

# Feasibility Study

## Regional Talent Attraction Program

A need for a more progressive, systematic and collaborative effort to attract and retain talent to the tech sector in Trondheim region?

FUNDING PARTNER:



# Pre-study Regional Attraction Program

## Scope of work – Work packages

What are others  
doing?

1

Responsible: TC

1.1 Literature and  
web study other  
regions/cities

1.2 Visit and  
meetings/interviews  
other regions

1.3 Workshop with  
invited from other  
regions

The candidate  
journey

2.0

Responsible: NiT

2.1 Examine  
knowledge and  
attitudes towards  
Norway/Treg

2.2 What do  
candidates expect  
and want?

2.3 How to get  
candidates attention?

Describe the need of  
the tech sector

3.0

Responsible: TC

3.1 Interviews with  
companies and  
organisations

3.2 Categorize needs  
and target groups

3.3 Overview of  
existing/ongoing  
TAM initiatives

Make suggestion

4.0

Responsible: TC

4.1 Define possible  
TAM program  
scenarios

4.2 Discuss  
organisational  
alternatives

4.3 Discuss  
ambitions, economy  
and resources

# Talent Attraction Management - Framework

**1. Talent Attraction** – marketing and recruitment activities

**2. Talent Reception** – welcoming and ‘soft landing’ activities

**3. Talent Integration** – activities aimed at helping talent to settle in and prosper in the longer term, e.g. networks for professional and social integration

**4. Talent Reputation** – place branding and employer branding efforts and ambassador network models

**5. Management of the talent ecosystem** – the glue that keeps the regional work to attract and retain talent together.

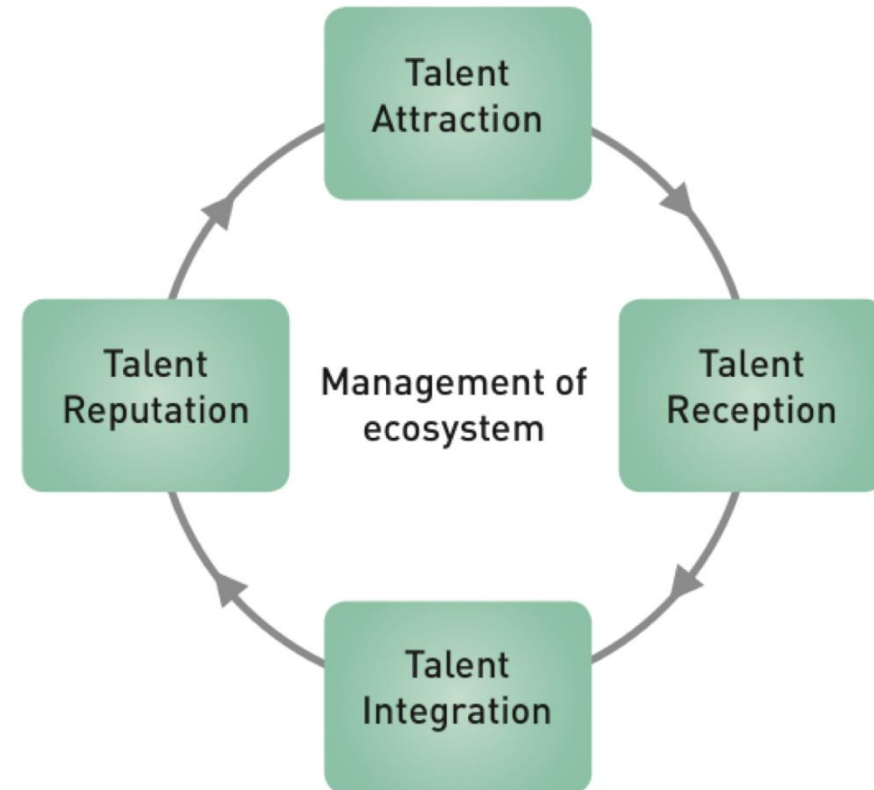


Figure: Cornerstones of Talent Attraction Management. (Future Place Leadership, modified from Tendensor, 2013)

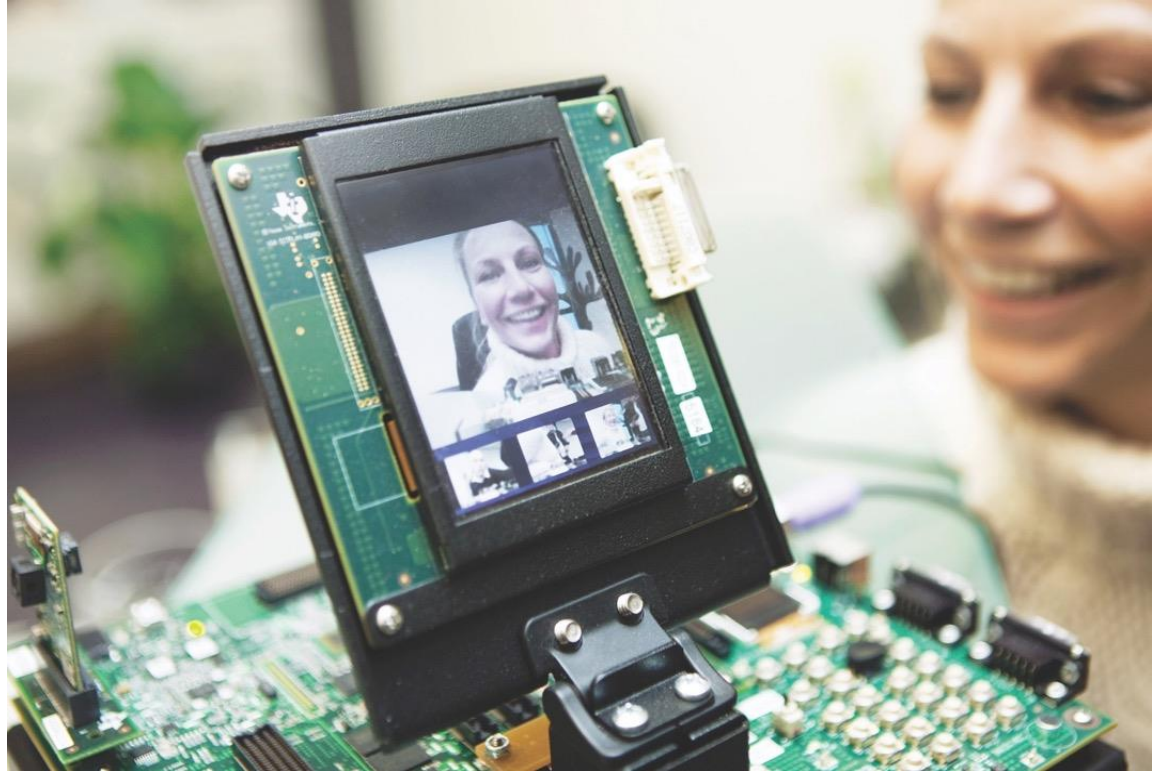
# Introduction to the Talent Agenda

# Increasing importance of talent

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“Talent, not capital, will be the key factor linking innovation, competitiveness and growth in the 21st century.”

