



# Team Finland network

Strategy 2025–2027



Publications of the Finnish Government 2025:108

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## Strategy 2025–2027

Finnish Government Helsinki 2025

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## Team Finland network Strategy 2025–2027

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### **Abstract**

The Team Finland (TF) network's core mission across strategy periods is to accelerate exports and international growth of Finnish companies. The TF strategy's main goals for the 2025–2027 period are: 1) The export growth pursued by Team Finland for its customers is 10 percentage points higher than the overall growth of exports; 2) The services provided by the Team Finland network benefit the internationalisation and export growth of Finnish companies and respond to their needs. The main goals will be met by focusing on strategic choices, providing the right services to customers at the right time, improving effectiveness, cooperation and division of labour, and developing knowledge-based management and communications.

The strategy's success will require strong commitment from various operators to making choices and implementing them; continuous assessment of the activities and the courage to redirect the activities when necessary; timely identification of market opportunities; development of the Finnish offering to seize opportunities and proactive creation of market opportunities; promotion of exports and internationalisation through international influencing; and uninterrupted business services and goal-oriented development of services in a customer-driven manner.

The aim is to start the preparation for the next strategy period (2028–2031) at the end of 2027.

**Keywords** Team Finland, export, trade promotion, foreign trade, internationalization of enterprises, internationalization services, international growth, business services

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## INTRODUCTION

accelerating companies' exports and international growth is essential for Finland's economic growth and wellbeing. Changing geoeconomic environment requires closer cooperation between public sector actors and business sector. This is addressed by a reform of the Team Finland activities. In the era of the geoeconomics, the importance of international influence and partnerships is emphasised. Team Finland services provided abroad will be streamlined by centralising the services under the Ministry for Foreign Affairs, following a one-stop-shop principle. More diverse export activities by the Finnish companies, growing international business and successful performance in international value chains are prerequisites of viability and competitiveness of the Finnish economy. At the same time, Finland's attractiveness to international experts, tourists, investments and capital must be ensured.

Team Finland (TF) is a network of organisations which provide internationalisation services to companies. The network's goal is to provide companies with a customer-oriented service chain, ranging from advisory services to funding. The services provided by the Team Finland network include all the services provided by the Team Finland network organisations jointly and individually under their respective brands, and that support the network's goals.

The Team Finland Strategy is prepared under the leadership of the Team Finland executive group for each government term. The strategy defines the network's strategic-level priority countries and sectors for the export promotion activities and the strategic goals of the Team Finland activities. The preparation for the next strategy period (2028–2031) will begin at the end of 2027.

The Team Finland executive group reports on the previous year's results to the Minister of Economic Affairs and the Minister for Foreign Trade and Development once a year, at which point the strategic choices can be updated. The annual report will be prepared starting in 2026. The strategy's action plan will be prepared in the autumn of 2025 to define activities in greater detail and to set a schedule and assign the main coordinating bodies for them.

The Team Finland strategy's successful implementation will require: 1) closer cooperation in the Team Finland network and the creation of new cooperation models; 2) skills and resources for project-type cooperation; 3) various operators' strong commitment to making choices and implementing them; 4) continuous assessment of the activities and the courage to redirect the activities when necessary; 5) timely identification of market opportunities; 6) development of the Finnish offering to seize opportunities and proactive creation of market opportunities; and 7) promotion of exports and internationalisation through international influence; 8) uninterrupted trade promotion services, goal-oriented development of services in a customer-driven manner.

# 1 Team Finland network's mission and goals

## 1.1 Team Finland network's core mission

**The Team Finland network's core mission across strategy periods is to accelerate exports and international growth of Finnish companies.** Services are offered to all businesses that are launching or expanding international business operations. The special focus of these efforts is on small and medium-sized enterprises. The services are also provided to large companies. The goal of the network's services and customer cooperation is to help SMEs grow and reach the midcap class of companies in exports and internationalisation.

The Team Finland network's core mission is also promoted by country branding, availability of labour, supporting and accelerating internationalisation in higher education, research and innovation, and promoting tourism in Finland.<sup>1</sup> Team Finland activities include attracting foreign investment and investors to Finland, which is among the duties of the Ministry of Economic Affairs and Employment and coordinated by the ministry.

