



Team Finland in

2014

FINLAND
team



Major developments occurred in the Team Finland network in 2014. In the first half, activities focused on the overhaul of internationalisation services, most notably the reorganisation of Finpro. In the autumn, special attention was paid to cooperation in fields such as communication, events and trips. By the end of the year, preparations finally entered the home stretch for a regional service model in Finland and a Team Finland house.

2014 marked the first year during which a common annual strategy approved by the Government was used as an operational guideline. Cross-sectoral annual planning has proven an effective tool, introducing a more systematic and consistent approach to the operations of Finnish players in various locations worldwide. In a number of countries, people from different organisations have built closely-knit teams, and cooperation between organisations such as the foreign affairs administration and Finpro has clearly intensified.

In Finland, most of the measures set forth in the annual strategy have been put into action. Swift progress has been made, particularly in areas with relatively few interests to be balanced and a low number of players. The greatest challenges were met in efforts to develop the regional service model for internationalisation services in Finland. However, an outline of a domestic service model was completed in December, whose implementation will begin in early 2015.

WHAT IS TEAM FINLAND?
Team Finland brings together Government-funded services that promote the internationalisation of Finnish enterprises, investments in Finland and the country brand, and the organisations providing such services.

Closer cooperation between organisations is designed to improve the quality of customer service and to make more effective use of public resources. The Finnish Government is responsible for operational steering. It also defines the common strategic priority areas each year.



Photo: VNK

TEAM FINLAND NETWORK
At the end of 2014, the network comprised the Ministry of Employment and the Economy, the Ministry for Foreign Affairs and the Ministry of Education and Culture; Finpro (incl. Export Finland, Invest in Finland and Visit Finland), Finnvera, Tekes, Finnish Industry Investment, Finnfund, Finnpartnership, Finnish cultural and science institutions, VTT Technical Research Centre of Finland Ltd, the Finnish-Russian Chamber of Commerce, the Finnish-Swedish Chamber of Commerce, and the Centres for Economic Development, Transport and the Environment. The network's operations are coordinated by the Prime Minister's Office.

The Team Finland House in Ruoholahti, Helsinki, will provide a working environment for 600 people in the TF network.

The Team Finland house, which will bring together a large number of people working in the TF network in Ruoholahti, Helsinki, is a key project in terms of the network's future development. A lease agreement for the premises was signed in December 2014, and the move into the new premises is scheduled for autumn 2016. Finpro, Tekes, Finnvera and Finnish Industry Investment will move their entire operations into the new building. Other key players such as the Ministry of Employment and the Economy, the Ministry for Foreign Affairs and the Prime Minister's Office will also use the premises, but to a lesser extent. The objective is to make the Team Finland house a meeting place and centre of activities for the entire Team Finland network.

Preparations have been made over the autumn for the operational assessment of the Team Finland network. The first assessment will be conducted in early 2015. Going forward, the assessment can be conducted annually, making it easier to monitor operational impact on a systematic basis. Steps will be taken to make the results easier to measure; these will include working together with Statistics Finland to develop the compilation of statistics on international business.

**TEAM FINLAND
HOUSE WILL BE A
MEETING POINT
AND HEART OF
OPERATIONS
FOR THE ENTIRE
NETWORK.**



Services for internationalising companies

The Team Finland network can help your company go global. Our services and financing help companies to grow and succeed in the global market.

Market opportunities

Are you seeking information on the opportunities and risks involved in various countries?



Advice and training

Are you seeking guidance on the initial steps in going international, or on running your business?



Financing

Do you need financing to help your company internationalise?



Networks

Looking for a business partner or contacts abroad?



Official contacts

Do you need help in opening doors in your target markets?



Visibility

Would you like to participate in trade missions and events?



The internationalisation services provided by the Team Finland network are grouped into six categories. For more detailed information regarding these services, please visit palvelut.team.finland.fi.

Easier access to internationalisation services

The Government's key objectives for 2014 included simplifying the range and provision of publicly-funded internationalisation services, and placing a greater emphasis on services that promote the internationalisation of SMEs. Over the years, the system through which services are provided has become complex and decentralised, and too obscure for the SMEs hoping to benefit from it.

Steps were taken in the first half to prepare for the reform of Finpro's operating concept, which involved selling Finpro's commercial consultation services to Soprano Oy. Focused on public services, the new Finpro should now have the capacity to better serve SMEs. The operating concept reform also clarified the division of roles and responsibilities between Finpro, other players in the Team Finland network, and private service providers.

Similarly, the Ministry of Foreign Affairs simplified its service provision system, which includes the use of diplomatic missions' premises, assistance with public affairs and networking in target markets. In this connection, the foreign affairs administration amended its decree on chargeable services, increasing the consistency and transparency of the services provided by the network of Finnish missions abroad.