Klaus Schwab  
Founder and Executive Chairman  
World Economic Forum





# Talent attraction and retention in numbers

The talent shortage is widespread and global...



45 per cent of 40 000 employers globally have difficulties in finding staff with the right skills.

Lack of talents hampers firm growth...



No 1 reason why firms hold back investment & turn down offers

Attracting talents is a good investment for society..



Average expat family adds ≈ € 255.000 to DK economy.

..so is talent retention.



If Cph retains all international talents 6 months longer = economic benefits of 850 MEUR

# Place matters – more than ever..

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“Fifteen years ago, 80 percent of people said they chose the company before the city”

Today, 64 percent choose the city before they choose the company or the job”.

Charles Landry





# Feasibility study findings & results

# Package 1

What are other regions doing?  
(about their TAM program)



Estonia



Gothenburg



Copenhagen



Singapore

## MoveToGothenburg

*“Attracting talent from all over the world to create a better future and help the region and employers reach their vision”*



**5 Employees**



**SEK 5mill budget**



**Started 2015**

Public funding + private partners



Organised as a project, public-private partnership. Owned by/Hosted by West-Sweden Chamber of Commerce

### Population:

Gothenburg City: 0.58million

Metropolitan Area: 1.04 million



### International House

Open house desk service – information services about living and working in Gothenburg. New International House concept in planning stage



### Guides and toolkits

How-to guides, relocation guides, etc.



### Job advertisement

Platform for distributing open positions in tech companies



### Spouse program

Communities and expat events



### Career programs

3 career programs, with partners



### Promotion activities and campaigns

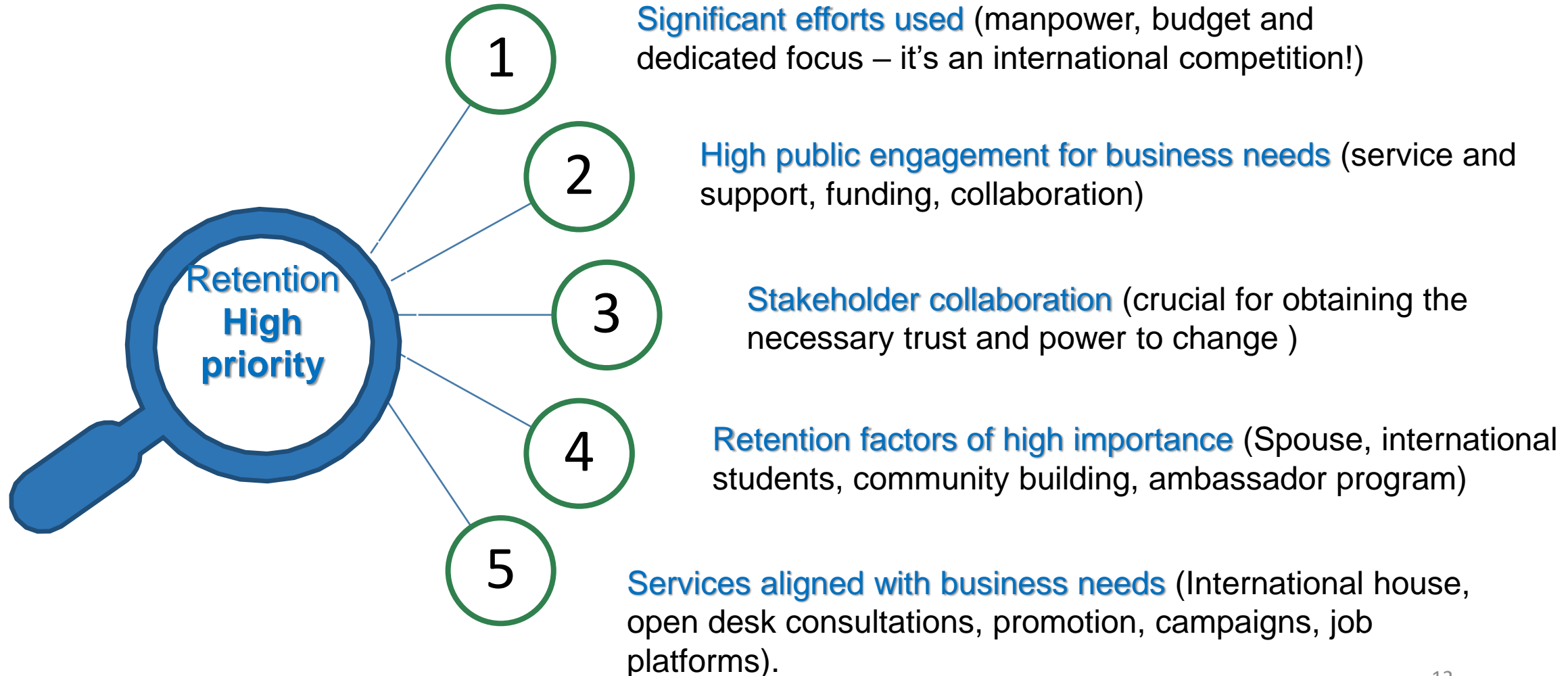
Branding and recruitment



### Influencing political and legal framework

Improving international talent mobility services

# Summary of key findings Package 1



## Work Estonia

*“We are working for Estonian companies to help them find and keep people with extraordinary skills from around the world”*



**8** Employees



**€1,7m** budget



**Started 2015**

**Public funding**



**Public Company.** Organised within Invest in Estonia, alongside Vist Estonia, Brand Estonia.

**Owned by** Estonian Government, through Enterprise Estonia (foundation)

### Population:

Estonia: 1.3 million

Tallin (Capital): 0.44million



### International House

Open house desk service – information services about living and working in Estonia



### Guides and toolkits

How-to guides, marketing toolkit, roadmap to foreign recruitment, relocation guides, etc.