The 2025–2027 strategy period is characterised by the changing geoeconomic operating environment and the related uncertainty, the growing role of states in the international economy, the reconstruction of Ukraine, and strengthening Europe's defence industry. In Finland, emphasis is placed on R&D inputs, the changing role of Business Finland as the services of the Team Finland network will be integrated into the Finnish missions abroad, and the regional administration reform. The Team Finland network responds to the change in the operating environment by continuously developing its operations and services. Customer needs, the transformation of the international operating environment and the economy, and the efficiency and impact of public sector activities are considered in the development of the network.

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1 These functions are under the performance management of the Ministry of Economic Affairs and Employment, the Ministry of Education and Culture, and the Ministry for Foreign Affairs, and they have separate management structures in central government. The goals of the functions are set in other strategies.

## 1.2 Main goals for 2025–2027 strategy period

The main goals to be met by the end of 2027:

- The export growth pursued by Team Finland for its customers is 10 percentage points higher than the overall growth of exports.<sup>2</sup>
- The services provided by the Team Finland network benefit the internationalisation and export growth of Finnish companies and respond to their needs.

## 1.3 Sub-goals for the strategy period

The main goals will be met through the following sub-goals: 1) impact through strategic choices; 2) the right services for customers at the right time; 3) effectiveness through development of cooperation and division of labour; and 4) goal-oriented knowledge-based management and active communications.

The sub-goals and the included activities form a mutually supportive whole. The sub-goals have a longer-term and broader impact as a result of their activities. The sub-goals and the related activities are introduced in the following chapters. The activities are implemented by Team Finland's operational working groups (the core members) with the most relevant Team Finland partners as applicable. The executive group is responsible for the follow-up of the activities as part of the monitoring and steering of the strategy's implementation.

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2 Growth of exports for SMEs and midcap companies which have used services intended for businesses seeking internationalisation, provided by the Team Finland network's core members (total change, %, comparison over a three-year period).

## 2 Impact through strategic choices

strategic choices improve the impact and effectiveness of the activities by directing the business services to the most potential 1) markets and 2) sectors, and 3) emphasising crosscutting operating objectives.

The foundation of Team Finland work is the provision of services to all businesses seeking international growth. The implementation of the activities included in the strategic choices is monitored, and the results are reviewed annually. The choices may be updated based on the results.

### 2.1 Priority countries

Growing the impact and effectiveness of Team Finland work requires directing the activities to markets that show the greatest potential for Finnish businesses. Trade promotion activities will continue in all countries, but the nature of activities and the content of services to be provided will vary based on each country's status.

A priority country status means that the range of business services companies receive is more extensive, and business services are more proactive and in-depth for the selected priority countries than for other target countries. The Team Finland teams in the priority countries are required to build long-term market opportunities for Finnish businesses and to attract investment to Finland. The planned fee-based trade promotion services are intended to be offered from priority countries. Market and business needs in the target country are considered when determining the range of services for the priority countries. In other target countries, the range of services is more limited, focusing on information services and supporting businesses in establishing contacts and networking. Additionally, the nature of the activities to respond companies' demand may be proactive or reactive.

The selection criteria for the priority countries include: 1) bilateral relationships; 2) the market's future growth expectations and potential for economic cooperation in Finland's strength areas; 3) trade exchange, including investments; 4) the need for public sector trade promotion measures; 5) security of supply aspects; 6) market

access in developing countries emphasises the opportunities offered by the Global Gateway strategy, international development financing institutions and significant investment projects.

### Activities:

- Based on the aforementioned selection criteria, the following countries will be designated as the priority countries: Sweden; Denmark; Norway; Estonia; Latvia; Lithuania; Poland; Germany; France; the United Kingdom; Ukraine; the USA; Canada; Brazil; Saudi Arabia; South Africa; India; China; Japan; South Korea; Vietnam.
- Strengthening cooperation between the Team Finland network in Finland and abroad to support the trade promotion activities in all target countries. The sector teams to be established in Finland will play a key role in this.
- Supporting trade promotion activities by developing the regional cooperation of the Team Finland teams in the international network.
- Defining the business service categories to be offered in the priority countries and other target countries.
- Ensuring high-level Team Finland visit services for visits to and from priority countries.
- Establishing relationships with the countries' decision-makers and business and industry in all sectors considered to have special commercial potential. Creating long-term market opportunities for Finnish businesses in the priority countries in particular. Bilateral partnership agreements (Memorandum of Understanding MoU, Memorandum of Cooperation MoC), among other things, will be applied, and market openness will be influenced through the EU's trade policy cooperation.
- Identifying market opportunities, including the opportunities offered by value chain cooperation, proactively in the priority countries. Actively communicating these opportunities to companies. Identification of market opportunities will be based on Finland's areas of expertise, supported by the offerings of Finland's priority sectors prepared jointly in Team Finland network.

