University, and international companies and embassies located in Stockholm. The developed model is based on an on-going support for expats and their family members.

The Stockholm model is built on 4 pillars:

INTEGRATION

- Workshop 'Welcome to Sweden', focus on Stockholm;
- Workshops 'enjoy Sweden':
 - ✓ Swedish history
 - ✓ Swedish food
 - ✓ Swedish health care system
 - ✓ Stockholm activities

LANGUAGE COURSE

- Swedish for expatriates (14 weeks language course)
 - ✓ Swedish for beginners
 - ✓ Swedish for advanced

SPOUSE SUPPORT

- Job support
 - ✓ Swedish company culture
 - ✓ CV writing
 - ✓ Interview training
 - ✓ Study opportunities

- Workshops
 - ✓ Third culture kids
 - ✓ Explore your Swedish experience through art
 - ✓ Mindful body
 - ✓ Spousal circle
 - ✓ Beating winter blues

SOCIAL NETWORKING

- Intercultural exchange & embassy visits
- International coffee morning
- Happy hours mingles
- International cooking/lunch club
- Outdoor activities



6.2 AMSTERDAM

Amsterdam, the city ranked by foreign direct investments (FDI) magazine as the most business friendly in Europe, is also a town enjoyed by expats. 90,000 foreigners make their home in Amsterdam, which is 12 % of the population.

Amsterdam Expat Center is a joint initiative of the Amsterdam metropolitan area and the Immigration and Naturalization Service (IND). It is located in the World Trade Center in the south of the city and the facility is provided by the municipality.

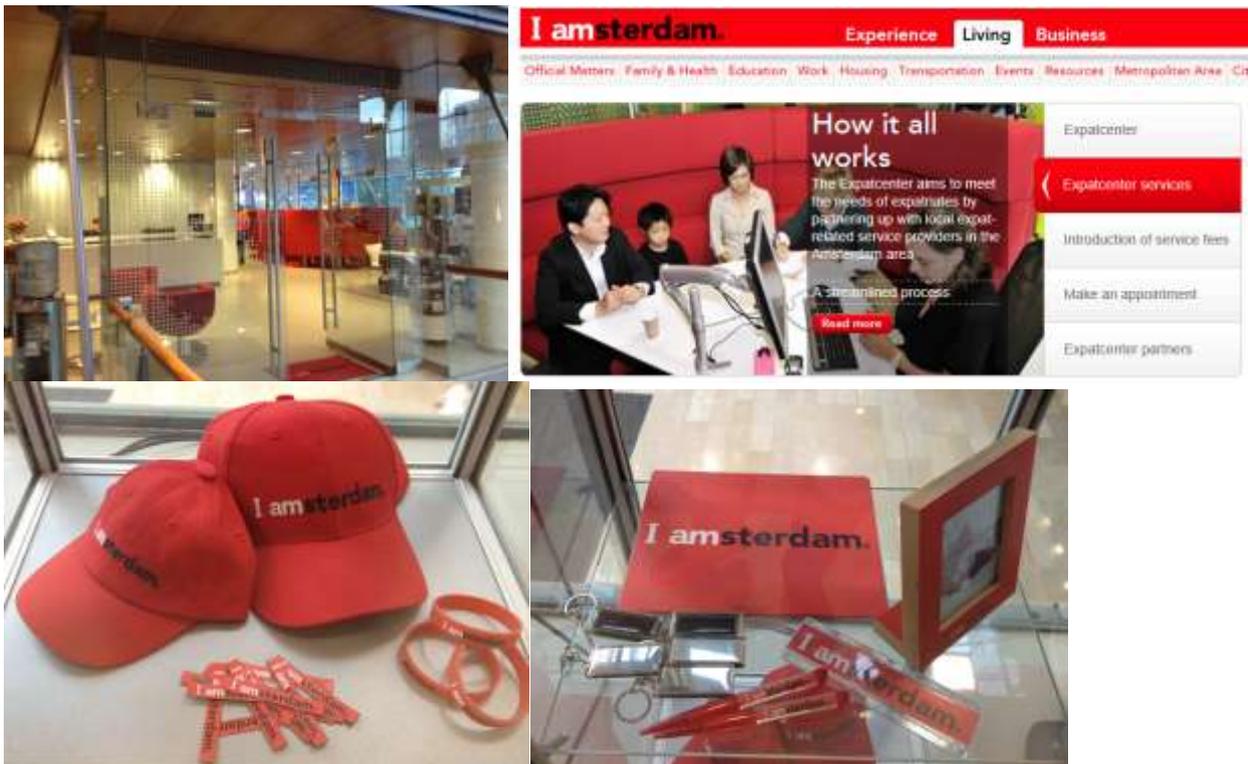
The most distinctive characteristics of the center are the following:

- **“one-stop-shop” concept**

The center provides services that enable their customers to obtain their residence permits and to complete their registration in a single visit. This service was branded and promoted as ‘one-stop-shop’, which creates a welcoming gesture and the image of high efficiency.