### Job advertisement

Platform for distributing open positions in tech companies



### Spouse program

Goal: 51% to get a job within 6 months



### Promotion activities and campaigns

Branding and recruitment



### Incentives for employers and talents

- Grant (€ 3000 per talent) to companies for recruiting foreign talents
- Reimbursement of expenses for talents taking job after special campaigns

## Copenhagen Capacity

*“We support foreign companies, investors and talents in making a successful start in Greater Copenhagen”*



**20** Employees (on Talent)



**DKK 53m** budget



**Started 2015**

Public + private funding (paid services)



**Public Company.** Organised within alongside Invest in Copenhagen. **Owned by Municipalities and region**

### Population:

Copenhagen City: 0.79 million

Metropolitan Area: 2.06 million



### International House

Open house desk service – information services about living and working in Copenhagen. Driven by Copenhagen municipality)



### Guides and toolkits

How-to guides, Onboarding, marketing, relocation guides etc.



### Job advertisement

Career Portal & database of talents ( approx. +40,000 pre-screened profiles)



### Spouse program

Communities and expat events



### Promotion activities and campaigns

Branding and recruitment



### Projects

Currently running DKK 56mill development project – national TAM Model

## Singapore (SG-Innovate)

*“To help entrepreneurial scientists build Deep Tech startups”*



**20** Employees (on Talent)



xx budget



Started 2005

Public + private funding (paid services)



Public Company. Organised within alongside Invest in Copenhagen. Owned by Singapore Government

Population: 5.69 Mill.



### Talent Programs for students/graduates

To match top talent with high-potential Deep Tech startups.



### Incentives for talents

Grant/Stipend (3-6000 \$/month) to talents accepted for Talent Programs



### Talent Marketplace

A marketplace where talent and high-potential startups can seek each other out



### Training Development

Building Deep Tech capabilities through world-class learning opportunities.

### Events

Bring Together Great Minds Across the Ecosystem to Discuss, Share and Inspire Ideas of Innovation in Deep Tech



### Investment

Venture building and venture investment

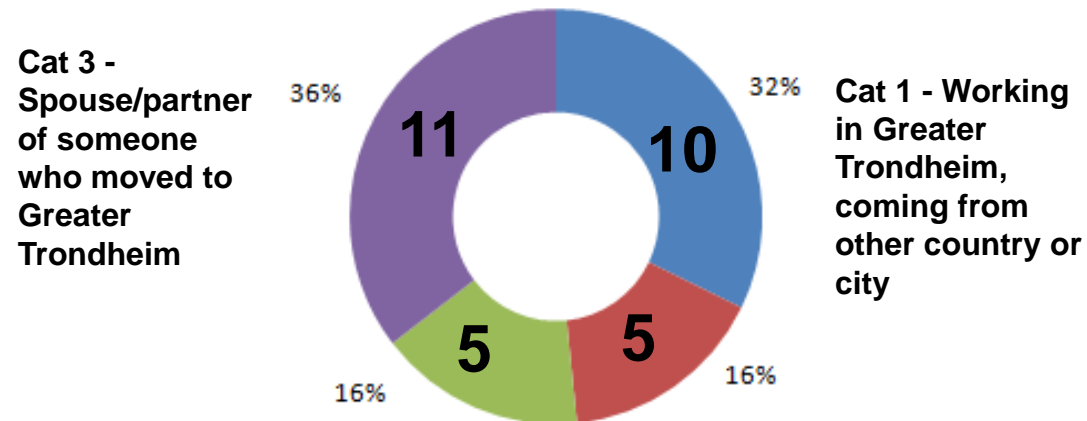
## **Package 2**

Interview with talents - findings  
(Primary data)



# Package 2 - Interview with Talents (Talent Profile)

## Total 31 candidates



Cat 3 - Spouse/partner of someone who moved to Greater Trondheim

Cat 4 - Studying in Greater Trondheim, coming from other country or city

Cat 1 - Working in Greater Trondheim, coming from other country or city

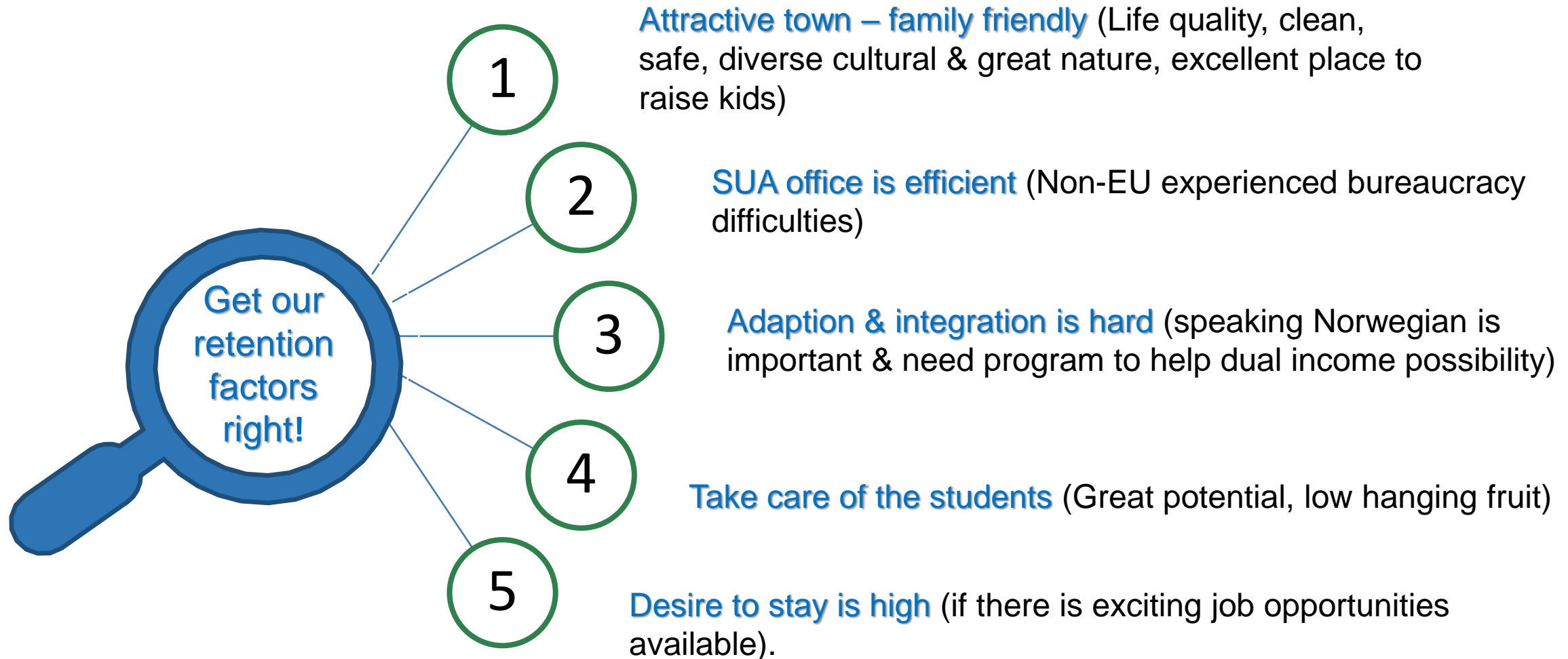
Cat 2 - Working in other Norwegian city, but have studied in Trondheim

