HIGH COAST INTERNATIONAL HUB™

TOGETHER WE ACHIEVE WHAT ALONE WE CANNOT

**High Coast International
Day
Workshop 2021**

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Executive summary

- On September 16th, 2021, 16 private sector, public and civil society experts and professionals participated in an internationalism workshop lasting one hour

- The workshop used a diamond double methodology, facilitated by an Agile Master, based on four internationalism questions

- The WS distilled four challenges and proposed four solutions

- Two solutions—a suggestion to form a multistakeholder internationalism policy, with measurable metrics and a High Coast Hub International Employer certification—were seen as priority solutions

- The other two solutions—better communication and digital entrepreneurship—were seen as needing more iteration and follow-up workshopping

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Introduction

On Friday, September 17h, a multi-stakeholder, inter-disciplinary workshop took place in Örnsköldsvik with a central purpose. To explore questions and challenges to internationalism, to conduct that analysis using very different perspectives and expertise (private sector, public and civil society) and to formulate conclusions that could be both shared with interested and engaged stakeholders and actioned. This document serves as the first basis of those learnings and will be tracked to measure success in the solutions that are identified and prioritized by those workshop professionals.

These experts and professionals conducted that work with a methodology called the Double Diamond, led by expert scrum master Andreas Nordin, presently employed at Clavister AB and facilitated by Elin Sedin, a process manager at Clavister's product management team. The approach—described below—is a highly innovative approach that the technology sector uses to create products and solutions that build our digital world. Using that technique to tackle a social problem is a highly disruptive idea yet—judging from the results and follow-up surveys—was extremely efficient in both time and the quality of the suggestions.

What is internationalism?
Internationalism is a new terminology that describes a larger, macro perspective to a process that sees international residents of various personas and parts of society—the private and public sectors—interact and become more complex. Internationalism is not integration or inclusion, those are some biproducts of internationalism just as unemployment or interest rates are a biproduct of capitalism. Internationalism is an ongoing, process that is organizing all societies at all times and can never be stopped, only understood and channeled.

The personas—international workers, entrepreneurs, youth, tourists, pensioners and new immigrants and even international Swedes—have various agendas and intents, contribute and have needs as they pursue economic interests and interact with the host countries and nationalities. The host country and nationals are also pursuing goals such as global business relations and cultural interactions and in turn are internationalizing with language, digitalization and other transformations. All the while, the host country is prospering and growing economically as they incorporate the international personas into their society. Downsides can occur: ghettoization, tourist impact on national sites, income inequality brought on by high income international worker wages etc. But the march of internationalism is unavoidable. To negate the negative effects or accentuate the positive, a high-level view is necessary.
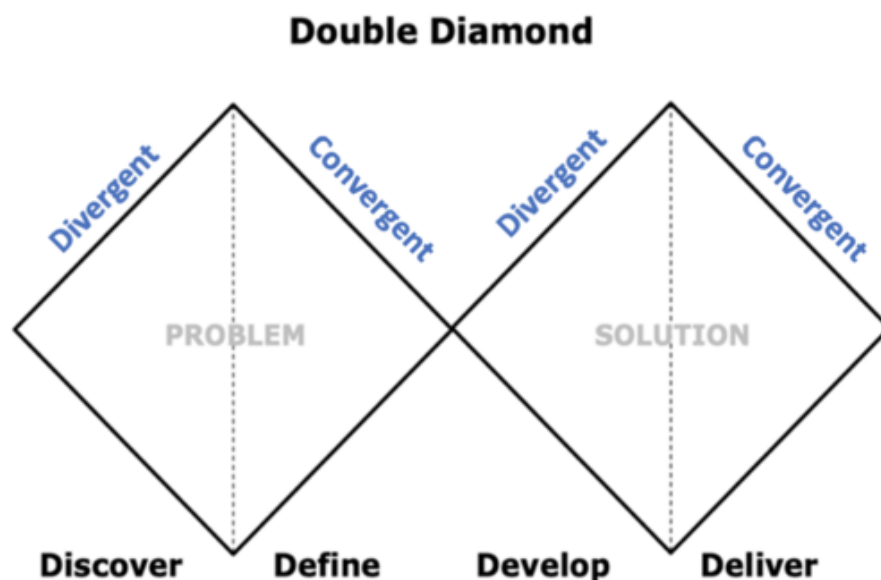
That high level grounding—especially if it manifests in cohesive measures and strategies that leapfrog Tier 1 an 2 cities with far bigger budgets and aspects of internationalisation (foreign direct investment, international tourism branding for example)—can help tier 3 and 4 cities create better policy and allow private sector companies to be more successful.

