

TEAM FINLAND NETWORK

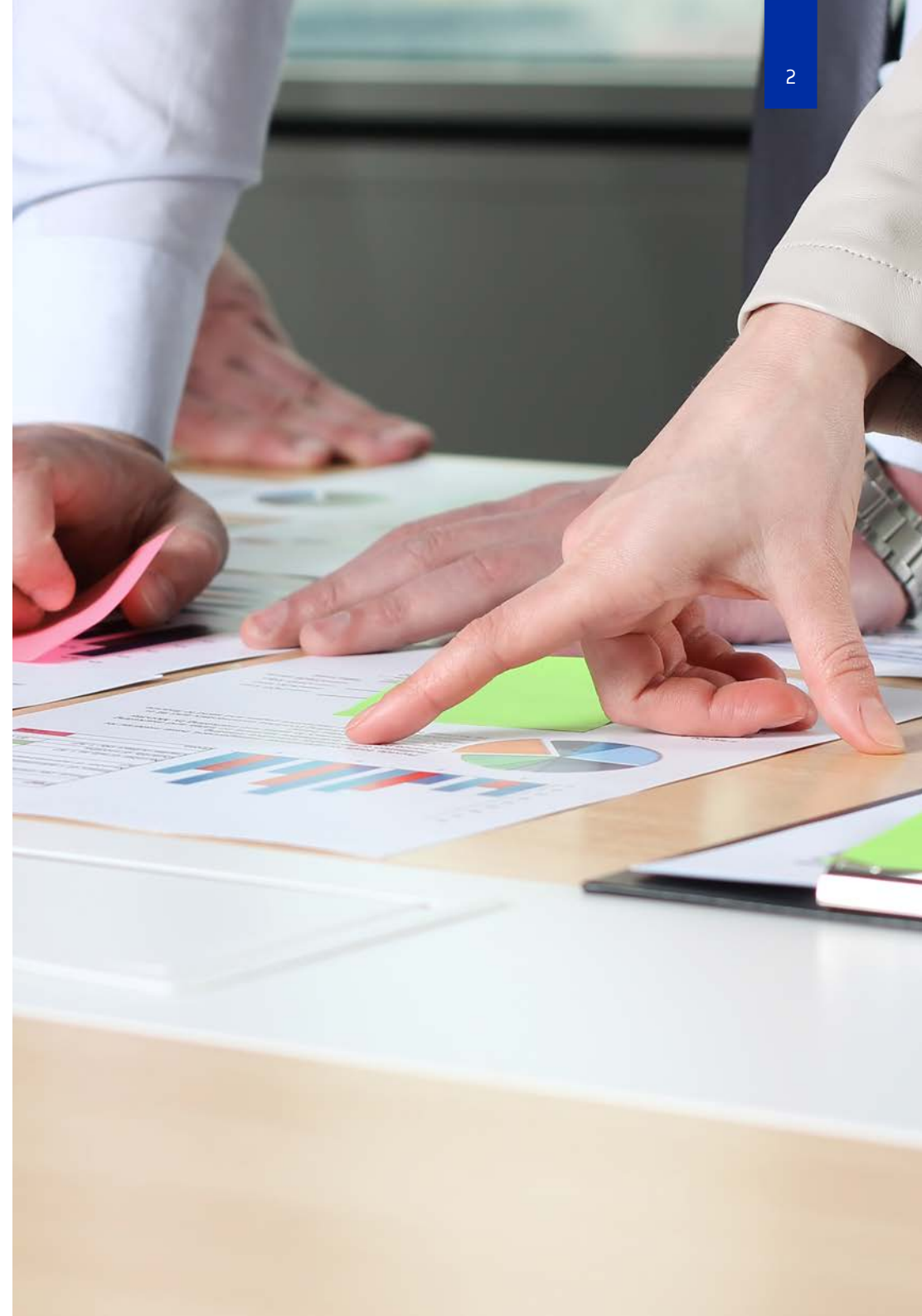
STRATEGY 2019

Approved by Team Finland executive group,
30.10.2019



CONTENTS

Team Finland network: mission, vision and goals.....	3
Mission	3
Vision	4
Goals	4
Team Finland network organisations, customers, services and communications	6
Network organisations.....	6
Customers	8
Service offering	8
Team Finland brand and communications	9
Steering and operation of the Team Finland network	11
Operations at the national level.....	11
Operations in Finland at the regional level	12
Operations in target countries	12
Actions	15



TEAM FINLAND NETWORK: MISSION, VISION AND GOALS

MISSION

The Team Finland network facilitates exports and international growth by offering a streamlined service path for internationalisation-oriented businesses.