- **‘I Amsterdam’ marketing strategy**

The slogan ‘I Amsterdam’ is everywhere. It is not only the domain name of the website into which the center’s information is integrated, but it also is seen on all kinds of souvenirs. It is in English and associates ingeniously the feeling of belonging.





– ‘partnership program’

The center is exploiting a business mode by starting a ‘partnership program’, which means it collects and recommends reliable service providers on a wide range of topics; on the other hand, for the exposure and advertising opportunities, expat service providers pay an annual membership fee 1,500 EUR to the center.



'Welcome to The Hague'

Sixty kilometers away from Amsterdam is the international city of Peace and Justice, The Hague. With 199 international organizations plus 112 embassies and consulates gathered, nearly half of the inhabitants have foreign roots.

The Hague International Center is a joint initiative of the Hague city, the IND and a volunteer organization named Administrative Committee to Co-ordinate English Speaking services (ACCESS). Despite its young existence since 2010, almost half of international organizations confirm their expat employees are using services provided by The Hague International Center.

The prominent things of the Center are the following:

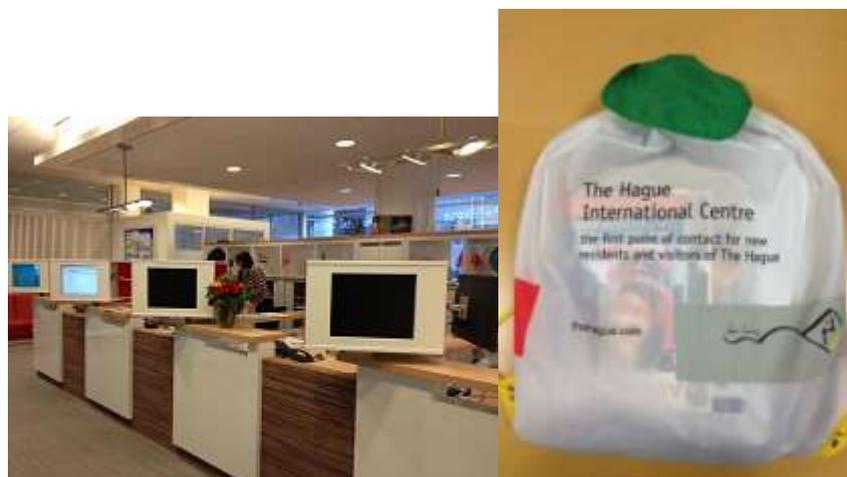
- **'Welcome to the Hague' program**

The center hosts 'Welcome to the Hague' mornings six times a year. It is an information source for new comers. Meanwhile, it is an opportunity for internationals to make new friends at their new home. The day Expat-project visited the center, it was coincidentally one of these mornings. Expats from all over the world gathered there, had coffee, had a chat and followed a city tour. The atmosphere was pretty relaxing, warm and happy.



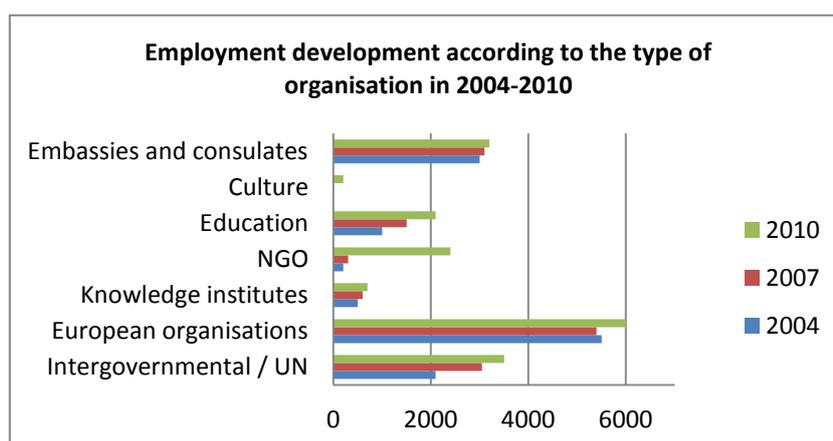
– Strong volunteer team

Thanks to the special demographic structure of the city, the center's operation largely depends on ACCESS with up to 120 members. Volunteers are trained step by step to get ready for answering customers questions via a telephone and sitting behind service desks to advise their clients. They also do plenty of research to collect information into the 'welcome package' for expats.



– Convincing figures

The center uses professional consulting firm to study the economic impact of international organizations. The research indicates that one job within the international cluster means two jobs in the local economy, as international employees spend most of their salaries inside the Netherlands.