## 20 Nationalities

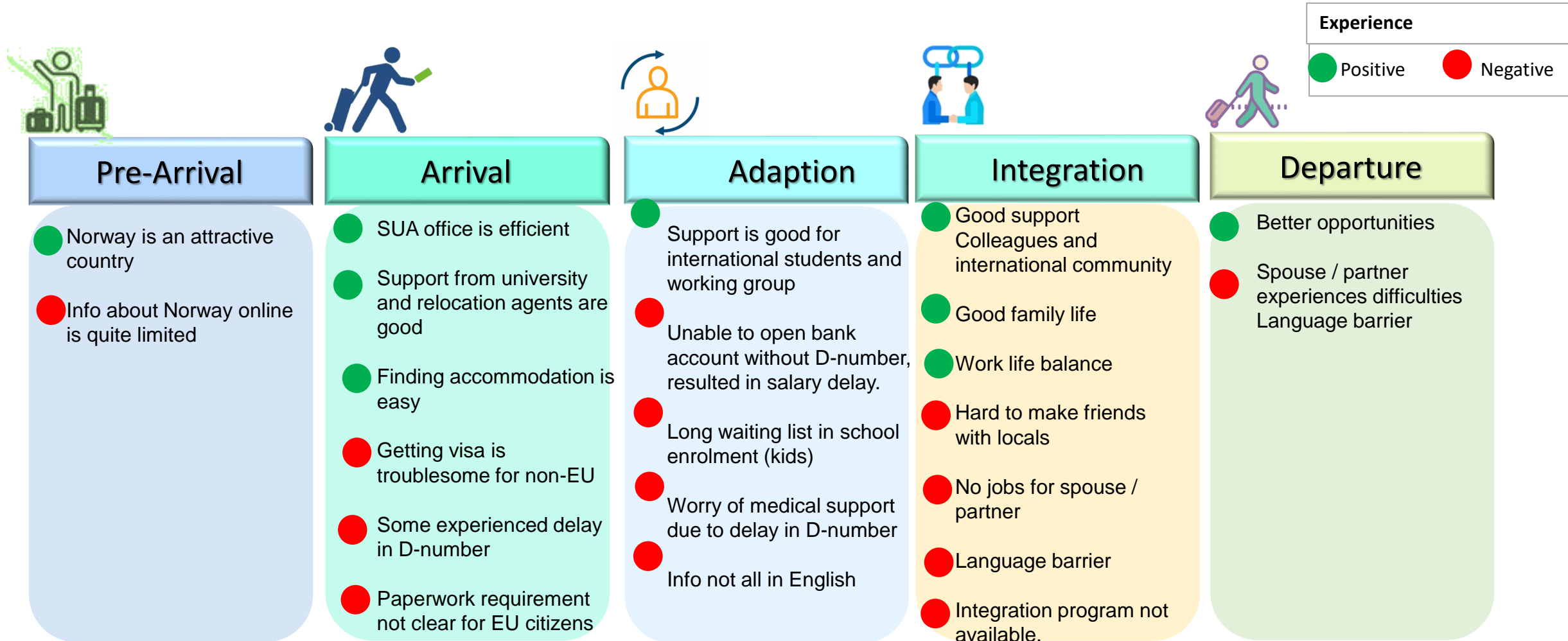


Albania / Austria / China / Egypt / France / Germany / Greece / Hong Kong / India / Iran / Malaysia / Mexico / Netherland / Norway / Portugal / Russia / Singapore / Tunisia / Ukraine / USA

# Summary of key findings Package 2



# Package 2 – Key Findings from interview with foreign talents





# Foreign Talent Journey Map

**Talents** can be working adults, students or family that coming to work and study. they are **excited to explore** Norway

## Expectations

- To settle in fast
- To adapt and integrate
- To build a new life

## Experience

- Very positive
- Positive
- Neutral
- Negative
- Very Negative

### Pre-Arrival

#### Reason for coming

- The desire to work / study abroad
- A suitable job offer is found
- Trailing spouse / partner
- A suitable course is found
- Other countries were also considered but Norway replied first
- Safe country
- Beautiful nature

#### Searching for info about Trondheim

- Info in Social media and Google
- Limited info online

#### Experience with recruitment

- Job search info mainly n Norwegian
- After job offer, communication is professional
- Hard to get job without speaking Norwegian
- Recruitment process is slow

### Arrival

#### Official paper work

- Apply and obtain an ID-card / visa / resi dent permit is stressful for some.
- Info in English but some forms in Norwegian only.
- Requirement and notarization not clear for some countries (EU/EEA)

#### Satisfaction with authorities

- SUA office is efficient
- Some countries citizens need to run few places for Immigration, Tax office and Police.