The Team Finland network coordinates services fostering exports and internationalisation at home and abroad.

The Team Finland network promotes Finland internationally as a hub of high-level expertise and attracts foreign experts and investors to Finland.

The mission of the Team Finland network is to facilitate exports and international growth by businesses operating in Finland. Services are offered to all businesses that are launching or expanding international business operations, the focus of these efforts being on small and medium-sized enterprises. The main thing in delivering the network's mission is ensuring a streamlined service

path and an excellent client experience. For the purposes of the smooth running of the service, it should be irrelevant with how many organisations in the network any given enterprise is in contact. The added value provided by the network is generated through close collaboration among the organisations in the network, which the client sees as a comprehensive service.

The core members in the network work together to create a streamlined service path and service offering. In developing and producing public-sector internationalisation services, the expertise of private-sector operators is leveraged to boost a market-driven service offering.

The network promotes Finland abroad as a hub of high-level expertise with regard to not only business operations but also education and research. The network supports and fosters the internationalisation of university education and research, specifically by delivering measures to attract experts to Finland and to build connections for the purpose of exports of expertise, research-based innovations and education innovations.

The Team Finland network actively attracts foreign investors and experts to Finland. The measures undertak-

en are particularly aimed at investors and experts who will foster economic growth, create jobs and boost competence improvement in the workforce to match present and future needs. Publicity to generate tourism to Finland forms part of the operations of the Team Finland network.

VISION

Team Finland

The best service network for internationalisation and for sustainable growth in Finland

For the customer

The Team Finland network catalyses the success and sustainable international growth of its customers. Finland is a dynamic and innovative country and one of the world's best countries for business, foreign investment and travel destination.

GOALS

The core goal of the Team Finland network is promotion of exports and acceleration of international growth of SMEs.

Another goal for the network is to attract international investments and tourism to Finland and to reinforce Finnish expertise.

The network focuses principally on boosting exports and on accelerating the international growth of SMEs. Additionally, the Team Finland network attracts foreign investments and tourism to Finland and reinforces Finnish expertise.

Team Finland goals also include attracting international investments to Finland, promoting tourism to Finland, reinforcing expertise, connecting of foreign talent to Finland, and internationalisation of university education and research.

Attainment of the network's goals is facilitated by improving public awareness of the services offered by the network and of the operators in the network. The aim is for enterprises to discover public-sector internationalisation services and to gain information on private-sector services as smoothly as possible and whenever needed. Also, enterprises can communicate with service providers whenever needed.

The executive group monitors attainment of the goals with the operative indicators described below:

1 Growth in exports of SMEs and midcap enterprises using the internationalisation services of Team Finland core members

Indicator for the effectiveness of TF services. Its target level is set in the preparation of the export and international growth programme.

2 Growth in the number of SMEs and midcap enterprises using the internationalisation services of Team Finland core members

An indicator used to monitor the impact of activities in the Team Finland network on the number of businesses aiming for exports.

3 Number of leads and opportunities in customer relationship management (KasvuCRM)

An indicator to monitor proactive efforts in the TF organisation and cooperation between operators. An indicator that measures the outcomes of proactive client recruitment, contact channels and communications regarding services.

4 Client experience of being informed of Team Finland services

Questions gauging the ability of TF operators to provide customers with information on services across the network are included in the client satisfaction surveys of core members.

5 Team Finland personnel satisfaction with TF cooperation

Opinions on TF cooperation of personnel engaged in client relations. A survey conducted in connection with existing personnel satisfaction surveys of TF core members.