(The Hague international city of peace and justice)



Recommendations

As a conclusion from the study trip, there are four recommendations:

1. Self-employed immigrants can be given an easier access in order to promote the entrepreneurship that is a significant employment engine;
2. The cooperation between government offices should be improved in order to diminish bureaucracy and form a streamline process of settling down;
3. A tangible place to serve expats is needed as a project usually lasts only a certain period of time;
4. The marketing awareness should be improved. Being friendly and open-minded, a country is more attractive to international talents.

7 TECHNICAL CONSIDERATIONS ON IDENTIFIED SERVICES

Based on the research and needs of expatriates to find information on what the feasible services in the regions are, a virtual platform was ideated and developed. This platform had been developed with an intention to answer the need expats, an easy access of information regarding expat services under one platform. The Expat Platform is piloted from February 2013 onwards.

The added value of this platform to the community relies in its simplified nature as well as segment specific. A few platforms have been developed for example in Helsinki, with information for all immigrants that come to the region. This information may not necessarily offer any added values to knowledge workers as it may be focusing on more facts that networking for success which is the main focus of the Expat Platform. This is to say, the Expat Platform is expected to support expats in accessing practical information, recognizing places to network and where they can find services that can support their social and professional life in the regions. In addition, the platform will act as a promotion tool for “Expat Service Providers” in the regions. This way, an automatic connection between service providers and users (expats) will occur – “The Network of Networks”.

7.1 ANALYSIS OF SERVICES

The information presented in the Expat Platform is about social and professional services in the regions. The platform is expected to serve as the channel for information regarding practical services such as integration and settling services in the region. It gives a go ahead of the place where people can go when they have a specific need. An Integrated map offers the information for an actual location of the service provider as well as the full description services. The classification of information in this is broken down to four sections; services, courses, sports and events.

Services information

With regards to services information, Expat Platform informs about all practical services and support services for expats who come to each region. These can be housing and relocation services, advisory services on various immigration, as well as legal and welfare information and other practical services.

Courses information

A local language competence is a prerequisite for any social and professional engagement. This section of the platform intends to highlight places where internationals can get more information about local language courses in their regions. This section was thought to be supportive to expats or expat spouses and families that arrive in the regions for short or long term assignments.

Sports information

Information about sports activities was added as one of social engagement to expats. As many people have different hobbies from their home countries, this section was thought to be places in the platform in order to let them find where they can continue their hobbies and hence learn new cultures. The sports are directed to expats but can also be a local sports club or center.

Events information

Information about events includes all current and on-going events in the regions. These events are not necessarily for expats but the idea was to offer them knowledge of where they can socialize through events and also to find out the person or organization in charge for each event.

Above all, each information category mentioned above is integrated to the social media, mainly Facebook, Twitter and LinkedIn. This integration offers the possibility for the users to comment or discuss different questions and experiences concerning services or events in each category. Each service provider or event manager will also have a possibility to manage their own events so that the information will be up to date for all expats.

Essential section

The Essential section is mainly information that is offering the facts about Finland from the weather to the politics. This section also has frequent asked questions which were derived from expats workshop results. All these things are created to give expats an overview of the region that they are about to go to or about to live in. In addition the frequently asked questions prepare expats by offering them fundamental information on various things. An essential part is being piloted only in the Helsinki Expat Platform.

Socialize section

The Socialize section in the platform also is created to give expats an opportunity to highlight or share new services that have started in the region. For the moment, the socialize part is mainly developed for the Helsinki Metropolitan region platform. By participating in this section expats will also be able to update themselves on any news or current matters that may benefit them all.

7.2 IDENTIFICATION AND BENCHMARKING OF AVAILABLE SERVICES

The Expat virtual platform embodies only those services that already exist in the regions. There is no service that is created by the project group. The services were identified through a regional research done by the project team as well as workshops with expats themselves in each region.

The services are selected and presented by considering their relevance to expats needs. Therefore as informed above some of the services presented in the platform may also be applicable to locals and other immigrant groups, but with a useful part to expats, as well.

There is a strong need to engage the service providers in order to be able to maintain and update information in this platform. In many cases service providers in different regions are also people who have clients groups which will be able to utilize the platform hence realize more activities that are suitable for them. This will create to the value for expats and service providers in various categories.

In order to give a living aspect of the site, it is possible for the service providers to log in their services and adjust the information of their services. This will allow the site to have the updated information and current events and activities. Service providers can have their own user accounts for signing in to the system.

7.3 TECHNICAL ELEMENTS OF EXPAT PLATFORM

The platform is created by using the Drupal content management system. This was chosen since it is widely used in many high volume web portals and it is easy to modify. Drupal though requires IT Specialization. Therefore it may not be used by anyone in modifying the main content.