Photo: Laura Kotila / VNK

Team Finland services were promoted at the Slush event in November.

In September, a service package containing all internationalisation services provided by the Team Finland network, including the services of the new and improved Finpro, was introduced. The services have been organised into six areas based on company needs. This cross-sectoral service structure will facilitate the more comprehensive development of government-funded internationalisation services in the future, and allow the easier identification and elimination of overlaps. It also represents a major improvement in customer service and the use of public resources.

Simultaneous to the simplification of internationalisation services and the related roles and responsibilities, member organisations have been pooling their service marketing resources. In the autumn, TF services were promoted in various venues, including the international Subcontracting Fair held in Tampere and the Slush event for growth companies in Helsinki. Later in the autumn, TF arranged a tour of fourteen Finnish towns to increase the recognition and accessibility of the internationalisation services provided by Tekes, Finpro, Finnvera and the Ministry of Foreign Affairs. Cooperation is expected to intensify in the future.

New, co-produced services

During the year, new services co-produced by Team Finland organisations were launched. Finnvera, Tekes and Finpro have joined forces to provide funding and advice through the Team Finland LetsGrow service, while the Team Finland Explorer organised by Tekes offers funding for the procurement of specialist services for internationalisation. The joint programme of Tekes and

Export and investment promotion trips by Team Finland in 2014

Destination	Head of delegation	Key themes	Participant companies
Ethiopia and Tanzania	Prime Minister Jyrki Katainen and Minister for International Development Pekka Haavisto	Life sciences, health and food; ICT; infrastructure	26
China	Minister of Agriculture and Forestry Jari Koskinen	Bioeconomy; life sciences, health and food	20
Brazil	Minister of the Environment Ville Niinistö	Bioeconomy; cleantech	22
China	Minister of Social Affairs and Health Paula Risikko	Life sciences, health and foods	11
Turkey	Minister of Agriculture and Forestry Jari Koskinen	Bioeconomy	13
Chile and Peru	Minister of Economic Affairs Jan Vapaavuori	Bioeconomy; learning and education; cleantech	28
China	Minister of Agriculture and Forestry Petteri Orpo	Bioeconomy	12
Vietnam	Minister of Economic Affairs Jan Vapaavuori	Cleantech; ICT; learning and education	25
The United States	Minister for International Development Sirpa Paatero and Minister of the Interior Päivi Räsänen	Bioeconomy; crisis business; reconstruction; learning and education	15
South Korea	Prime Minister Alexander Stubb	ICT and digitalisation; life sciences, health and food; cleantech	23
China	Minister of the Environment Sanni Grahn-Laasonen	Cleantech	14
Germany	Minister for European Affairs and Foreign Trade Lenita Toivakka	Marine and offshore; bioeconomy	20

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* This table shows trips by business delegations led by members of the Government and organised by Finpro.

the Ministry of Foreign Affairs entitled BEAM (Business with Impact) promotes business in developing countries. In addition, a transfer pricing guide was prepared in co-operation with the Tax Office for Major Corporations, for companies seeking to internationalise.

Progress was made in improving the efficiency of services involved in the provision of market data and market opportunities. Development work on the FutureWatch service focusing on medium-term trends continued. Furthermore, Finpro, Tekes and the Ministry of Foreign Affairs agreed on making their market data services available on a common platform from the beginning of 2015. These reforms provide Finnish companies with better access to market opportunities and information on risks identified worldwide.

Steps were taken to improve the preparations made for company export promotion trips led by Ministers (so-called Team Finland trips). The network partners also agreed on common practices and follow-up procedures regarding these trips. Furthermore, a new recommendation was introduced for members of Government regarding the regions or countries that should form the focus of export promotion trips led by Ministers. This recommendation also specified the preferred sectoral focus areas and timing of the trips. These practices and procedures will assist in building a more carefully planned package that caters for the needs of the companies involved.

**EXPORT PROMOTION
TRIPS MORE
EFFICIENTLY
COORDINATED.**

Service model for Finland making progress

In practice, a key challenge lies in the failure to complete the domestic service model for the provision of internationalisation services. However, progress has been made in the model's planning and implementation. In the spring, a regional pilot project was launched in North Savo and North Karelia under the leadership of the Ministry of Employment and the Economy, in order to gather ideas and experiences for a nationwide service model. Key policy ideas for the domestic service model were outlined at the year-end and its implementation will begin in early 2015.

This service model will cover all state-funded internationalisation services. Customer teams consisting of representatives of Team Finland member organisations are responsible for practical customer work in and outside Finland. Customer work is based on tailored service plans, and a shared customer relationship management system to be launched at the end of 2015. Tekes is responsible for the implementation of the service model in Finland. Cooperation with non-governmental Team Finland partners, such as Chambers of Commerce and regional development companies, will intensify, both in terms of providing services and making them available to companies.