- Promoting Finnish companies' access to emerging markets through the state's export and development financing (Finnvera, Public Sector Investment Facility (PIF), Finnfund, Finnpartnership) in a synchronised manner to generate comprehensive offerings and identify international projects aligned with the offering of Finnish companies.
- Promoting the participation of Finnish companies in the EU's Global Gateway projects by actively communicating the opportunities offered by Global Gateway to businesses and by influencing EU programmes in alignment with Finland's interests in the digital sector in particular.

## 2.2 Priority sectors

The designated priority sectors are Finland's strong export and emerging growth sectors which generate economic growth in Finland. The focus of the choices being made as part of the strategy's action plan is on sectors where Finnish expertise and competitiveness are strongest, and where businesses have products and services that are competitive in the international markets. However, the internationalisation services the core members of the Team Finland network provides are available to companies in all sectors.

Sectors in which Finland has a special competitive advantage and expertise include the following in particular: the technology industry; forest industry and bio-based materials; minerals and metal processing; manufacturing of battery materials; and the maritime industry and its subcontractor network. Due to the geopolitical situation, the security, defence and dual-use item industries and their demand for expertise have become more important. New sectors (such as the creative industries and the gaming industry) where services and other immaterial factors are essential are developing alongside the established export sectors.

According to the Team Finland network abroad, international demand is highest in the following sectors: energy and renewable energy; bioeconomy and circular economy; the chemical industry; ICT and digitalisation; the health sector; the mining industry; the defence industry; food exports; the maritime industry and ports; and communications and mobile solutions.

In addition to their commercial potential, the need to strengthen the domestic security of supply and resilience are considered in the selected sectors. Strengthening resilience requires the reduction of harmful dependencies,

decentralisation of supply chains and an increase in market-based solutions. Dependencies will be reduced through an operating method that considers value chains and by directing support measures to companies in the priority sectors.

The concept of comprehensive security will be an important growth theme in the sectors during the strategy period.

### Activities:

- As part of the action plan of the Team Finland Strategy, the sector-specific choices will be confirmed in autumn 2025, and their potential in the priority countries will be assessed. The choices will be made based on verified market opportunities where Finland has competitive expertise and offering, such as:
  - Comprehensive security and resilience
  - Defence industry
  - Energy solutions and low-carbon technologies
  - Health and wellbeing
  - Bioeconomy and food
  - Circular economy
  - ICT, digital solutions and critical technologies
  - High value-added services and creative industries
  - Maritime and Logistics
  - Education
- The promotion activities will be specific to the target market in question and will focus on solutions offered by Finnish companies, which meet demand needs.
- Connections between different sectors, such as exporting services combined with strong export sectors, will be promoted.
- Enhancing the networking of public and private actors, enabling them to market and provide comprehensive services and solutions that are better aligned with the needs in the international markets.

- Preparing a commercial offering of Finland’s comprehensive security concept so that it matches the sector’s international business potential. Strengthening communications about Finland as an international leader in comprehensive security and promoting Finnish companies and solutions in the sector.
- Preparing Finland’s sector offerings in the priority sectors jointly with the sector ministries and business and industry organisations in Team Finland network. Establishing sector-specific Team Finland teams in the priority sectors and designating the lead responsibilities in the autumn of 2025.

## 2.3 Crosscutting operating objectives

The following crosscutting operating methods are emphasised in the implementation of internationalisation services.

### 2.3.1 Supporting businesses in value chains (incl. funding)

The geoeconomic transformation underlines the importance of value chains. Companies are provided support for identifying risks and opportunities by increasing dialogue and offering tangible tools. In addition to trade promotion, the Team Finland network’s activities emphasise an operating method that considers value chains. Ways to support inclusion in value chains include international project companies, project funding and export funding, and networking with international ecosystems.