The platform is also featured by an open source map. This map is linked with the content of the platform services and can through the GPS coordinates automatically adapt the addresses of the information provided in the platform. This allows the events and services to be allocated on the map. A filter feature is also connected to enable users to see the information they want.

In addition to the map feature, Twitter, Facebook and LinkedIn have been embedded to the site. This is mainly to enable the sharing of information through the social media. With a Facebook log in feature, people can sign and comment on the services through their Facebook account user name and passwords.

The platform is connected to a Google analytics feature, which is enabling the controllers of the site to track the number of visitors as well as the changing percentages of the returning visitors. This feature is supportive in realizing the usefulness of the platform.



CONCLUSION: THE KEY FINDINGS OF ALL THE REGIONS

Local workshops and studies were developed together with all the regions and the same methods were thus used in Helsinki, Turku, Tallinn, Tartu and Riga. As the whole, the project was also the workshops built on the idea of hierarchy of needs. That way we could easily divide the results into different categories and concentrate on the social aspect as it was chosen as our main concern and development area when building up the Expat-project in 2011.

The key finding from the Central Baltic Sea Region is that even though the regions vary a lot even by the amount of expats, all of them concluded in having poor targeted services for expats. Social networks built by the expats are also struggling and many initiatives are also being put up by expats every now and then, but the lack of coordination keeps them from growing into more solid and long-term projects. Also, innovative tools to share knowledge and information of already existing services and networks are needed. The Expat Virtual platform is our initiative working towards that goal. A long-term development could create a bigger expat community around the Central Baltic Sea or even on a wider scale. The idea should just be kept simple enough – a map where you can find up-to-date information about international networks. This would still of course need a responsible authority or person from every region to keep it up to date. The most simple and solid solution is to have an Expat liaison officer in every region – a number to call or an email address to mail for a ‘consultant’, who is paid to help in expat issues and to update the Expat Platform or map.

All in all, expats tempt to feel that it’s odd how they are put together with all the immigrants when national and EU strategies already quite openly declare international talent to be one of the most important things to have and cherish in the region. Then again the situation in Riga, Latvia is that even the basic services are not offered in English. Be the situation according to hierarchy of needs whatever, expats in every region feel that they have been left out. Even targeted language courses are lacking in every region. Work-related internationals do not either receive any integration help from the public authorities. International students are also pretty much left on their own and the connections to working life, cities or the culture are quite poor when graduating later on. Expats also feel that cities should have physical gathering places and some sort of welcome packages.

In the end, we are talking about letting the people develop regions as they would like to. The idea is not to open up borders, but to understand that we are diverse and have been so for a long time. Also immigrants differ from each other and therefore need different services.

ABOUT THE EXPAT-PROJECT

The Expat-project (2012-2013) was co-financed by EU Central Baltic Interreg IVA Programme 2007-2013. Its ultimate aim was to make the Central Baltic Sea Region a more attractive destination, a more welcoming region to settle in and a home for international talent.

Human capital is one of the decisive factors that contribute to the high competitiveness of the Central Baltic Sea Region. In today's interdependent world economy, the regions and cities need to cultivate their human capital and work out how best to retain the international professionals available at place in order to maintain and increase their global competitiveness.

While Europe is a relatively attractive destination for highly skilled immigrants, the Central Baltic Sea regions are not benefitting fully from the international talent moving and living here – nor are the internationals benefitting from the opportunities the region should have on offer. The Expat-project addressed the factors that hinder expats' smooth arrival and quality of life in the Central Baltic Sea Region and has developed methods and solutions designed to improve the identified challenges, in order to serve the interests of both the expats and the region as a whole.

The Expat-project conducted various research activities, including the best practices of soft-landing service models in The Hague, Amsterdam, Stockholm and Toronto; three field studies on soft-departure services available in sourcing countries in Shanghai, Seoul and Tbilisi; an online questionnaire regarding the internationals' opinion of their quality of life; and a pilot development of a virtual service platform for internationals. The project's results are presented in a series of reports that provide the aforementioned benchmark results, as well as analysis and policy recommendations.

Expat-project partners:

- Uusimaa Regional Council, Finland (Lead Partner)
- Culminatum Innovation Ltd, Finland
- Laurea University of Applied Sciences, Finland
- Turku Science Park Oy Ltd, Finland
- Regional Council of Southwest Finland, Finland
- City of Uppsala, Sweden
- Riga Planning Region, Latvia
- University of Latvia, Latvia
- Institute of Baltic Studies, Estonia
- eGovernance Academy, Estonia

More information:
www.expatproject.info

Terminology:

'Expats' refers to international knowledge workers, students and their families and spouses.



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