The effectiveness of the Team Finland network is also examined with regular targeted studies focusing on selected themes.

TEAM FINLAND NETWORK ORGANISATIONS, CUSTOMERS, SERVICES AND COMMUNICATIONS

NETWORK ORGANISATIONS

The core members in the Team Finland network are: the Ministry of Economic Affairs and Employment; the Ministry for Foreign Affairs; Business Finland; Finnvera; Centres for Economic Development, Transport and the Environment; and Employment and Economic Development Offices.

The Team Finland partners are specified separately and comprise organisations producing export and internationalisation services in Finland and in the target countries.

The core members in Team Finland are: the Ministry of Economic Affairs and Employment; the Ministry for Foreign Affairs; Business Finland; Finnvera; Centres for Economic Development, Transport and the Environment; and Employment and Economic Development Offices. Close cooperation among the core members is facilitated by the Act on the Customer Data System for Enterprise Services and a shared customer relationship management system (KasvuCRM).

Every core operator in the network has a specific role in steering the services in the network.

Business Finland helps individual enterprises and business groups with a joint offering to identify and seize significant international marketing opportunities, through expert services, networking services and RDI funding.

Centres for Economic Development, Transport and the Environment (ELY Centres) help enterprises to identify international opportunities for expansion and to initiate goal-oriented planning to convert themselves from principally domestic enterprises to international enterprises. ELY Centres also provide support and guidance for enterprises already on international markets at the various stages of their development paths and also assist in the operations of corporate consortia. ELY Centres improve the availability of competent labor together with the Employment and Economic Development Offices.

Finnvera has the role of providing funding to boost internationalisation and exports of enterprises, to fill in gaps in the financial services available and to promote regional development in Finland.

Employment and Economic Development Offices (TE Offices) support enterprises in growth and internationalisation by providing solutions for how to find competent recruits and how to improve their expertise. TE Offices contact enterprises to gauge their potential and willingness for growth and internationalisation, and forward enterprise leads to other operators in Team Finland and in business services.

The Ministry of Economic Affairs and Employment facilitates the attainment of Team Finland goals through the performance management and corporate governance of operators in its administrative sector. The Ministry also participates in Team Finland annual planning and the execution of Team Finland Visits, and also coordinates several working groups promoting commercial and economic cooperation.

The Ministry for Foreign Affairs helps enterprises with market understanding on their target markets, with identifying market opportunities, with establishing contacts, with leveraging development funding instruments, with removing obstacles to trade and with advice on trade policy.

In addition to the core members, the network includes partners who provide services to assist with exports and internationalisation. Partnership is subject to criteria specified by the core members regarding service quality and consistency of actions.

Organisations in the network may also serve client groups whose service needs are not related to interna-

tionalisation. Therefore not all services provided by organisations in the network are Team Finland services.

Team Finland partners include:

- **Other government entities or publicly funded national-level organisations:** Ministry of Education and Culture, National Agency for Education, Ministry of Agriculture and Forestry, Finnpartnership, Finnfund, Academy of Finland, Finnish Patent and Registration Office, Finnish Food Authority, VTT, Geological Survey of Finland and Finnish Industry Investment Ltd (Tesi)
- **Service organisations that receive public funding:** e.g. Finnish-Swedish Chamber of Commerce, Finnish-Russian Chamber of Commerce, Viexpo
- **Business-sector organisations:** Federation of Finnish Enterprises, Confederation of Finnish Industries EK, Central Chamber of Commerce
- **Regional organisations providing export and internationalisation services:** local authorities (cities and municipalities) and development corporations owned by them, regional associations of the Federation of Finnish Enterprises, regional chambers of commerce, business development services, universities
- **Organisations operating in and target countries and addressing target countries:** international chambers of commerce, cultural and science institutes, operators augmenting the service offering that are separately defined for various countries and regions



CUSTOMERS

Any and all enterprises in the process of planning or improving international operations are potential customers of the network. Services are aimed principally at SMEs with potential for international growth.

The Team Finland network caters to any and all enterprises that are in the process of planning, launching, improving or expanding international operations. The most important customers of the network are those SMEs that have the potential for international growth.