Promoting investments a priority in 2015

Investment promotion work did not quite meet the targets set in the annual strategy. The key objective was to leverage the extensive international Team Finland network in promoting investments. However, progress to date has been inadequate. Teams working abroad sometimes lack sufficient means of promoting investment, and some competence development is needed.

To an extent, this is due to forced prioritisation. During the year, the reform of internationalisation services has been resource intensive. Combined with the transformation in the operations of the Invest in Finland agency, this has prevented a full focus on efforts in the sector.

However, the outlook for 2015 is positive. Investment promotion is a key objective for 2015 – several measures will be launched early in the year to build up the network's investment promotion capacity. Funding has been allocated to Invest in Finland specifically for this purpose.

INVESTMENT
PROMOTION HAS
BECOME A KEY
OBJECTIVE
THIS YEAR.

Bringing out the best in Finland

Country brand communications represent a cross-sectional activity designed to improve Finland's chances of success across the board, from export business to attracting investment, expertise or tourists to the country. In the first half of the year, the activities of the Finland Promotion Board, the agency responsible for coordinating Finland's country image communications, were focused on the creation of common tools. The Team Finland website now contains a toolkit to help companies and other organisations promote Finland's country image worldwide. The reform of the This is Finland website aimed at foreigners was also launched.



Photo: Pure Finland in Beijing -yhdistys

Pekingin Pure Finland -tapahtumassa esiteltiin syyskuussa suomalaisia design-innovaatioita. Maakuvahankkeessa oli mukana lähes kolmekymmentä yksityistä ja julkista suomalaistahoa.

During the autumn, action was taken to improve the coordination of country image communications and to redefine the related objectives. Key priority areas in country image communications were identified and placed in a year clock, giving member organisations a clear idea of when to launch campaigns to promote areas such as cleantech, Finnish food or start-up activities. The merging of the Finnish Tourist Board with Finpro was another positive development.

The communications department of the Ministry of Foreign Affairs plays a major role in promoting Finland's country image abroad, by granting funds to Finnish missions for country image communications based on proposals made in Team Finland's annual plans. In 2014, these funds totalled EUR 530,000.

In Finland, the biggest investment in country image promotion was the EUR 610,000 allocated to Slush, an event for growth companies, through Invest in Finland. This funding helped Slush reach the next level in terms of size of event, boosting Finland's international recognition as a leading country in business start-ups.

Education and networking

During the year, two larger training events were organised for members of the Team Finland network, to provide greater understanding of network activities and member organisations. Participants in the one-week Team Finland course held in the spring included 30 team coordinators and customer service personnel. In the autumn, a two-day event was organised for 160 members of the network from different parts of the world. More training events will be organised in response to the positive feedback on this training.

Some member organisations have included modules on Team Finland in their own internal training events. In the autumn, Finpro and the Ministry for Foreign Affairs embarked on a tour of six regional centres abroad, hosting a series of training events for international teams on the new and improved internationalisation services.

The annual Team Finland Day, organised for the second time last summer, is also a major event. Designed to build networks between people working in Finland and abroad, and to help them learn about each others' work, the Day attracted 300 participants. Novelties in 2014 included the Team Finland marketplace, which provided participants with information on various sectors and the opportunities they offer.

Jukka Salo, Executive Vice President at Finpro, discussed Finpro's new services at the Team Finland training event in November.



Outlook for 2015

2014 was the first year in which the network's operations were guided by a common Team Finland strategy. The resulting experiences were, by and large, positive. We were able to carry out several reforms that improved clarity in terms of roles and responsibilities and simplified the service offering, particularly in internationalisation services. Similarly, inter-organisational cooperation has deepened in a number of ways.

We expect these changes to translate into better customer service once the domestic service teams begin their work. In accordance with the strategy for 2015, government organisations will seek efficiency enhancement in areas that have so far been of secondary importance, such as investment promotion. Another important development objective is to strengthen and simplify the steering system. We must improve our ability to prioritise and implement joint decisions.

In the next few years, economic conditions in Finland will create and maintain strong pressure to strengthen inter-organisational cooperation and share resources. Such pressure will only be intensified by global economic trends and the business sector's need for multi- and cross-sectoral support in internationalisation. Seamless and smooth cooperation will be crucial, particularly in a country such as Finland which relies heavily on exports and investments and, in comparison with many peer countries, has only modest public resources for promoting them.

**GLOBAL ECONOMIC TRENDS
ARE CREATING GROWING
PRESSURE TO PRIORITISE AND
STRENGTHEN COOPERATION.**

FINLAND
team

TEAM FINLAND/
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