#### Finding accomodation

- Finding a place is easy
- Rental process is stringent for Foreigner (security deposit)

#### Integration support

- Support from university is good
- Support from relocation Agent paid by Employer is good but only initial stage
- Most employers offer admin support
- Some employers are unfamiliar with
- The legislation

### Adaption

#### Satisfaction with public / services

- Access to healthcare services for kids (due to delay in ID card)
- Delayed in ID-card caused bank Account set up (salary delay)
- General public service info is avail in English but details and forms are in Norwegian only
- Long waiting list in international Schools and local kindergarten

#### Satisfaction with adaptation services

- Not aware if there is any integration Program
- Some need to pay for language course

### Inteegration

#### Attitude towards foreigners

- Warm and welcoming to foreigners once they know you
- Colleagues from work are helpful
- Getting support from international community
- Making friends with locals are difficult
- Language is a barrier

#### Work & career

- No issue for ICT professionals
- Very hard for non ICT
- Speaking Norwegian will open more Doors
- Competent Spouse / partner in non ICT hard to pursue a career here.
- No clue about the job market
- Network is the best way to get job but Its extremely hard for foreigners with Narrow circle.

### Departure

#### Reason to leave

- Life changes
- Better offer / opportunity elsewhere
- Family issue
- Partner / family experiences difficulties

#### Desire to stay

- Tend to stay longer if things work out well
- Those who left wish to return one day or stay connected

#### Tips for others

- Super work life balance
- Small town and close to nature
- Good to raise kids here
- People are friendly
- Local Norwegian are reserved and difficult to integrate
- Cost of living is high
- Don't come if you don't have ICT Qualification
- Weather is harsh during winter
- Some bureaucracy to go through

Yeah!! I am going abroad

Life is fantastic!

Oh no.....

I want to go home!

What will happen?

I am doing GREAT!



# Package 2 – Key Findings from interview with foreign talents



Things are working well

- Norway is safe with beautiful nature.
- Foreigners perceive Norway is efficient and country with good life quality
- 2 groups (Students who were supported by university & assisted by relocation agent) are generally happy

- SUA office is efficient
- Support from NTNU is good
- Relocation agent is doing a good job
- Finding a place is easy but had challenge with collateral requirement

- Working group are well supported by employers
- Relocation agents still help their clients by including them in some social activities

- Good prospect for ICT professional
- Work life balance and close to nature
- Good place to raise kids
- Tech professionals are surrounded by English speaking environment
- Good support from international community

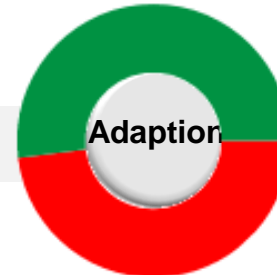
- Tend to stay longer than they originally planned
- Will still recommend Trondheim to others
- Some consider to return at different life stage.



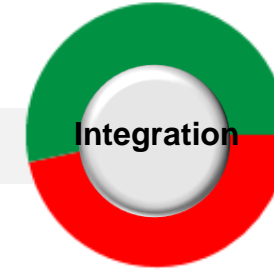
34%



5%



48%



47%



Departure

28%

Negative experience

- Limited practical information online about Trondheim for relocation
- Recruitment process is slow, some employers unsure of legalities matters but supported administratively.

- Challenging for non-EU group with all paper work requirement
- Delayed in salary due to unable to get D number for bank account opening
- Update of address to Posten is a hassle
- Running few places (UDI, Politi, Skatten) should be avoided

- Finding school is difficult with long waiting at international school
- Barnahage is not always readily available.
- Info not all in English especially application forms
- Worried of medical issue for kids when D number is delayed.
- No integration program for trailing family who are not working
- Language barrier and have to pay for the course

- Hard to socialize with local
- No employment opportunity for non Tech group and job market is bleak for spouse / partner
- Dark and cold winter is challenging with no friends / family around
- Finding job is better chance through network but to foreigner is a challenge with limited social circle.

- Intention to leave (due to):
- Pursue other interest
  - Go places where there is career opportunity for spouse / partner
  - English speaking countries
  - Family factors

# Package 2 – Key findings from talents who left Trondheim (2<sup>nd</sup> set primary data)

(Economic incentive and non-economic benefit influenced decision factors of talents)

## Why they left

**B**etter prospect in bigger city

**Tech** students – many options

**W**ant to explore and adventure things outside TRD

**G**o places where they can build competence

**T**rail where friends & partners go to maintain the social contact and emotional comfort.

**N**ot aware of the urbanization in Trondheim Region

**L**imited exciting employments / employers

**W**ant to work for organizations that conscious with sustainability goals

**L**imited network for non-Trøndersk.

**L**ow visibility of job market in Trondheim / less internationally oriented

**C**an't find internship or job

**L**ess concern with lifecycle and family commitment

## Possible reasons to stay

**P**artner found a job

**T**ies with family and friends here give familiarity and comfort

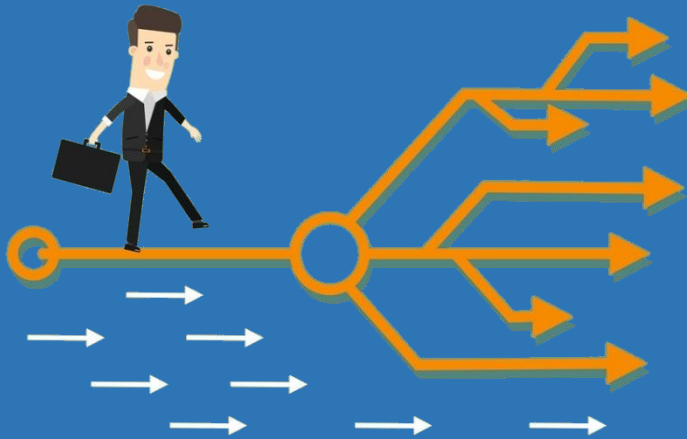
**P**ositive outcome from internship

## Possible Reasons to Return

**C**loser to family

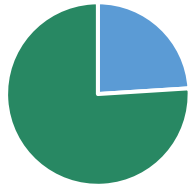
**D**ifferent needs in different lifecycle

**E**xciting opportunity



# Students - Retain them after studies

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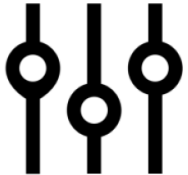