Business Finland, Finnvera and the Ministry for Foreign Affairs jointly promote the participation of Finnish businesses in EPC projects. These Team Finland actors will jointly develop cooperation relationships with international EPC businesses (construction companies operating in accordance with the “Engineering, Procurement, Construction” principle) and other potential companies procuring of Finnish export solutions. Moreover, the actors will seek projects suitable for Finnish companies conducted by EPC companies and other potential purchasers and will support Finnish companies in project participation.

The International Business Innovations (IBI) service targets leading Finnish large companies and SMEs with ecosystem-type operations. IBI promotes export growth in Finnish businesses through large international projects. This will help provide

solutions by Finnish businesses for social, economic and sustainability needs. The goal is to instigate significant increase in exports and improve Finland's position as a global partner in business innovation.

### Activities:

- Enhancing Finnish companies' cooperation based on value chains and their customer relationships with global companies, system integrators and EPC companies. Establishing links between relevant sector clusters and ecosystems on a global scale.
- Supporting companies' forecasting capability, risk management and identification of market opportunities by providing an up-to-date and relevant situational awareness of regulatory, policy and market changes.
- Developing the current IBI projects and creating demand for Finnish companies' comprehensive offering in large global projects.
- Developing the Finnish offering for PIF and FUIF projects (Finland–Ukraine Investment Facility) in the emerging markets, including EPC projects and cooperation partnerships with customers of Finnish businesses.
- Using international cooperation projects, including RDI cooperation, to access global value chains and ecosystems, thus creating prerequisites for the companies' international growth.
- Establishing a situational awareness of risks central to Finland's economic security in cooperation with companies.
- Providing guidance to companies concerning supply chain risks, especially critical dependencies, and methods to manage risks.
- Disseminating information to companies about reliable third-country suppliers of certain critical technologies and minerals.

- Companies will receive assistance in building value chains with reliable international suppliers. The reliability and functioning of Finnish society is a potential competitive advantage in the supply chains of critical technologies and minerals in particular. Reliability is also an asset for Finnish businesses in accessing markets in the current geopolitical situation.
- Using the EU's financing instruments and funding for emerging markets more efficiently, and with municipalities' economic services/ development companies, encouraging SMEs to utilise them.
- Strengthening shared advisory services for EU funding and funding for emerging markets, such as Global Gateway funding. Improving the recognition of financial instruments and promoting the use of instruments with stakeholders.
- Identifying the EU's strategic corridors in Africa, Asia, Latin America and Europe, and enhancing Finnish companies' opportunities in them.

### 2.3.2 Promoting Export of Services

Exports of services have long been growing faster than export of goods, accounting for approximately a third of the total value of Finland's exports. The single most important target market for export of services has been the USA.

Finland's service exports are mainly ICT services, business services, transport and tourism services, and royalties and licences. The role of industry in Finland's service exports is significant. Our large export companies have successfully developed value-adding service business alongside their technological expertise. In particular, markets for high-level expertise and digitally deliverable services are growing, offering opportunities for internationalisation and growth.

However, Finland is lagging behind peer countries in service exports. In Denmark, for example, export of services accounts for nearly half of the total exports (in Finland, approximately 30%). Additionally, export of services has concentrated on a few sectors in Finland. In particular, the structure of SMEs' service exports should be diversified, and the volume should be increased. There is sector-specific variation in the need for support in service exports.

## Activities:

- Promoting opportunities for digital trade and strengthening SMEs' preparedness to use digitalisation, data and platforms in sales and marketing together with business and industry organisations through advisory services, training and funding.
- Establishing the Team Finland Academy by business and industry organisations to offer coaching and training to service export companies to scale up operations and join international networks.
- Building innovation-driven service export ecosystems and promoting their international networking and partnerships.
- Emphasising export of services in the Team Finland network abroad, by offering information, contacts and networking, among other things, to support the development of SMEs' service business, particularly in the export market.

### 2.3.3 Active development of Nordic cooperation

The Nordic countries are important trading partners for Finland. The Nordic countries' economies and value chains are closely interlinked. Being Nordic is associated with quality and responsibility. The Team Finland network identifies initiatives that are aligned with Nordic cooperation, and that can offer added value to Finnish companies. Shared Nordic export and investment activities are a resource-efficient way for Finland to be perceived as a market that is larger than its size. Cooperation can be increased through shared export promotion visits and events, and by promoting the inclusion of Finnish businesses in international projects. In addition, Nordic organisations' offering and financial instruments can be made better known among companies. Cooperation in attracting investment can provide foreign investors with more streamlined access to value chains.