The double diamond methodology
In 2004, the British Design Council published a new design methodology that greatly improved the collaborative way to look at problems, innovate solutions and ultimately make decisions on which solution was the most prioritized one. This became a revolutionary way to innovate, not only design challenges, but technology, social challenges etc. It is a fast, efficient and highly structured way to deliver ideas into concrete actions and solutions. This disruption—especially when delivering answers to internationalisms challenges—was seen as the perfect methodology and has a high ROI (return on investment) of hours spent to projects actually launched.
The method of the double diamond is to gather as many aspects to the problem, narrow; define solutions to the narrowed set of problems and narrow again. That would lead to a prioritized problem and solution.

Andreas Nordin—scrum and agile master at Clavister—was recruited and briefed with all this in mind. To support him and time keep, Elin Sedin, process manager for Clavister's product management team and formerly of BAE, facilitated the discussion.

Double Diamond

Divergent	Convergent	Divergent	Convergent
PROBLEM		SOLUTION	

Discover   **Define**   **Develop**   **Deliver**

The questions
The questions were derived by the executive level of the High Coast International Hub. They were spread between economic, transformative processes like digitalization and social challenges.

1. **How can digitalisation lead to increased success of internationalisation?**
2. **How can we increase the international reputation of the High Coast and its attractiveness?**
3. **How can we increase participation of internationals in the High Coast labor market?**
4. **How can we create community solutions to solving emerging social challenges?**

The workshop panelists

Workshop individuals were highly curated and specialised in their fields be that in the private sector, public or civil society. They were a mix of internationals and Swedes, women and men, from different ages and socioeconomic states. But all were chosen on meritocracy befitting their experience and knowledge relating to internationalism. Taken together, this was hundreds of years of competence and professional aptitude from previously siloed activities. Four members were curated for each problem.

Dennis Moström (SE), Digitaliseringsstrateg, Kommunledningsförvaltningen
One of the top digital managers for the kommun, Dennis is an expert at strategy and implementation.

Lena Finne-Jansson (SE), Enhetschef folkhälso- och kompetensenheten
Lena is a 20 year expert in all aspects of internationalism, labor issues and development.

Rory Moore (IR), TietoEVRY
Rory is one of Scandinavia's top IoT solution architects having worked at Bosch Rexroth and other large firms.

Ida Le Ruyet (SE), Clavister People and Culture
Ida has world class expertise in highly internationalised workplaces such as Clavister.

Joel Baudin (SE), High Coast Dev
Joel is at the forefront bringing a new startup ecosystem into the High Coast.

Ulrika Sedin (SE), Nyföretagcentrum
Ulrika helps develop leadership, designs entrepreneur programmes and other business matters.

Peter Morris (UK), Sogeti
Working at Sogeti, Peter is responsible for a number of complex IT deployments.

Mohammed Ali (SO), High Coast International Hub ambassador, Gottne night football leader
Mohamed is one of the most active community leaders as well as teaching in Högliden School.

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Alicja Siarkiewicz (PO), SWECO, **High Coast International Hub ambassador**
An engineer by trade, Alicja is a regular podcaster and media personality.

Anna-Karin Byström (SE), CEO, DC Consulting
Inter-cultural expert and trainer, Anna-Karin has been at the forefront of international issues and development.

Henrik Olsen (SE), CoreIT
Olsen has a wide range of management roles in IT companies in Övik and expertise in HR issues.

Hanna Flemström Coleman (SE), team leader, Kultur & Fritids, Övik Kommun
Hanna works with integration and international topics.

Karin Johnson (SE), CEO, **Processum**
Karin runs one of the most innovative companies in Norrland with a large international workforce.

Gunnar Holmberg (SE), Pensionerad Fritidsintendent Kultur & Fritid, Öviks kommun
As the manager for international student exchanges, Gunnar has a history of global outreach.

Peder Sundström (SE), Devocy
As one of the directors of Övik's top creative agency, Peder is a powerful communicator and international messager.

Neil Johnson (UK), Samhällsbyggnadsförvaltningen Trafik och Parkavdelningen
Neil has a career of technology and large infrastructure developments.

The Workshop leaders

Andreas Nordin
Nordin is an interdisciplinary software engineer with a skill set of leading agile workshops and teaching scrum methodology.