Only 25% of students perceive that regional businesses are visible



Over 80% of the respondents consider living in Trondheim after graduating



Student unions are central in reaching technical students

<p><b>Preferanser for valg av arbeidsgiver og bosted</b></p>		<ul style="list-style-type: none"><li>• Studenter flest synes at de viktigste faktorene for valg av arbeidsgiver er arbeidsoppgaver og arbeidsmiljø</li><li>• Studenter flest synes de viktigste faktorene for valg av bosted er jobbmuligheter og nærhet til venner, familie og hjemsted.</li></ul>
<p><b>Studenter med planer om å bli i Trondheimsregionen</b></p>		<ul style="list-style-type: none"><li>• 44 % av alle studenter har planer om å bli i Trondheimsregionen, hvor en stor andel av disse er fra regionen</li><li>• Kun 35% av de som anser data/IT sektoren som attraktiv har planer om å bli værende</li><li>• Kun 28% av de som ønsker å starte opp egen bedrift har planer om å bli værende</li><li>• Studenter som vil bli værende har ofte hatt internship eller praksis i regionen</li></ul>
<p><b>Kjennskap til tilbud i arbeidsmarkedet</b></p>		<ul style="list-style-type: none"><li>• Studentene har liten kjennskap til arbeidsmarkedet og lite kontakt med næringslivet</li><li>• Det er etterspørsel etter en felles oversikt over ulike bedrifters tilbud i Trondheimsregionen</li></ul>



Near term	Øke studentenes kjennskap til mulighetene i regionen		<ul style="list-style-type: none"> <li>• <b>Forbedre gjennomførelsen av Trøndelagsdagen;</b> tid, lokasjon, markedsføring. Samarbeid med Start NTNU kan forbedre dette veldig</li> <li>• <b>Etabler en felles portal for stillinger i regionen,</b> helst på StudyTrondheim sine hjemmesider. Ta inspirasjon fra Bindeleddet</li> </ul>
	Tilrettelegge for mer praksis under studietiden		<ul style="list-style-type: none"> <li>• <b>Få selskapene til å tørre å satse på studentene.</b> De aller fleste studenter vil heller velge en lavt lønnet relevant sommerjobb i Trondheim, enn én godt lønnet irrelevant sommerjobb i hjembyen</li> </ul>
Long term	Få flere selskaper til regionen		<ul style="list-style-type: none"> <li>• Etabler en overordnet strategi for hvordan tiltrekke og beholde selskaper i regionen;             <ul style="list-style-type: none"> <li>- F.eks: Bergen og omegn har en klar felles strategi for hvilke næringer de ønsker å tiltrekke seg</li> </ul> </li> <li>• Flere tiltak som DNB NXT</li> </ul>

# ... og disse tiltakene er også etterspurt blant studentene

1

I større grad kommunisere  
jobbmulighetene i regionen

**“Kom på bedpres og bedriftsdager på campus. Lys ut stillinger, vis at det er spennende muligheter”**

NTNU (teknisk) student fra Oslo-området<sup>2</sup>

**“Trondheim er en trivelig by å bo i, men alt står og faller på om det er aktuelle jobbmuligheter her”**

NTNU (teknisk) student fra Midt-Norge<sup>1</sup>

2

Tilrettelegge mer arbeid i regionen

**“Mer praksis og kontakt med studenter før endt utdanning”**

NTNU (ikke teknisk) student fra Vestlandet<sup>2</sup>

**“Internshipordninger på tvers av arbeidsplasser innenfor en region. Sommerjobber i Trøndelag er også attraktivt for endel, men ofte er det enklere å finne noe "hjemme"”**

NTNU (teknisk) student fra Østlandet<sup>2</sup>

3

Opprettelsen for en felles portal for jobbannonser

**“Skulle gjerne hatt en nettside med en oversikt over Trondheims-bedrifter kategorisert etter industri, arbeidsområde, størrelse etc”**

NTNU (teknisk) student fra Østlandet<sup>2</sup>

**“Jeg kunne godt bodd i Trondheim, men jeg har fortsatt igjen å finne en jobb her. Svaret til hvorfor jeg ikke følger med på studeirelaterte jobber i Trondheim er fordi jeg ikke vet hvor jeg skal finne dem”**

NTNU (teknisk) student fra Nord-Norge<sup>1</sup>

4

Utarbeide tiltak mot studenter som ikke er fra regionen

**“Fordi Trondheim er en av Norges fineste byer, samtidig som at det er sentralt i forhold til å reise både nordover og sørover”**

NTNU (ikke teknisk) student fra Nord-Norge<sup>1</sup>

**“Passe stor by med godt kulturtilbud og nærhet til naturen”**

NTNU (teknisk) student fra Trondheimsregionen<sup>1</sup>

Basert på spørsmålene:

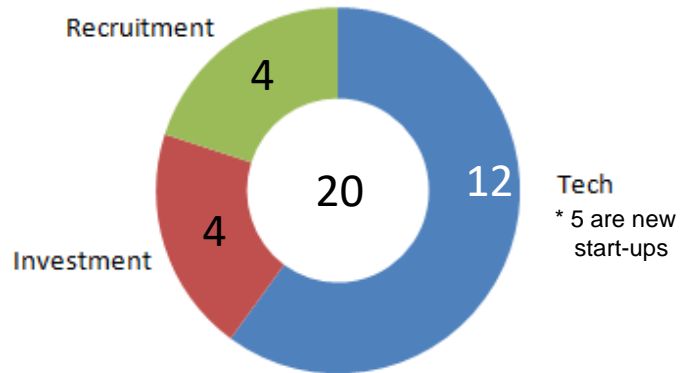
1. Har du planer om å bli værende i regionen etter endt studium?

2. Har du innspill til hvordan næringslivet kan bli enten mer synlig og/eller mer tilgjengelig for studenter?

**Package 3**  
**The needs of the tech sector**  
**(interviews with companies and**  
**organisations**

# Package 3 Interview with companies

## Who did we interview?



High demand in talents in in  
3-5 years time.



# Summary of key findings Package 3



**Attractive** (Abundance of unique technologies – good working and career development)

**Good talent access** (However; student retention and attract more commercial experience and SW/UX competence in shortage)

**Branding** (need to increase visibility and international orientation)

**Spouse / partner program is critical** (for dual career possibility and community building)

**Low awareness of TAM activities** (Strong support for a dedicated Talent Attraction Management program/effort).

# Package 3 – Key Findings

## Things working well

Norway is a good brand itself

Great access to tech talents

Abundance of unique tech & innovations.