Operators in the network may classify their customers in more detail in order to better allocate their services to the varying needs of enterprises.

The core members in the Team Finland network share information on what they do at the client interface in order to avoid burdening customers and to streamline services. The core members are committed to providing efficient and smooth client guidance among the organisations in the network. Each operator in the network has its own processes for client recruitment and client relationship management. Going forward, overlaps in client recruitment will be eliminated.

Other customers include:

- Midcap enterprises and large enterprises expanding their international business operations

- International venture capital investors and enterprises that may potentially be investing in Finland
- Organisations promoting international tourism to Finland
- Finnish and foreign talents for Finnish needs
- Educational and research organisations

SERVICE OFFERING

The services of the Team Finland network include:

1. Advisory services for internationalisation
2. Services supporting international networking and establishing of contacts
3. Services improving internationalisation capabilities and competence
4. Funding services facilitating internationalisation
5. Information and advisory services on markets and the operating environment in target countries and on opportunities on international markets
6. Guidance on barriers to trade
7. Services to promote tourism to Finland from abroad
8. Services for foreign capital investors and enterprises investing in Finland

The core members in the network share client information and harmonize their service offering in order to streamline services and to improve the client experience.

'Services of the Team Finland network' are defined as including, firstly, services provided by organisations in the network individually under their respective brands that contribute to the goals of the network. The services also include services jointly provided by two or more network organisations. Examples of the latter are TF Market Opportunities and TF Visits, as well as events of various kinds. An organisation in the Team Finland network may also provide services not included in the above categories.

Collaboration with the private sector at home and abroad is leveraged in the development of the service offering and in service production, and customers are referred to private-sector services as and when required.

The service offering of the Team Finland network is not centrally defined or administered by any one operator. The core members actively communicate with the rest of the network concerning their plans for new services and foster cooperation in service planning.

The Team Finland contact service, which serves as a guidance channel for all network services, is one of the means for streamlined service guidance. In addition to the Team Finland contact service, each of the core members in the network has its own contact channels. It has been found in practice that enterprises seeking internationalisation are often unable to find the service channels intended for them. Therefore channels in the network must be improved to ensure that enterprises can find the service providers that can help them fulfil their needs.

TEAM FINLAND BRAND AND COMMUNICATIONS

The aim of Team Finland network communications is to ensure that customers can easily find the services provided in the network.

Communications are to clearly state the organisations belonging to the Team Finland network and their respective roles in delivering Team Finland services, so that customers may perceive these services as being reliable, competent and flexible.

GOALS

The purpose of Team Finland communications is to inform what the Team Finland network and its operations are all about. The aim is for customers to see the Team Finland network as reliable, competent and flexible. The communications are to clearly state the organisations belonging to the Team Finland network and their respective roles in delivering Team Finland services. This will make Team Finland network communications clear and consistent, reinforcing the message and rendering it concrete for customers. The principal target group of Team Finland communications comprises Finnish enterprises seeking international growth. Other target groups are defined in the Team Finland strategy.



USING THE TEAM FINLAND BRAND IN COMMUNICATIONS

The core members in the Team Finland network undertake to indicate in their communications that they are members of the Team Finland network. The core members undertake to consistently use the Team Finland brand as agreed, particularly at jointly produced events and in jointly produced service packages.

The plans and implementation of the core members for Team Finland communications are outlined in a separate communications plan.

The partners in the Team Finland network contribute to Team Finland communications in separately agreed campaigns. In these cases, the use of the Team Finland logo and other brand material is to be agreed upon on a case-by-case basis.

The **‘Suomi Finland’** visual identity is to be used in country branding, the target group for which comprises international enterprises and research organisations, investors, tourists, international experts and international interest groups.

BRAND STEERING AND COORDINATION

The network’s brand and communication policies are approved by the Team Finland executive group. Business Finland coordinates the joint Team Finland communications undertaken under the Team Finland brand together with the core members and also chairs the Team Finland communication network. Business Finland also maintains the Team Finland website and social media channels.

The core members of the communication network meet at least four times a year, and in the extended formation at least once a year. Business Finland allocates a budget to Team Finland communications. Every organisation in the Team Finland network is liable for its own costs in Team Finland communications.

