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The Talent Management process of Science Park Mjärdevi

Plenary session 3:

Cities, STPs and other AOlS: attracting talent

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Executive Summary

As in many places, the war for talent is a fact even in Science Park Mjärdevi. To support the companies in their work to recruit talent, Science Park Mjärdevi has developed a Talent Management Process. In this process, we focus extra on three different target groups:

- Women
- Children
- International talents

The overall goal in the Talent Management Process is that the Science Park attracts talent and that business can recruit and stay competitive. We also want to create more value for the people already working in the Science park. In the future, we would like to focus on talent attraction with the rest of the region as well as for example tandem recruitment.

Lessons learned from working with this process is the importance of the established HR-network and the engagement of the companies in the Science Park. The meeting place Creactive also plays an important role.

Full Paper

Science Park Mjärdevi in Linköping, Sweden, is a knowledge and innovation environment with 7000 employees, distributed among 400 companies in telecommunications, system development, electronics and more. Many of the companies have their foundation in innovations at Linköping University.

Science Park Mjärdevi is a local and regional well-established actor who offers knowledge intensive and growing companies an innovation environment, networks in academia, business, society, and clusters as well as participation in external projects and attraction processes. The Science Park focuses on knowledge intense growth companies; companies that have the ambition and goal to strengthen Swedish competitiveness and utilization of science and research - but who also contributes by the creation of new jobs, especially within knowledge intense areas. Science Park Mjärdevi developed a new strategy during 2015 based on three megatrends; urbanization, digitalization, and globalization.

In the new strategy, three different key processes were chosen:

- Support business development & Innovation
- Facilitate Talent Development
- Secure Brand & Attraction

Facilitate Talent Development is the key process that reflects one of the company's main challenges in order to grow; the lack of competence. During 2017 over 860 persons were recruited to the Science Park but still, many companies confirm that they need more talents to their business. Overall in Sweden, the IT & Telekomföretagen shows in their report that by 2022 we need 70 000 programmers only to our country.¹ According to Tendensor² the competition for talent is becoming one of the most defining economic issues of the 21st century.

The overall goal in the Talent Management Process is that the Science Park attracts talent and that business can recruit and stay competitive. We also want to create more value for the people already working in the Science Park by creating a community. By attracting the talents, give them the possibility to engage and develop themselves, and encourage them to creation and self-realization, we give them the opportunity to stay in the Science Park from the start of their career until it's time for them to retire. The whole Talent Management Process is shown in the attached picture.

The target groups; business

In Science Park Mjärdevi we have chosen to divide the companies into three different target groups:

- Start-ups
- Scale-ups
- International RDI (Research, development, and innovation)

Regarding this division, the work with talent attraction is slightly different depending on the target group. The start-ups have a lot of help by LEAD, the incubator in the Science Park. Scale-ups maybe not have the resources to put into the talent attraction, this is why we invite them to joined events. The international RDIs have in turn other needs and resources and are for example able to join us in pilot projects to try out new forms of working with talent attraction.

The target groups; talents

In our Talent Management Process, we work with different target groups:

- Kids & High School Students

¹ IT & Telekomföretagen "IT-Kompetensbristen- en rapport om den svenska digitala sektorns behov av spetskompetens" 2017.

² Tendensor "Talent Attraction Management for Nordic cities and regions" 2013.

- University Students
- Young professionals
- Senior professionals
- Entrepreneurs

These target groups cover most of the citizens of Linköping and the region. By inspiring children, we want to secure the future competence. For all the target groups, we create different events and meeting places. Science Park Mjärdevi facilitate a diverse range of networks where people can meet and exchange knowledge. It also a good form for companies to show their techniques. For example, the event Tech Tuesday that is for almost all people in the target group. It's a lunch seminar hosted by one of the companies in the Science Park who present their latest techniques. We create a meeting place and the company has the possibility to meet new talents, both young- and senior professionals, as well getting input on their work.

Some example of activities for the target groups:

- Break; a network for people on parental leave but who still would like to have a connection with business
- Coderdojo; an initiative were children between the age of 7 and 17 have the possibility to try out programming.
- Start-up Meetup; a meet-up for the start-ups in and around the Science Park
- China-network; a network for companies with a connection to China.
- Student Board; A board of students that discuss the same topics as the board of Science Park Mjärdevi.
- Science Park Mjärdevi's yearly Innovation Competition; a hackathon were over 80 talents meet and create solutions for the modern society.

Marketing

Marketing and HR are overall coming closer together. Regarding talent attraction Science Park Mjärdevi use their digital platform in different ways: At the webpage www.mjardevi.se, all the companies in the Science Park have the possibilities to upload their job openings at the career-site. To address this site, we have different campaigns in social media with well-defined target groups. But even by writing about the companies in the park is a good way to lift the broad of opportunities that are given in the Science Park.

