

How to Improve The Right Employment Possibilities for Educated Migrants in the Pirkanmaa Region A Service Design Study

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Abstract

There has been a lot of papers and research conducted on immigration and its possible effects on many aspects of the global system and its governance. More so has been written about unemployment as well as its effects. Much of this research is written from a broad and wide perspective. This thesis seeks to understand how valuable talents could be best used to solve an employment need in a specific area in Finland.

Pirkanmaa an area that has gone through a period of change and transition after the Nokia years, is now re-inventing itself and with employment and integration services moving from the Labour Office to be managed by the cities, it has therefore, become ever more important for specific and much more in-depth research to be conducted on sectors of its clientele. This is to better understand and serve them as adequately as possible. Accordingly, there is a need to further understand a large and growing group of clienteles; The educated and highly educated migrants in the area of Pirkanmaa.

This thesis, with the help of client and employee questionnaires, examines the services at hand, present now as well client perceptions of them and their assessments, while cross-referencing them with the possible available tools and customer understanding of the service providers. Firsthand experiences are achieved by interviewing clients about the services that they have received and using these in combination with service design tools

to develop a service that acknowledges the past educational achievements of the clients as well as shorten customer journeys and better job and career integration into a thriving and demanding Pirkanmaa job market.

Language: English

Career

Key words: Immigration, Integration, Education, Employment,

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1 Introduction

Immigration is not new; however, humankind has been grappling with it for a long time. However, humankind has been grappling with it for a long time. Given that times change, as well as the circumstances of nations and nations states have evolved and adapted to both the economic and socio-economic environments in which we find found ourselves. Nonetheless with every change, comes a readjustment of attitudes, needs, as well as policies targeting immigration. (Pedersen & Smith, 2002.) Depending on the periods and times when these policies are made and the circumstances surrounding them, they might be welcoming and in other times less welcoming to immigrants or, in some cases, immigrants from specific areas or regions of the world (Constant, Kahanec & Zimmermann, 2008). Immigration is and has been used to expand economies, grow populations, adjust imbalances in workplaces, but it has also brought with it difficulties and uncertainties. The task for municipalities, states and cities is usually a question of how to manage the positive as well as making policies to reduce and remedy the unintended consequences of immigration both in the receiving countries as well as in the countries where immigrants left from. (Constant, et al. 2008.)

In a time in which humankind is going through an enormous amount of change, in a globalized world, countries and cities are always trying to work out what is the right balance in which to approach this subject. As countries and businesses compete for talent and innovation in an ever-competitive business and social environment (Maxmen, 2021). the need to attract and maintain talent from any part of the world has become a vital part in how companies, organizations as well as well as countries grow and develop in a competitive global environment. As stated already, this is not a new phenomenon: this is a question that we will continue to grapple with in the now as well as in the future: this thesis aims, however, to strive to identify who educated or highly educated migrants in the Pirkanmaa region are by using past literature and past research as well as studies focusing on immigration, integration and unemployment.

Pirkanmaa is a region in Finland that has had a long and beneficial relationship with migrants. Its history is filled with contributors who lived and worked in the region (Finlayson, 2021). Businesses in Pirkanmaa are also very international and with markets exposure all around the world. Nonetheless, immigration has changed, laws governing

them as well as the circumstances surrounding immigration have also changed. This is therefore the purpose which this thesis will seek to address. This thesis strives to specifically understand and provide for the commissioner the tools needed to better understand and serve the educated and highly educated migrants in the region of Pirkanmaa. This is important as this is a topic that is vast and complicated with many stakeholders, with many scenarios, legislations as well as sentiments both external and internal that can enhance as well as impede the abilities of educated immigrants to work and excel in their new home, the Pirkanmaa region.

It is to this effect that this thesis will seek to understand the educated and highly educated migrants in the region of Pirkanmaa. This is fundamental to understanding the clients of the employment and integration services in the regions of Pirkanmaa, as well as giving a clearer client profile as well as image, which goes a long way in helping with the creation of services to best benefit this sector of the clients. This thesis intends to create personas which will allow for a better understanding of the educated and highly educated migrants in the Pirkanmaa region. The diversity in this group of clients must be understood in order to better have efficient and effective services created for clients in this sector and fitting of the profile. There is also a need to understand how legislations as well as cultural differences in a way might enhance or impede the abilities of these educated migrants while trying to work in their fields of trainings and studies or expertise in the region of Pirkanmaa (Finlex, 2021). The thesis will explore the services that are being offered to the educated and highly educated migrants in Pirkanmaa now and cross-reference them with how beneficial these services were to the clients in their bid to get a career in their fields of expertise. The need for an understanding of the services provided for this sector of clients is even more amplified by the reported employee shortage in Finland (Teivainen, 2021). as well as the impending retirees, which will have a massive impact on taxation and social services soon (Fixsen, 2021).