## Activities:

- Identifying sectors, business opportunities and partnerships providing Nordic value added
- Mapping joint export promotion programmes and delegations
- Increasing awareness of the Nordic financing instruments to companies
- Mapping joint sector-specific delegations to Nordic countries for foreign investors
- Further developing close cooperation between export credit guarantee institutions at the Nordic level to improve Finnish export companies' competitiveness.
- Mapping Nordic cooperation opportunities between Business Finland, Business Sweden and Denmark's EIFO and prerequisites for a shared Nordic offering in extensive EPC projects.

### 3 Right services for customers at the right time

The main goal in developing the services of the Team Finland network is customer orientation. Companies should be made more aware of the network's services as accelerators of their exports and internationalisation. Customer orientation also requires that companies understand the set of services, and that network organisations have clear roles in service implementation. The services should address market gaps.

Strengthening experts' competence in the network continues to ensure that customers are provided with services that meet their needs and are aligned with their respective situations. It will also enable experts to be familiar with the offerings of the other Team Finland organisations. Network actors will ensure an excellent customer experience. The Customer Relationship Management (CRM) system is the basis of the shared customer relationship work.

Smooth cooperation with partners and private sector organisations provides a more comprehensive service network, which brings added value to customers.

The conditions for success are: 1) ensuring the competence of the Team Finland network's experts and mapping customer needs, while considering the service offerings of different organisations; 2) using CRM in a more effective and harmonised manner; 3) activities aligned with the service path and service coordination; and 4) the further development of the Team Finland service path in a customer-driven manner.

#### Activities:

- In accordance with the roles of the Team Finland service path, services will proactively target companies and business groups which seek internationalisation and have growth capabilities. The basis of activities is service that continuously meets the needs of companies. Digitalisation and artificial intelligence will be applied in the development and targeting of services.

- Developing Team Finland's funding and service path and streamlined customer guidance in a customer-oriented manner, including the provision of digital services. Strengthening the competence of the Team Finland network's experts in the internationalisation services and customer guidance provided by the other Team Finland organisations.
- Building a shared customer-oriented set of services to bring together the funding solutions of different organisations and to ensure that the provision of funding packages to companies is straightforward.
- Organising information sessions and campaigns on export funding solutions with business and industry organisations and regional partners.
- Business and industry organisations will jointly launch Team Finland Academy to improve SMEs' export readiness by coaching with peers.

## 4 Effectiveness through development of cooperation and division of labour

Effective Team Finland activities require a clear division of labour between core members and partners. Cooperation between the network organisations is developed based on mutually agreed goals and the corresponding metrics incorporated into the performance management of Team Finland's core members and the operational goals of the network's experts.

### 4.1 Development of internationalisation services in the Finnish network

Under the Ministry of Economic Affairs and Employment's administrative branch, all Team Finland organisations have clear roles in Team Finland cooperation, and they implement their respective roles through their own organisations and their basic mission. The shared goals and the supporting performance indicators have been integrated into the administrative branch's strategic performance management and ownership steering. Team Finland's funding and service path brings together the services of the Finnish network for the entire life cycle of businesses' internationalisation. The Customer Relationship Management (CRM) system is the basis of the shared customer relationship work in accordance with the mutually agreed principles. The Ministry of Economic Affairs and Employment directs the operators in its administrative branch to engage in closer and more strategic cooperation for increased growth of companies.

In addition to the Ministry of Economic Affairs and Employment's administrative branch, services promoting internationalisation are provided by the Ministry of Social Affairs and Health, as well as under the administrative branches of the Ministry of Education and Culture (the Education Finland education export programme/Finnish National Agency for Education, the creative industries), and the Ministry of Agriculture and Forestry (food export projects: Company Driven Growth Platform, Finfood – Finnish Food Information (Ruokatieto ry), Finnish Food Export Association (Suvi ry)).