Elin Sedin
As a process professional with companies like BAE and Clavister, Sedin facilitates workshops and outcome follow-up.

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The outcome
The various teams were given the first part of the exercise to dimensioning the question and given post it notes to scope as many problems and aspects as possible. That yielded dozens of post-its from the team members.

From that point they prioritized the most relevant problem to the question and then went into the solution mode whereby they silently gave possible solutions to that prioritized problem.

They then gathered those solutions and gave a "yes and" level of suggestions by each to harden the solution and make it more successful. These solutions are the following:

Question 1: **How can digitalisation lead to increased success of internationalisation?**

Key Problem: Digital Entrepreneurship & Startups

Double Diamond solution: Increase digital entrepreneurism.

Question 2: **How can we increase the international reputation of the High Coast and its attractiveness?**

Key Problem: Communication

Double Diamond solution: Better communication than information: make a one stop for all information in a modern, UX platform.

Question 3: How Can We Increase Participation of Internationals in the High Coast Labor Market?

Key Problem: We see an old system that needs to be challenged but isn't due to lack of understanding of needs.

Double Diamond solution: Create a High Coast Hub International Employer certificate.

Question 4: How Can We Create Community Solutions to Solving Emerging Social Challenges?

Key Problem: Political landscape. Short term. Based on Feeling. Lack of transparency.

Double Diamond solution: Create a multistakeholder (private, public and civil sector), measurement driven international policy that is used and promoted by all to drive growth.

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Follow-up and measurements
A key component of this workshopping activity is to have this iterate into concrete projects that can be scoped and—if viable—be implemented.

The decision was made to achieve that success, two projects were iterated enough to be prioritized and set into motion.

Double Diamond solution: **Create a High Coast Hub International Employer certificate.**
This project has begun and involves the scoping of a certificate and training programme that will help employers source international talent, eliminate biased hiring practices and onboard those individuals into local life to long-term employment retention and productivity. The certificate will serve as an employer branding, CSR validation and will utilize the High Coast International Hub solutions such as the High Coast International Club, The Hub, the High Coast International Hub Works and the upcoming the High Coast International Hub Advanced Degree Recruit project. Project partners on the High Coast Hub International Employer certificate are ÖIG, Clavister in this stage with more to be recruited.

Double Diamond solution: **Create a multistakeholder (private, public and civil sector), measurement driven international policy that is used and promoted by all to drive growth.**

This project has begun and starts with a high-level meeting with the political leadership of Örnsköldsvik which includes the ruling political coalition politicians Per Nylén (S) and Anna-Britta Åkerlind (C) as well as the municipality (kommun) leader Magnus Haglund. The aim of this meeting is to start the multi-stakeholder coalition with the municipality as a key partner.

The proposal will be to add a limited but inclusive number of stakeholders to the group (ÖIG (private sector), Processum (private sector), a representative of the kommun (public sector), Sörliden-Valla (civil sector) and the High Coast International Hub to create an internationalism strategy with metrics and measurables that all actors would aspire to follow. They would then publish with aligned messaging. The project would also propose that this group serves as a board for internationalism projects wherever they appear and work to align those projects to the goals set by the strategy.

Furthermore, fact finding missions to Skellefteå and other successful internationalised towns have been put in motion.

Double diamond solutions 1 and 2 (Double Diamond solution 1: Increase digital entrepreneurism, Double Diamond solution 2: Better communication than information: make a one stop for all information in a modern, UX platform)

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These projects were determined to need more time to iterate and thus further meetings will be called to get clarity and robustness to the solutions before moving forward to a launch state.

Appendix

Topic 1 – How Can Digitalization Lead to Increased Success of Internationalization?

Topic 1 - Problems

Key Problem: Digital Entrepreneurship & *Startups*

Other Problems:

- Upskilling investment for local talent
- Insufficient amounts of entrepreneurship (velocity, speed, attempts)
- Missing focus on the (high) growth potential of tech companies (*startups*, digital)
- Talent creation
- Students don't return to Örnsköldsvik after university
- Digital apprentices – alternative to university
- Digital attraction and retention
- Digital attraction to Örnsköldsvik
- Visibility of the cool stuff -> to who?
- Finding friends. Desire to network.
- Exporting digital skills. Everywhere else.
- Hidden interests. Barriers to discovery.
- Tax model. We need people here!