Talents

When talking about talent we have chosen the following definition:

*"Talent consists of those individuals who can make a difference to organizational performance, either through their immediate contribution or in the longer-term by demonstrating the highest level of potential"*³

To solve some of the issues with the lack of competence we have identified three different groups where we think talents can be attracted to fill up the talent pool and expand the selection base:

- Women
- International talents in and outside of Sweden
- Young talents

Through different activities, we are trying to reach these groups.

Attracting Talents from the university

Science Park Mjärdevi has a good relation to the university in order to support the companies in their recruitment process. A lot of the bigger companies also have good connections, but the start-ups and scale-ups still need support. Together with the technical student union at Linköping University, we arrange a thesis fair and a recruitment fair. These fairs get around 500 visitors, both national and international students from the university. During the fairs, we also give the start-ups

³ Chartered Institute of Personnel and Development, 2007, p.3

space to exhibit for free, by doing this we want to show the students the range of companies in Science Park Mjärdevi. The companies offer the students an extra job, summer internships, possibility to write their thesis or the first job after their studies. Forward we would like to deepen the relationship with Linköping University by establishing an agreement between the Science Park and the university.

We have good processes to source young talents for thesis and first job within the region due to the good student collaboration. During 2018, we will develop attractiveness outside of the region by attending different fairs both in Sweden and abroad.

The University of Linköping has a big alumni network. To attract former students from the university back to Linköping is also a channel we use to find more senior talents. For example, by joining the event Östgötamorgon (www.ostgotamorgon.se) where we meet alumni from the university who are curious to move back to their study town.

International talents

In the Science Park, we have over 40 nationalities among the employees and around 50 foreign-owned companies. It is an international and inspiring spot in the region of East Sweden. To stay competitive and meet the demands of future products and services we want to encourage the companies to recruit with diversity. Therefore, we annually organize a theme-day around diversity, a day with a lot of inspiration and information about why companies should strive for a diverse workforce.

To reach the international talents we work closely with the international office at Linköping University, we participate at their Welcome Fair but also welcome the students to the Science Park by creating events for them. In this question, we experience that we have to work from two different sides. Besides attracting the international talents, we also need to challenge the companies to hire these people. Even if the Science Park is an international environment still some companies are doubtful to hire non-Swedish persons. In 2030, 22% of the Swedish population will have an international background⁴, that means that every fifth person that consume products or services has an international background.⁵ Immigration accounts for the entire net increase of the Swedish Labor market and is needed to handle the retirements that are coming ahead.⁶

Another issue regarding Swedish Immigrants that we are focusing on, is an entrepreneurship visa for foreign people doing business in Sweden.

“The Swedish Migration Agencies expulsion of valuable competences threatens Swedish competitiveness and the ability to develop. A globally competitive Sweden presupposes that we can attract and retain the absolute best talents.”

SISP, Swedish Incubators, and Science Parks addressed this question in a debate article about the Migration Agencies expulsion of competence that is highly needed in Sweden. Besides attracting people and challenge companies to hire them we also need to affect the bureaucracy to retain the talents and competence in Sweden.⁷

Women in tech

Because women are underrepresented in the workforce in most countries, they are a significant source of untapped talent.⁸ For this reason, Science Park Mjärdevi organize events, especially to women and girls. For university students and professionals, we administrate the network East Sweden Tech Girls. The aim of this network is to attract more women to tech but also empower the women who are already active. In this network, the participants both share knowledge, increase their personal network but can also be a role model for other, younger girls.

⁴ Jesper Strömbäck "Utan invandring stannar Sverige" 2016

⁵ Andreas Hatzigeorgiou and Magnus Lodefalk "Utlandsfödda främjar företagens utrikeshandel" 2012

⁶ SCB

⁷ <https://www.svt.se/opinion/foretradare-for-teknikbranschen-om-entreprenorsvisum>

⁸ Accenture "Getting To Equal - How Digital is Helping Close the Gender Gap at Work" 2016

Regarding Accenture's report *Cracking the Gender Code*⁹, it is important to start getting girls interested in tech at an early age and sustain their interest throughout their education. According to Accenture's research, 69% of the growth in the computing pipeline would come from changing the path of the youngest girls - especially those in junior high school. If girls have the possibility for computing in their junior high years it means that girls are 18% more likely to show interest in computing throughout their high school and college years. Accenture also noted in their study *Getting to equal - How digital is helping to close the gender Gap at work* that digital fluency acts as a powerful accelerant at every stage of a woman's career. They also conclude that digital fluency is helping countries towards equality to in the workplace.

At Science Park Mjärdevi's yearly summer camp, Code Summer Camp, we invite children between 7 and 17 to come and program with us. Half of the spots at this camp are reserved for girls and the half for boys. Research shows that girls who have an inspiring, female, teacher are significantly more likely to go into computing/code. For this reason, the coaches we hire for the summer camp are as many girls as boys. In the summer 2018 we will welcome 120 kids to be inspired and learn more about programming and about the innovations of Science Park Mjärdevi.

Young talents

To inspire children in an early age Science Park Mjärdevi organizes the summer camp for kids to inspire them and make them more interested in tech. We also host Coderdojo twice a month in Creative. At these events, about 50 kids show up each time.