Existence of international community

Diverse Industry

Supportive of a structured TAM program in place

Businesses are open to collaboration locally and abroad

## Opportunities

Lack of professional community and scale is too small

Difficult to attract commercial talents

There is gap between international academic community and the industry

Lack of career program for spouse / partner

Low diversity and international orientation

Not open to embrace diversity (language)  
Inward looking

Lots of tech start-ups but experienced tech pro perceives working with start-ups is risky

Knowledge of Trondheim  
Lack of visibility in tech  
Branding of Trondheim is not strong

Low awareness of TAM related activities / service (eg SUA office)

## Challenges



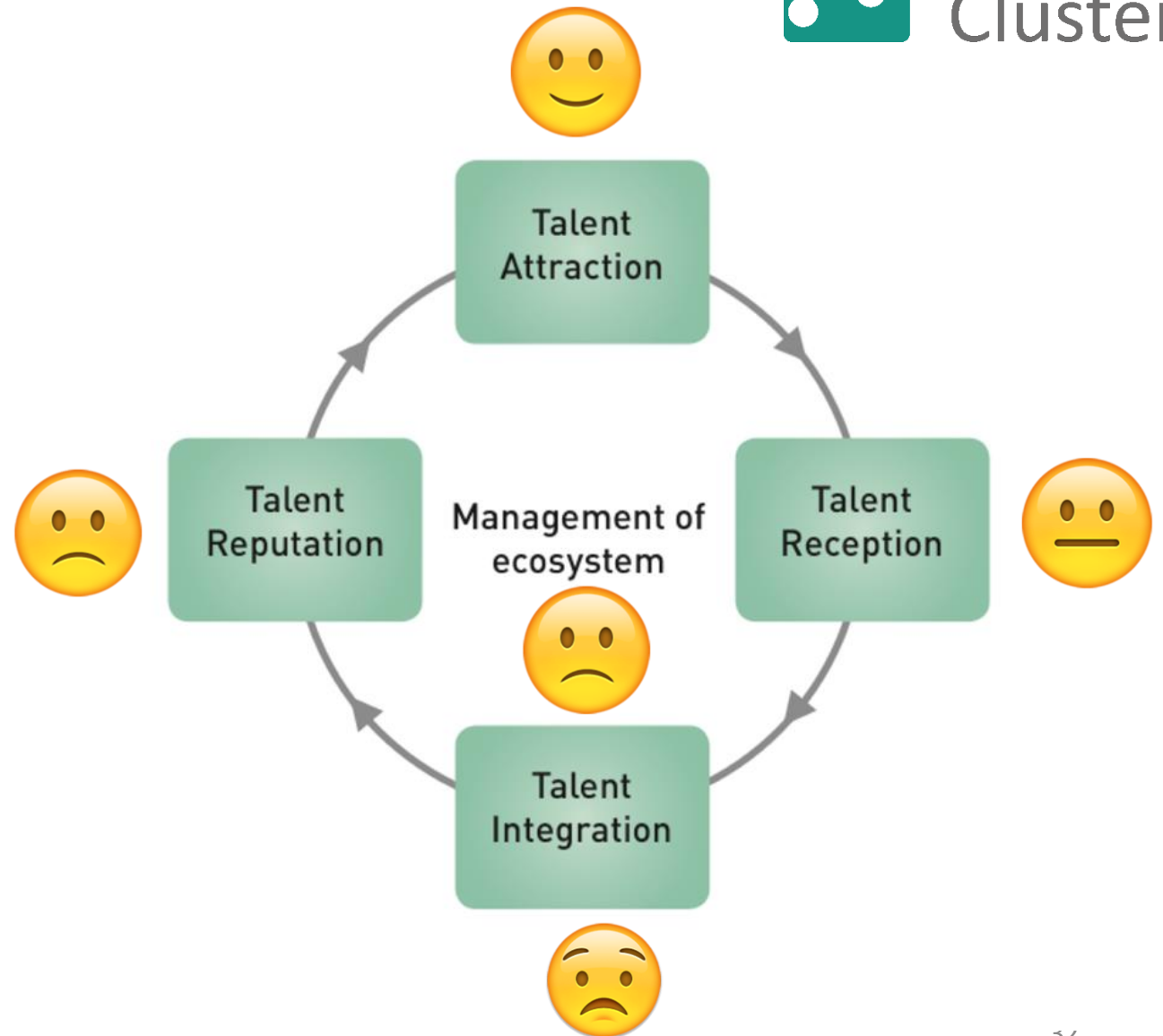
Overall key findings  
Recommendations  
for how to proceed



# How do we rate?

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- Talent Attraction; is generally good due to academia
  - However critical shortages in specific categories of competence and limited common marketing and recruitment campaigns
- Retention (reception and integration) – should be improved. Spouse & dual career critical
- Branding and visibility of tech sector – room for improvement – both PLACE and EMPLOYER branding
- Clear need for a coordinated TAM program





## The good parts!

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Business leaders happy with NTNU talents; good access & high quality

Several companies with capacity and experience within TAM activities

NTNU with a well developed TAM strategy

Presence of professional service provider with many years experience –  
Onboard Norway AS

There is a strong willingness to cooperate on strengthening TAM

## But there is also a sense of urgency...

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Business leaders: "It is critical that we solve the spouse problem"

Talents: "We would like to stay, but difficult to integrate socially and professionally for the family"

Students: "The regional employers are not visible enough"

Startups/Scaleups: " The scaleup community is too small, to few commercial professionals available"

***5 years left to reach the common goal of 1000 tech companies/20.000 employees***

# AMBITIONS

How does Talent Attraction Management fit in?

*«The most attractive city  
region in Norway»*

Strategisk næringsplan 2030 (tentative)

## Potential Cost

**5-20  
MNOK**

(Potential cost of fully operational TAM Program)

## Potential value creation

2% turnover increase  
for tech industry

**500 MNOK**

30 extra foreign talents move to  
the region, increased net public  
income

**4,2 MNOK**

Est. 140 KNOK per talent  
(Copenhagen example)

A single strategic recruitment may  
potentially create a unicorn

**? Mrd NOK**

Fewer companies move to  
other cities/countries

**? MNOK**

# How to do it – what topics to address

## The Talent Attraction Management Toolkit

Branding	Attracting	Receiving	Living & working	Moving
		Pre-arrival information		
Inclusive branding platforms	Marketing portal	Information portal	Professional networks	Mobility support
Innovative events	Community and content marketing	Open-house activities	Mentoring	Alumni networks
Branding toolboxes	Online campaigns	Soft landing	Regional trainee programmes	Ambassador networks
		Welcome events and programmes	Cultural understanding	
		Expatriate services and expat centres: <i>Public services;</i> <i>Access to housing;</i> <i>Access to schools</i>	Career advice and events	
		Dual career assistance	Open innovation and co-creation	