The author will use this thesis to try to understand the three main participants that play a substantial part in educated migrants finding jobs in their fields of expertise. The first one being the educated or highly educated migrants. This is vital as it allows for services provided to better understand and establish the basis for which services would be needed or adapted towards helping the client find a career in their field of expertise. It is also important to have a clearer picture of the educated and highly educated migrant in the

Pirkanmaa region, as he or she is enveloped by numerous cultural, socio-economic, and legal boundaries as well as opportunities that are vital when creating a service for such a diverse populace.

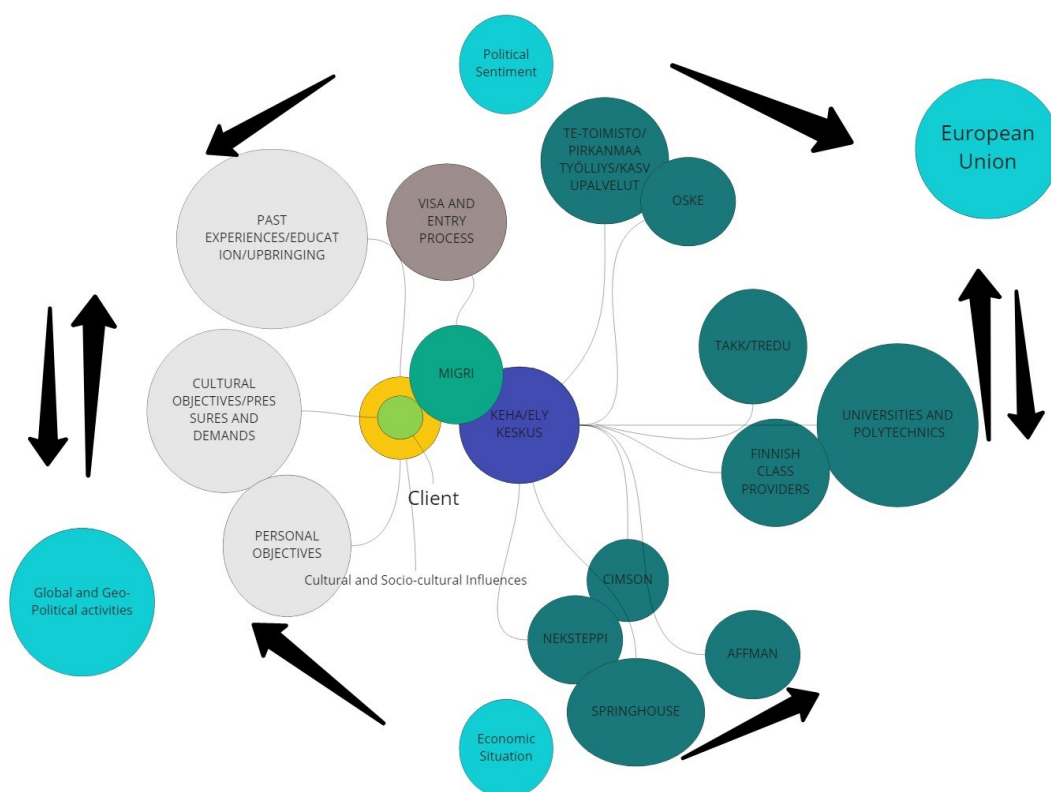
This thesis will explore the services offered by the commissioner in terms of how effective they are in assisting educated and highly educated migrants find employment in their fields as well as advancement in their careers. This thesis intends to understand if these services are well matched to the needs of the customer's as well as what are the customer experience's when it comes to using these services.

It will also be effective to understand what tools are best to use or needed in order to be better placed to enter the workplace in Pirkanmaa as an educated or highly educated migrant. Using customer feedback and questionnaire answers, this thesis will explore the suggested steps from the customer's point of view, with the intention of allowing the employment and integration services to create services for educated and highly educated migrants in the Pirkanmaa region.