We really believe in exposing kids for tech. This is the reason for why we welcome several high school students at our workplace each year.

The Community

Regarding Tensors Talent Handbook¹⁰ a place with a strong reputation will stand out as future talent magnets. To build Science Park Mjärdevi's reputations and to give more value to the employees and make them engage and develop themselves, we want to create a community for Science Park Mjärdevi. Examples of activities within the community:

- Community activities such as Health Competition, Science Park Open and Science Park Relay Run
- Get together-activities such as Science Park Summer Party, After Works etc.
- Activities outside of the physical park in corporation with other partners in the region, for example Östgötamorgon or the annual innovation week.

The Science Park has a high density of knowledge and talent. To get the benefit of this we administer a wide range of different networks:

- Software Dev Meetup where software developers meet
- A network of project leaders in the Science Park
- An HR-Network
- A network for women in tech

Creative

Science Park Mjärdevi runs a meeting place called Creative; a unique meeting place for people with ideas. Here people can connect with both companies, students and other actors in the regional innovation system.

Creative is the meeting place where ideas are born. Creative allows everybody to arrange activities and events that lead to new people meeting and new ideas being born. During the opening hours, you can check in for a cup of coffee, to meet a friend or colleague, sit in an inspiring environment to study or work, participate in exciting events and meet new people. Creative is specially designed to stimulate creativity and innovation. 750 sqm for meetings, projects, and events. Everyone is welcome: business, students, academics, projects, research and public actors.

⁹ Accenture "Cracking the Gender Code - Get 3X More Women in Computing" 2016

¹⁰ Tensensor "Talent Attraction Management for Nordic cities and regions" 2013.

Creactive was established 6 years ago and has turned out a great success. During last year 48 000 persons visit Creactive and 350 events were held in the arena. This meeting place is very important in the work with talent attraction. All the spontaneous meetings, knowledge exchange on seminars and get together are hard to create somewhere else. Through our Talent Management Process, we want to encourage talents to creation and self-development, at Creactive there are lots of events to be inspired by and space to realize ideas either by themselves or with other talents.

Proposal for the future

Lifelong learning

The rapid changes in the world and technology require that today's talents need to learn new skills all the time. At the Science Park, we would like to offer the employees the possibilities to do so. A proposal for the future is to try to package the education possibilities in an easy way.

We have several institutes for vocational education that can open up for a career change or deepen in new areas for already professionals as a good form of education. Recording to Swedsofts report about lifelong learning is this kind of education becoming more and more important.¹¹ In Sweden, it is one of the few forms of education that should be explicitly shaped according to the skills needs in the labor market. Science Park Mjärdevi support this kind of educations as much as possible.

We also see the necessity to create a channel to Linköping University where we communicate the company's competence need to the different faculties. This to ensure that the students graduating from the university have relevant knowledge for the future development of the companies.

Talent attraction to East Sweden

It is not just about moving to an attractive job; decisions about moving are more and more often based upon a long row of other attracting factors: a lifestyle in all possible and impossible combinations, housing supply, security for the family, child care, cultural supply etc. This shift could also be described as a journey from hard factors to soft factors, characterized by an increased focus on the quality of life for the whole family.¹²

To stay competitive and to attract more talents it is crucial to work with the bigger picture. A talent is not only looking for a job but also need a place to live. A proposal for the future is to work with the question of talent management in a broader way together with other actors in the innovation system of the Region of East Sweden. It is important with a liveable city with scenes for a talented lifestyle and a good house matching. The Science Park can act like a window displays for the competence work and for attracting the right expertise to the site by providing a clear identity to the local labor market.

Tandem recruitment

In the future, we think it is important to find processes for tandem recruitment. Sweden has a uniquely high percentage of active labour, particularly in terms of women. This makes finding work for accompanying partners, tandem recruitment, of great significance in Sweden. Right now, there are no processes for this in the Region of East Sweden.

Lessons learned:

The HR-network

When starting to work with the Talent Management Process Science Park Mjärdevi initiated an HR-network for the HR-managers and recruiting managers in the Science Park. About 30 people are meeting 4-5 times a year to talk about different challenges regarding HR. Of course, talent management and attraction are big topics. After running this network for around a year a lesson learned is that these kinds of platforms really raise the chance of success in the work with the Talent Management Process. The companies are the main stakeholders in this process and to have continuous reconciliation with them make us focus at the right activities.

Close collaboration with the companies

¹¹ Swedsoft "Vikten av livslångt lärande i en föränderlig, digitaliserad och globaliserad värld" 2017

¹² Bearing Consulting LTD "Talent Attraction White Paper" 2013

To be successful with the Talent Management Process a close collaboration with the companies is crucial. To have companies that join in on pilot-projects and help evaluate different events helps us tune in on the right things.

A well functional meeting place

Without our meeting place Creactive a lot of the activities we organize wouldn't be possible. To have a natural spot for meetings and events in the Science Park also open up for others to invite to knowledge exchange and events, something that adds even more value.