## Activities:

- Business Finland, Finnvera and the ELY centres (the future Economic Development Centres) will develop models for customer cooperation and jointly implement the growth-stimulating Mittelstand campaign (including small enterprises). Among other things, the campaign will identify new service needs related to companies' export growth and offer internationalisation services that are best aligned with each business. Finnish Industry Investment Ltd (Tesi) supports the Mittelstand campaign through its analysis provision. The Mittelstand activities will be carried out in cooperation with municipalities' economic services/development companies. The campaign will provide a foundation for a broader customer interface.
- The Ministry of Economic Affairs and Employment organisations will increase the shared strategic understanding of growth sectors and opportunities. They will also intensify their customer relationship cooperation to improve the services provided to companies seeking growth through internationalisation in accordance with the roles in the Team Finland service path.
- The Ministry of Economic Affairs and Employment operators will focus their cooperation more systematically on the selected strategic priority areas: the manufacturing industry, security and defence, high value-added scalable services, as well as data and immaterial value creation and a clean and digital transition throughout the priority areas.
- Clarifying the roles of the state/publicly funded organisations that promote education and food exports, as well as the internationalisation of the creative industries, within the Team Finland network.

### 4.1.1 Regional Team Finland cooperation in Finland

The Economic Development Centres will play an important role in supporting SMEs' growth and internationalisation. From the beginning of 2026, the Economic Development Centres will be responsible for managing the regional Team Finland activities in their respective areas of operation. In future, the centres will be responsible for the regional activities of the Team Finland network and the services to promote internationalisation. The goal is to improve customer experience in the services and their strategic impact.

Regionally, the Ministry of Agriculture and Forestry's administrative branch is a significant provider of funding for business development, investment and internationalisation promotion through measures in the Common Agricultural Policy (CAP).

### Activities:

- Ensuring that the future Economic Development Centres have sufficient resources for promoting the growth capability and internationalisation of growth-oriented companies in all regions at the beginning of their growth and internationalisation path in accordance with Team Finland organisations' division of labour.
- Clarifying the relationship between the internationalisation services provided by the Economic Development Centres and the services of other regional organisations (municipalities' economic services and development companies).
- Ensuring a seamless service path for companies, ranging from regional internationalisation services to national services the network provides in Finland and abroad, while further developing the Team Finland operating model with the provinces, municipalities and employment areas. Considering and identifying the regional special characteristics and areas of expertise in the development work.
- Developing customer guidance between municipalities and their development companies, economic services, employment areas and Team Finland's core members in the public sector.

## 4.2 Development of business services in the network abroad

Business Finland's offices abroad will be integrated with the Finnish Foreign Service at the beginning of 2026, after which companies will receive all the services provided by the network abroad from one place. The integration addresses the changes in the global operating environment, which emphasises the state's role in supporting the internationalisation of businesses. The network abroad consists of approximately 90 missions and 400 honorary consulates around the world.

The trade promotion services of the Ministry for Foreign Affairs assist Finnish companies that pursue operations abroad or already have established operations abroad. The Ministry for Foreign Affairs provides companies with information about the development of the target countries and target markets, geopolitics and geoeconomics, and market opportunities. The network supports companies' market access and assists them with establishing connections and networking.

In addition, companies receive support from Finland in matters concerning the export of dual-use items, with the Ministry for Foreign Affairs acting as the national competent authority for export control in Finland. The Ministry supports businesses with the interpretation of sanctions and grants derogations related to sanctions. Funding is provided from Finland for companies' business opportunities in emerging markets, and Finnish companies are supported in accessing of international development funding.

Success in international trade often requires active economic diplomacy by the state. Economic diplomacy accelerates long-term exports and investment: by establishing connections with the target country's decision-makers and business and industry, helping companies solve market access problems, addressing problems detected in the conditions of competition, and influencing the regulatory environment in target countries through both national and EU measures. Consistent and long-term country branding also plays a central role in trade promotion and in attracting skilled international labour, investment and tourists to Finland.

### Activities:

- Ensuring uninterrupted provision of the business services to be transferred from Business Finland to the Ministry for Foreign Affairs.
- Assessing regularly the business services provided by the network abroad and developing the business services to meet the needs of companies and the needs of changing operating environment.
- Examining the implementation of potential paid business services in the network abroad, assessing the paid services available in peer countries, and planning the paid business service products and the service process. The work will begin in the autumn of 2025.

### 4.3 Strengthening the link between the network in Finland and abroad as part of the Team Finland service path

Team Finland's executive group brings together the domestic and foreign functions of export and internationalisation promotion and is in charge of the strategic management of Team Finland's activities.

Team Finland's executive group reviews the priority sector offerings prepared by Team Finland's sector teams, action plans and annual monitoring reports.