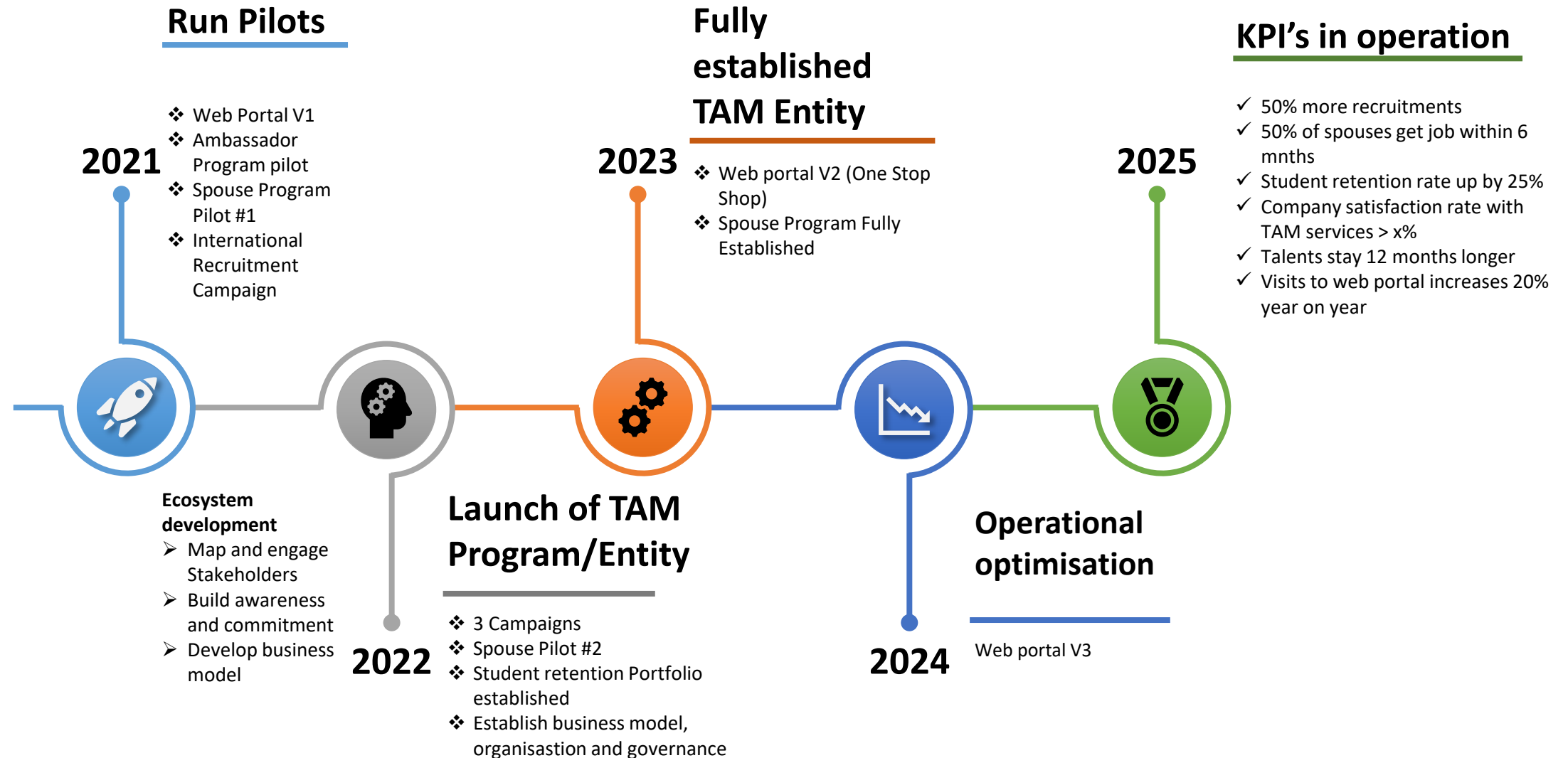
Source: Future Place Leadership, 2018

# Suggested pathway to a TAM Program

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- Goal
  - Greater Trondheim region to have a TAM program up and running by 1.august 2022
  - The Greater Trondheim TAM program shall have resources, efforts and funding to enable fair competition on the international Talent Arena
- Start with a portfolio of pilot projects in 2021/22
  - Build necessary awareness and stakeholder commitment and
  - Start improving on mission critical areas (where a quick fix can yield a high return)

# Pathway for Greater Trondheim TAM Program





# Suggested activities Y1 / 2021

## Web Portal Pilot

A portal for easier customer journey

To create movement and attention a V1 of a web portal is needed. The portal will link up the most relevant actors and stakeholders and provide information to talents in an efficient way. The site will also enable communication about activities and potential campaigns.

## Ambassador Program Pilot

Expats, Students & Spouses

Talents to tell great stories about the region and job opportunities. Recruit 15-20 ambassadors. Ambassadors is given access to career/competence development at a number of companies through events in return for their stories.

## Spouse Program Pilot#1

Mapping & Events

The pilot will bring together stakeholders and facilitate cooperation, which enables spouses to increase opportunities for professional and social integration. This includes uncovering employers' needs and coordinating with NAV and other relevant actors, as well as e.g. spouse events.

## Recruitment campaign Pilot

Run a pilot campaign to attract international talents. SW and microelectronics and commercial talents relevant target groups. The pilot shall include for testing concepts for reception as can be seen relevant in a future permanently TAM set-up.

## Develop ecosystem

Project management / Coordination

In order to achieve a coordinated and holistic approach towards a launch of a TAM initiative in Year 2, stakeholder engagement and commitment is needed. A coordination of the pilot projects is also necessary to maximise short and long term effects.

# BUDGET CONSIDERATIONS

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**FULLY ESTABLISHED TAM INITIATIVE 5-20 MNOK/YEAR (IN RANGE WITH OTHER REGIONS/CITIES)**

**Y1 PILOTS: BETWEEN 2 AND 2.5 MNOK DEPENDING OM AMBITION AND EXECUTION MODEL**

# Trondheim Talent 2022!

# THANK YOU!

FUNDINGPARTNER:



# Back-up slides

# Existing initiatives in the region– relevant for TAM