Questions on the media concerning brand reputation are taken by the Ministry of Economic Affairs and Employment and by the Ministry for Foreign Affairs.

STEERING AND OPERATION OF THE TEAM FINLAND NETWORK

The Team Finland network is a network governed by the Ministry of Economic Affairs and Employment and by the Ministry for Foreign Affairs.

Business Finland is responsible for the operating coordination of the network and for communications at the national level, while the ELY Centres coordinate network activities at the regional level. The international aspects of the Team Finland network are governed jointly by the Ministry for Foreign Affairs and Business Finland, following a cooperation model.

The Ministry of Economic Affairs and Employment and the Ministry for Foreign Affairs share responsibility for coordinating the goals and cooperation of the Team Finland network. The strategic goals and cooperation practices are confirmed by the Team Finland network executive group, which is appointed by the Ministry of Economic Affairs and Employment.

Under the governance of the Ministries, the actions of the network are coordinated by:

- Business Finland, with responsibility for operating coordination and communications at the national level
- ELY Centres at the regional level in Finland
- Ministry for Foreign Affairs and Business Finland jointly, with responsibility for the international operations of Team Finland and for international Team Finland partnerships

OPERATIONS AT THE NATIONAL LEVEL

Goals for organisations in the network are set and monitored as part of their performance management and corporate governance procedures. National planning of operations aims to achieve regional equality in terms of the services offered and client experiences. Organisations in the Team Finland network commit to improving competence and expertise in the network, though with each organisation being independently responsible for their respective development measures.

Business Finland coordinates operations and service model development in Finland and also coordinates services provided in target countries. Cooperation between core members is planned in connection with country plans (about 80) and regional plans in Finland (15). Synchronization of all these is coordinated by Business Finland.

OPERATIONS IN FINLAND AT THE REGIONAL LEVEL

There is a Team Finland regional sub-network and a Team Finland regional team in the region of every ELY Centre, coordinated by the Economic Development division of the ELY Centre.

A Team Finland regional sub-network includes public-sector operators and also development companies owned by cities and municipalities in the region, chambers of commerce and other organisations involved in developing the business operations of internationally oriented enterprises. The members, roles and responsibilities of the partnership network are determined separately for each region.

The Team Finland regional teams bring together the core members – and include customers – in the design of service paths at the local and regional levels. All core members with a presence in the region in question (Business Finland, ELY Centre, Finnvera, TE Offices) contribute to the regional team in designing and delivering client

recruitment and services in keeping with the particular characteristics of the region and leveraging cooperation potential with regional partners. The regional team ensures the monitoring and attainment of the strategic and operating goals of Team Finland in its region.

The Team Finland regional sub-networks bring together not only the public-sector Team Finland organisations but also other important regional business service providers, business developers and educational institutions. A sub-network identifies regional focus areas, which will then be taken into account when regional business client relationship plans are designed in the administrative sector of the Ministry of Economic Affairs and Employment.

The Helsinki metropolitan area and Uusimaa differ considerably from all other regions in Finland due to their large number of enterprises and the significant presence of Team Finland organisations.

OPERATIONS IN TARGET COUNTRIES

The operations of Team Finland foreign teams is determined by locally jointly agreed goals, operating principles and division of duties. The teams are principally governed by the requirement of delivering client value.

The international aspects of the Team Finland network are governed jointly by the Ministry for Foreign Affairs



and Business Finland, following a cooperation model. The Ministry for Foreign Affairs and Business Finland are each responsible for their part for ensuring that the steering and goal setting for Team Finland foreign teams is consistent with the overall Team Finland annual planning process.

Particular attention is given in the joint steering to the delivering of client value. Delivering client value requires the Team Finland services offered in target countries to be clear, consistent and complementary. The partner network and operating practices are always selected at the local level, taking local characteristics and operating goals into account.