Topic 1 - Ideas

Idea 1:	No name
Description:	Launch a new set length *startup accelerator* that runs over 10 weeks and includes a small *seed funding*. It recycles knowledge, information and financial resources already present in the community. Get people a taste of the High Coast life. (Ex. *TechStars Boulder*).
Base Idea:	Immersive *Startup Accelerator* (Y-combinator, tech stars)
Yes and:	(*) Investor
Yes and:	Common components? Services for *seeding*
Yes and:	Hands-on mentorship

Idea 2:	HC Institute of Technology
Description:	*Musikmakarna/Dreamhill* for code. Approximately 6 months. Junior Programmers. Example: *Lamda school, "bootcamps", Juno*.
Base Idea:	Coding bootcamp (*kodskola*)
Yes and:	make it a standard operation procedure in schools.
Yes and:	make it accessible and offer mentorship
Yes and:	bounty (not only £££)

Idea 3:	Digital Mentorship Board
Description:	Stakeholders with a common vested interest in Digitalization in Örnsköldsvik. Provide structured support & mentorship. Be "the voice" for digital innovation.
Base Idea:	Create a digital start-up mentorship board, e.g. private/kommun + other organizations.
Yes and:	Run compilation with youth/young entrepreneurs.
Yes and:	Connect it to top names in academy
Yes and:	That provide regular and dedicated counselling

Idea 7:	No name
Description:	
Base Idea:	Create a digital *startup* partnership (private/kommun)
Yes and:	Everyone involved can have a "menu of services"
Yes and:	Base it on here and now needs in society
Yes and:	That decreases the friction of *startup* creation -> increased *velocity*

Topic 1 - Other Solution Ideas outside of template:

- Professional communities
- Helping smaller industry find new markets via digitalization
- Embrace digitalization
- Local industry embracing digitalization in Örnsköldsvik
- Digital hub
- Analog -> Digital
- Dig infra environment
- Focus and collaboration
- Connect problems to solutions
- Repositioning Örnsköldsvik as a digital hub?

Topic 1 - Contributors

Dennis Moström

Joel Baudin

Peter Morris

Rory Moore

Topic 2 – How Can We Increase the International Reputation of the High Coast and Its Attractiveness?

Topic 2 - Problems

Key Problem: Communication

Other Problems:

- We're not doing enough marketing abroad
- International travellers think HK is too far to travel
- Too seasonal
- Beyond nature opportunities, not enough to do
- We need to have more international language info
- Distinctiveness – Core *USP*
- Unified brand
- Trend vs. *USP*
- Education
- Get everyone onboard
- Information, Culture etc.
- Meeting spots
- Channels
- Weather
- Clubs
- News
- Cultures

Topic 2 - Ideas

Idea 1:	No name
Description:	Brand HK

- Nature
- Tech
- Work
- Quality of life
- Time
- Easy life

Make the brand fit all (input from organizations, authorities, municipality, clubs, etc). Make it a defined brand that we all can contribute to, reach for good plan structure for marketing each.

Base Idea:	Brand HK

- Nature
- Tech
- Work
- Quality of life
- Time
- Easy life

Yes and:	Make the brand fit all! Easy :) Input from organzations, authorities, municipality, clubs (this is a start).
Yes and:	make it a defined brand that we can all contribute to
Yes and:	good plan / structure for marketing each
Note:	Image of idea available in Appendix

Idea 2:	Better communication than information
Description:	Create one platform (online and stationary). In different languages with the following information: work, attractions, restaurants, activities, events, clubs, help. Communicate it to both the Swedish and international community. Keep it up to date. Involve people and companies.
Base Idea:	Info spots in town and online (easy to find).
Yes and:	Tie current info solutions together and make one access point. Easy to use.
Yes and:	A platform where it is important for organizations to keep it up to to date
Yes and:	add value to the info-point for attractiveness
Note:	Image of idea available in Appendix

Idea 3:	No name
Description:	To identify and elevate our values, mission and identity and make the community cowork with them in all areas, and make them known through shared channels and repetitive communications/meets... etc. in an easy focused manner
Base Idea:	Identify our values, *USP* and identity and share it (make it known) within the community
Yes and:	Outside the community – Sweden and abroad
Yes and:	Repeat and use multiple channels like *Facebook, LinkedIn*, emails, *Twitter*...
Yes and:	Create talking points -> make plans easy
Note:	Image of idea available in Appendix