The Team Finland network abroad uses country specific Team Finland plans as a management tool. The plans will help transform Team Finland Strategy's goals and policies in the activities in each target country. The plans are prepared under the leadership of the Team Finland country director, and Team Finland organisations in Finland, in addition to the target country team, also participate in preparing them.

#### Activities:

- The core members of Team Finland will commit to the strategy's shared goals and choices. Shared metrics for goals and monitoring will be incorporated into the steering of the core members' activities.
- The sector ministries and their administrative branches will participate in the promotion of export and internationalisation in their respective sectors.
- Business and industry organisations will commit to the development of Team Finland's activities and to communication, work carried out in their respective sectors and increasing small and medium-sized enterprises' export readiness in particular.
- Ensuring streamlined customer guidance and transfer of leads between the services of the network in Finland and network abroad in accordance with the Team Finland's service path, as well as the related entry of customer information in the shared CRM system.
- Reforming Team Finland activities' annual planning by preparing multi-annual plans that span the government term and are updated through annual listing of activities. This will ensure the long-term basis of planning.

- Bringing forward by three months (from January to the preceding October) the preparation of the Missions' Team Finland plans and annual activities, due to the integration of Business Finland international operations. This will align the process with the Ministry for Foreign Affairs' operational and financial planning cycle (TTS).
- The Team Finland executive group will conduct regular reviews of the steering methods in the priority areas and target countries, thus bringing together the activities abroad and in Finland.

## 5 Goal-oriented and effective knowledge-based management and active communications

the information available to the Team Finland network should support the achievement of the goals and contribute to the development of customer service, the foresight of activities, a shared understanding of markets, and a situational awareness of exports.

### 5.1 Knowledge-based management

To operate effectively, the Team Finland network needs continuous information about customer companies, Finland's offering, the situational awareness of exports, and markets. The information is required to ensure smooth customer service between different organisations and to steer the Team Finland network.

The goal is to examine the impact of the activities to ensure that the information supports foresight of activities and monitoring, as well as establishing a shared situational awareness of exports. Digital tools support monitoring and the operational activities.

CRM is the most important digital tool in the cooperation between Team Finland's core members. The network aims to use CRM more efficiently and consistently in future. The goal is to transform cooperation between organisations into joint action for a more streamlined customer service process. This goal will be achieved by digitally sharing and processing information between organisations and their personnel working at the customer interface. CRM will steer the process from service orientation to customer orientation.

#### Activities:

- Advancing cooperation between Team Finland organisations by migrating KasvuCRM to the cloud, and by planning and deploying new functions and features for the software version.
- Ensuring a seamless transition of the network abroad and the use of CRM tools as of 1 January 2026.

- Ensuring continued use of the CRM tools after the ELY centres become Economic Development Centres as of 1 January 2026.
- Setting activity goals for each member of Team Finland.
- Enhancing exchanging information about the activities of Team Finland organisations (such as other ministries, development companies, business and industry) which do not use CRM and the results of their activities.
- Increased training in the use of KasvuCRM and customer guidance will be provided through eOppiva, for example.
- Continuing regular sharing of information, impact monitoring, use of foresight information and the establishment of shared situational awareness of exports.
- Developing operating methods to advance shared digital tools for steering the Team Finland activities.
- Developing transmission of information from abroad to Finland through digital systems, for example.

## 5.2 Active and clear communications in Finland and abroad

Team Finland communications refer to the communications that the Team Finland organisations promoting the internationalisation and exports of Finnish companies conduct under the shared umbrella of Team Finland. Team Finland communications target Finnish companies seeking international growth. The goal is to market the service path created jointly by the Team Finland organisations and to clarify the Team Finland network organisations' role to customers in the service path's different stages. The Team Finland brand and main messages are used in communications concerning the Team Finland service path and the Team Finland network's goals. International communications and marketing use the Suomi Finland visual identity and messages.

Team Finland organisations are in charge of sector-specific communications materials needed in Team Finland activities. A communications plan based on the Team Finland Strategy will be prepared for the provision of Team Finland services

and sector-specific content. The practical implementation of the communications plan is the responsibility of an operational group consisting of communications experts from the core members of the Team Finland network.

Team Finland activities are closely linked to country branding, which provides a broader framework for the internationalisation efforts of Finnish companies. Several Team Finland operators are also represented on the Finland Promotion Board, which steers and outlines Finland's country branding at the strategic level. Finland Promotion Board's Secretariat, operating under the Ministry for Foreign Affairs' Unit for Public Diplomacy, is in charge of implementing the country branding policies.