The cooperation model determines the roles and responsibilities of the joint foreign operations management group (UTJR) of the Ministry for Foreign Affairs and Business Finland and of the regional level (regional departments of the Ministry and regions of Business Finland). The UTJR is responsible for coordination and harmonisation of cooperation in the international network, although ultimately both the Ministry and Business Finland are separately responsible for their respective

operations. The regional departments of the Ministry for Foreign Affairs are responsible for steering the Team Finland country directors and Team Finland activities at Finland's missions.

The Team Finland Local Teams consist of missions and Business Finland Global Network, with the head of the mission also being the Country Director. The operations of Team Finland local teams is governed by the goals, actions and division of duties agreed jointly in the annual plan. Annual planning is based on shared principles. The design, delivery and monitoring of these principles is the responsibility of the country director.

The Country Director leads and is responsible for the execution of the Team Finland annual plan, including all stages of the annual planning process: design, delivery and monitoring. In the delivery of the Team Finland annual plan, the Country Director coordinates the operations of the foreign team and is responsible for allocating resources. The mission personnel, local Business Finland representatives (including the Business Finland Head of Region) and other members of the foreign team inform the country director in issues related to the delivery of



the annual plan. The Country Director is responsible for ensuring that the operations of the Team Finland foreign team are consistent. The country director leads the operations of the Team Finland foreign team for instance by holding regular Team Finland meetings, by project management and by steering small working groups.

The Ministry for Foreign Affairs and Business Finland jointly plan the resourcing for the Team Finland network abroad on the basis of key statistics and indicators (export volume and changes therein, size and growth of GDP, market opportunities, ease of doing business index, barriers to trade). Within the framework of the cooperation model of the Ministry for Foreign Affairs and Business Finland, attention is paid in resource allocation not only to the current country strategies but also to broader geographical contexts.

Operating locations: The Ministry for Foreign Affairs and Business Finland have set it as a goal to relocate to shared premises in those target countries and cities where it is feasible and practicable. At the moment, there are 17 locations where the Ministry and Business Finland share the same premises.

ACTIONS

GOALS OF THE TEAM FINLAND NETWORK

1. Goals and their indicators to be included in the performance management and corporate governance practices of the core members
2. Core members to develop indicators for monitoring the operations and outcomes of the network and how they are calculated
3. Questions gauging client satisfaction in Team Finland operations to be added to existing surveys circulated by core members in the network Each core operator is to determine in the context of its operations at which point on the client path these questions are to be posed
4. Qualitative client feedback on the operations of the network is to be collected every other year, either online or through interviews Team Finland core members undertake to share liability for the costs of the qualitative client satisfaction survey

NETWORK ORGANISATIONS

5. The roles of Team Finland partner organisations are to be further specified for each region and country.

CUSTOMERS

6. Client relationship management practices are to be determined for educational and research organisations. This measure is to be coordinated by the Ministry of Education and Culture, and Business Finland, the Ministry for Foreign Affairs and ELY Centres will participate.
7. The client classification model currently used in the administrative sector of the Ministry for Economic Affairs and Employment is to be further specified in order to enhance joint client relationship planning, client monitoring and proactive work.



SERVICE OFFERING

8. The Team Finland core members are to set up a group responsible for creating and maintaining a uniform Team Finland service portfolio and for improving cooperation and clarifying the division of duties with private-sector service providers and Team Finland partners
9. Services in the network to be targeted at foreign experts and to educational and research organisations are to be determined
10. A single, shared digital service channel for new customers is to be introduced.

BRAND USAGE

11. A joint operating model and instructions on how to use the Team Finland brand is to be drawn up as part of the communications and service offerings of the organisations in the network

IMPROVING THE OPERATIONS OF THE NETWORK

12. Needs for improving expertise in the operations of the Team Finland network are to be explored
13. Business Finland will (if needed) further improve its annual planning operating model in order to synchronize country plans and Finnish regional plans

OPERATIONS IN FINLAND AT THE REGIONAL LEVEL

14. Potential for relocating to shared premises to be explored
15. In Uusimaa, the ELY Centre will coordinate the design of reorganising Team Finland regional operations, as the operating environment in Uusimaa differs greatly from that in the rest of Finland and therefore requires modified procedures



WWW.TEAM-FINLAND.FI/EN