Idea 4:	No name
Description:	One channel for communication may be our excellent clubs. Clubs are meeting points where news and knowledge is shared. How do you find clubs today? Create a digital solution, *Jobba & Lev?* Updating by organization together instead of alone. Let's create a shared vision and help clubs being part of a bigger picture. Boost commitment through a shared vision.
Base Idea:	Clubs. Help clubs reach out to more, to develop their activities to apply to more be more successful. Who is helping?
Yes and:	...boost commitment through a shared vision. (What can we become).
Yes and:	Is there a place for clubs? (One spot? Where it's easy to find them?)
Yes and:	*Jobba & Lev* for clubs? Together instead of alone...
Note:	Image of idea available in Appendix

Idea 5:	No name
Description:	Increase communication focus to cover *24 / 7 / 365*. Package opportunities to "easy" to execute activities. Enable people/organizations to perform. Divide *365* in some reasonable groups/alternatives for each.
Base Idea:	Increase scope *24 / 7 / 365*.
Yes and:	Package opportunities to "easy" to execute activities.
Yes and:	Enable people/organizations to perform.
Yes and:	Divide *365* in some reasonable groups/alternatives for each.

Topic 2 - Contributors

Alicja Siarkiewicz

Henrik Olsen

Peder Sundström

Karin Johnson

Topic 3 – How Can We Increase Participation of Internationals in the High Coast Labor Market?

Topic 3 - Problems

Key Problem: We see an old system that needs to be challenged but isn't due to lack of understanding of needs.

Other Problems:
- Open attitude missing
- Lack of understanding of needs
- Rätt utbildning
- Stärka synlighet vad den internationella arbetsmarknaden tillför
- Visibility outside borders
- Övergå från omsorg till empowerment (egenmakt)
- Finding housing without buying
- Validation of knowledge/training
- Find faster ways of certifying knowledge
- Language issues
- Knowledge of job opportunities
- Välkomnande och bemötande stärkas (öppet internationellt kulturellt samhälle)
- More networking to make contacts
- Connection (att hitta rätt)

Idea 3: One Way In

Description: Make the *High Coast International Hub* permanent and a physical contact to allow for long-term relationship building and integration.

Base Idea: Create an international hub and use as entry point.

Yes and: Let it be a solid organization instead of a project for a long-term view as a support *"one way in"*.

Yes and: Be a part of a vital network of different actors having the same aim (also on national and international level).

Idea 4: Örnsköldsvik Introduction

Description: We need to research and gather all the relevant information as you may need to move to Örnsköldsvik, including accommodation, education, networks, *"föreningar"*. Challenge the holder of information to make it more available. Maybe there could be a financial incentive?

Base Idea: Initiate a digital project to gather all relevant information and sure it is in English.

Yes and: More languages, if possible.

Yes and: Ensure to include perspective from all levels.

Yes and: Develop/Strengthen the existing platforms that are in different languages.

Idea 5: No name

Description: By working with a long-term focus to build a society where people form all cultures share the same community. All types of housing should be mixed and a new market for shorter-term rentals put in place. Open up for usage of / people to build on land in places not "used" – close to nature/water. Not just big villas, attractive place to live for all.

Base Idea: Politisk ansats att jobba med fysisk integration genom ett nytänk i samhällsbyggandet – bostäder.

Yes and: Ta med alternativa boendetyper.

Yes and: Synliggör alla möjligheter till boende (på Engelska).

Yes and: Gärna inte bara på pappret men också genom fysiskt möte.

Note: Image of idea available in Appendix

Topic 3 - Ideas

Idea 1: No name

Description: Skapa ett *"event"* där man har en idé...
- Som utmanar *"boxen"*
- Som om den löses ger ökad lönsamhet
- Som ger ett mervärde till deltagande företag och andra aktörer i form av t ex **certifiering**, CSR-arbete
- Kommunicera framgången

Base Idea: *"Hackathon"*-liknande satsning för att utmana *"boxen"*.

Yes and: Skapa en certifiering för företag som deltar.

Yes and: Lyft initiativ som är framgångsrika och synliggör dem för erfarenhetsutbyte = lönsamhet.

Yes and: Använd som CSR & marknadsför för företag.

Idea 2: Internship Program

Description: We need more experience with welcoming internationals to the workplace to *"make it the new normal"*. By introducing an internship program, we lower the barrier.

Idea 6: No name

Description: Join forces by initiating a network with a clear focus – to take advantage of the international potential – find funding to be able to support concrete activities:
- Portal (digital)
- Joint events
- Focus groups
- Matching activities (competence + jobs)

Base Idea: Bättre nätverk mellan internationals och organisationer / företag för att öka förståelsen.