### Activities:

- Communications in Finland: Increasing awareness of the services provided by the Team Finland network among companies and lowering the threshold for using the network's expertise.
- International communications: Highlighting Finland's expertise and strengths as an attractive business environment. Supporting sector-specific communications by communicating the country image strongly and consistently.
- Development of communications materials: Planning the communications materials for the priority sectors in cooperation with business and industry. Considering the international network's needs when developing materials. Collecting and coordinating the materials by Team Finland's operational communications group.
- Communications plan: Preparing Team Finland communications plan in the autumn of 2025 once the Team Finland Strategy has been approved. Team Finland's operational communication group will be responsible for implementing the plan. The communications plan will include the corporate events in the Team Finland network, including the Team Finland talks, the Team Finland Day, the Internationalisation Award of the President of the Republic, and the Team Finland Partner Day.

## Appendix 1. Team Finland's organisations and core functions

### Core members:

#### **Ministry of Economic Affairs and Employment**

The Ministry of Economic Affairs and Employment provides advisory services, funding and services through its administrative branch to promote the growth, competitiveness and internationalisation of companies.

#### **Ministry for Foreign Affairs**

Ministry for Foreign Affairs trade promotion services promote the exports and internationalisation of Finnish companies. The Ministry for Foreign Affairs provides support for market access, as well as international contacts, information about target markets and geopolitics, support for compliance with regulations and requirements, funding for expanding international operations to emerging markets, and information about international procurement. Additionally, the trade promotion services, and the country branding activities carried out by the network of missions abroad support attracting investment, professionals, and tourists to Finland and the internationalisation of Finnish innovations.

#### **Business Finland**

Business Finland builds future growth, offering advisory services for innovation activities, funding and networks for goal-driven start-ups. Its services integrate a strong understanding of international business with in-depth sector expertise.

#### **Finnvera**

Finnvera provides diverse financing solutions for investment, purchases, ownership arrangements, working capital for growth and exports.

#### **ELY centres/Economic Development Centres**

The Centres for Economic Development, Transport and the Environment (ELY Centres) support the growth and development of SMEs through advisory services, funding and service coordination.

## Core functions:

### Funding

Funding includes funding Finnish companies for improved growth capabilities, product development and international growth. Selected development policy instruments are also part of funding. Among other things, funding aims to help companies achieve their goals and improve competitiveness. Funding complements the private financial market.

### Advisory and information services

The advisory and information services support Finnish companies in either launching or developing their exports. This aims to enhance the competitiveness of companies and boost their internationalisation. The services help narrow the market gap and are provided in close cooperation with private sector and other partners.

### Networking and influencing

Among other things, networking links Finnish companies to different networks, both in Finland and abroad. For example, influencing aims to respond to changes in the global operating environment by removing trade barriers, which have a direct impact on the operating conditions and competitiveness of companies operating in international markets.

## Key Team Finland partners:

### Other state or publicly funded national-level operators:

sector ministries; the Finnish National Agency for Education; the Research Council of Finland; the Ministry of Agriculture and Forestry export team; the Finnish Food Authority; Finnfund; Finnpartnership; VTT Technical Research Centre of Finland; the Finnish Patent and Registration Office; the Geological Survey of Finland; Finnish Industry Investment Ltd. (Tesi); National Emergency Supply Agency; the Finnish Defence Forces.

### Service organisations receiving public funding:

The operators funded in 2025: the Finnish-Swedish Chamber of Commerce; the German-Finnish Chamber of Commerce; EastCham Finland; Viexpo; Music Finland; the Company Driven Growth Platform; Finfood – Finnish Food Information (Ruokatieto ry); the Finnish Food Export Association (Suvi ry).

### Business and industry organisations:

the Federation of Finnish Enterprises (Suomen Yrittäjät); the Confederation of Finnish Industries (EK); the Finland Chamber of Commerce; the Finnish Defence and Aerospace Industries (PIA).

### Regional organisations providing export and internationalisation services:

cities, municipalities and provinces; regional development companies; local associations of the Federation of Finnish Enterprises; regional chambers of commerce; and institutes of higher education.

### Organisations operating in or related to target countries:

international chambers of commerce; cultural and academic institutes; and operators that complement the country-specific or regional service offering.



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