Yes and: Skapa gemensamma aktiviteter/ökad kännedom om andras aktiviteter.

Yes and: Gå ihop och skapa en pool av möjligheter/människor för att matcha.

Yes and: Så att det blir enklare för alla att hitta.

Idea 7: No name

Description: Aktiv samverkan, där kommunen kan vara en drivande aktör för att synliggöra framgångar samt faktorer för framgång. *High Coast International Hub* är/kan även vara ett bättre alternativ. För att detta ska vara effektivt behövs plan med spets för att fokusera och de som kan/vill engagera sig.

Base Idea: Identifiera framgångar (framgångsfaktorer, styrkor) och synliggör (kopplat till internationell arbetskraft).

Yes and: Jobba aktivt i samverkan med kommunen som drivande aktör.

Yes and: Förklara tydligt hur planen ser ut så att de är med.

Yes and: Använd och förstärk befintliga nätverk genom att fokusera kraften.

Idea 8: No name

Description: Make the system more international, identifying the positive and developing the less positive.

Base Idea: Make the system more international while holding into the old system (grunden).

Yes and: Identifiera vad som fungerar och utmana det som inte fungerar – via t ex fokusgrupper.

Yes and: Genomför förbättringar.

Yes and: Fortsätt iterera för att hela tiden utmana och utveckla.

Topic 3 - Contributors

Ida LeRuyet

Lena Finne-Jansson

Mohamed Ali

Ulrika Sedin

Topic 4 – How Can We Create Community Solutions to Solving Emerging Social Challenges?

Topic 4 - Problems

Key Problem: Politiska landskap. Short term. Based on Feeling. Lack of transparency.

Other Problems:

- Lack of funding in the civil society groups
- Beroende på vem... Lösning? Bättre skola, mer jobb, mer poliser, mötesplatser...
- Transparency & hard facts – What are the problems? Support better decision making.
- För vem? – Samhället. Vissa grupper. Bostadsområden. Kommunen. Individen.
- Beroende på vem. Segregation. Dåliga skolresultat. Kriminalitet. Socioekonom.
- Saknas organisation. Sammanhållande hub saknas.

Idea 4:	Model Entrepreneur Environment
Description:	Simulate first six months of a company over one day. "Entrepreneurs" are from organizations that may work with that company. Real people/experiences. Map journey, frictions. How was it?
Base Idea:	Walk the journey
Yes and:	Map the barriers
Yes and:	Tell the stories of the people who have walked it
Yes and:	Focus on soft issues
Note:	Image of idea available in Appendix

Idea 5:	No name
Description:	Digitala Entreprenörer besöker och visar och låter skolbarn prova, regelbundet schemalagt för varje stadium.
Base Idea:	VISA – befintligt utifrån status. PROVA – Hack, tidig delaktighet
Yes and:	Provide structured programmes to help start people on the journey
Yes and:	Offer qualifications.
Yes and:	Make it consistent with recurring activities/actions.

Idea 6:	*Tinder for business*
Description:	*Tinder for business* challenges. Read commitment. Allocated funds? Deposits?
Base Idea:	Raise profile of challenges local business will pay to solve.
Yes and:	*"Tinderize"* the process. Be the matchmaker.
Yes and:	Document case studies and share it wildly
Yes and:	Have it run by a company/förening

Topic 4 - Ideas

Idea 1	Reviderad Kommunpolicy
Description:	Revidera *"internationella policyn"*, involve all actors who are affected, more focus on well-defined measurable objectives with data follow-ups and communication.
Base Idea:	Revidera den *"Internationella Policyn"*.
Yes and:	The *International Policy* needs to be agreed between community, private sector and kommun.
Yes and:	Really important to define all target groups to be included in the policy (expats, immigrants, tourists...).
Yes and:	Put it higher on the municipality agenda and follow up.

Idea 2:	No name
Description:	Kartläggningar initieras, outsources utanför kommunen och vidgar informationsinhämtningen utanför tradtionella kanaler.
Base Idea:	Initiera kartläggningar över potentiella områden som kan bli problem och sedan läggas som underlag till beslut.
Yes and:	Använd flera kanaler än de traditionella för att samla in information: för att inte exkludera några grupper.
Yes and:	The mapping must be done independently, a private sector organization to be lateral and inclusive

Topic 4 - Contributors

Anna-Karin Byström

Hanna Flemström Coleman

Gunnar Holmberg

Neil Johnson