With the times changing and technology, new advancements both technologically and socially bringing immense change to not only our work lives but the greater environment. We are living in an era of rapid change. There are active changes in the immigration spheres as well and constant studies and active research are needed to always understand the shifts in cultural as well as socio-economic profiles of these educated migrants in the Pirkanmaa region. This thesis, however, looks to be the first to tackle a much varied and difficult topic. It seeks to empower the stakeholders with the needs, tools, and knowledge to understand as well as better serve a diverse yet growing and ever increasingly vital clientele of the ever-changing Pirkanmaa workforce and environment.

2 Tampereen Kaupungin Maahanmuuttajien Kansainvälinen Osaamiskeskus

The history of Maahanmuuttajien kansainvälinen osaamiskeskus Tampere is still being written as we write this. Its inception came about in 2019. Prime Minister Antti Rinne suggested the moving the labor office duties from the State Government to the Local Governments (Lindberg, 2021). This is something that the state governments have wanted and requested for some time. Prime Minister Sanna Marin administration has continued these plans and in 2020 put them to action (Työ- ja elinkeinoministeriö, 2021). In 2020 these services were completely transferred to local Governments, and the governments in Pirkanmaa region created service sector called Tampereen työllisyys- ja kasvupalvelut. (Saari & Impiö, 2021.) Cities in the Pirkanmaa region hope to react faster to the employment changes and demands in its regions, as well as develop services that would allow for closer relationships between employers and job seekers. This sector will create a service that encompasses educational, healthcare as well as social services, all working towards a service that helps and eases the process of recruitment as well as job seeking. With the overall objective to aid and assist in career transitions as well as job searching and career developments of the needs of its populace and clientele, as well as employers and businesses in the region, while taking into consideration the needs of today as well as the changes and expectations that the future brings. In terms of immigrants and educated migrants, Maahanmuuttajien kansainvälinen osaamiskeskus Tampere is actively working to serve as well as understand the challenges and difficulties that they experience in entering a new market. In seeking to understand this even more while establishing its capability as a player to be able to provide services that would reduce unemployment within this group as well as bridge the gap between immigrant jobseekers and employers. With this umbrella of sectors, are four sectors that deal with immigrant cases: Tampereen Kaupungin Mahaanmuuttajien Kansainvälinen Osaamiskeskus, International House, International Hub and Multilingual Info. All these organizations are constantly offering services that would ease as well as solve the problems faced by immigrants trying to enter the Finnish Job market in Tampere. (Tampere Kaupunki, 2021.)



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Figure 1: Stakeholder Map.

This thesis will endeavor to research the present applicable options that are available to these educated and highly educated immigrants to the region of Pirkanmaa. We will also strive to understand the expectations as well as the aspirations of these new arrivals, as well as how these can be used to ensure as well as enhance their integrational experiences to the Finnish work environment. From the integration and employment’s point of view, it is essential to understand their resources, scope, as well as the legal frameworks and how these resources are being used in helping new arrivals to settle in workwise in their new communities. These and many more will be researched and studied in order to fully understand the present picture and thus be able to improve and build on the present system. The tools and concepts of service design will be best suited as well as helpful to finding solutions to this problem. The aim will be to build a human-centered option or service that will allow the clients of the International House in Tampere to be centered, and thus receive an improved service, which will, therefore, save costs and allow for expedite work placement as well as integration.

It is becoming clear that migration is an essential element in the world economy. Sending countries benefit increasingly from remittance payments and the return of skilled migrants, receiving countries benefiting from entering the job market younger and in many cases ready to work individuals, and migrants themselves find new opportunities through their move to a new country. Migration redistributes wealth at the world level and plays a central role in development and poverty reduction. Moreover, within the current globalization process, which favors an increasingly free circulation of goods, information, and capital (Düvell, 2009). It is therefore important to see how this comes into fruition in the region of Pirkanmaa.

3 Aims and Objectives

The aims and objectives of this research is to provide the employment and integration service agencies in the area of Pirkanmaa with tools to understand their clients with the help of personas. Another objective of this research is to understand how the present services rendered by employment and integration service agencies in Pirkanmaa to their clients achieve the desired results. This research and thesis will use service design tools and techniques to suggest as well as design a service that shortens the customer journeys.

The Research Question and Hypothesis are:

2. How does the region of Pirkanmaa improve the employment capabilities of educated and highly educated migrants in its locale?

By studying this resulting scenario further would be to create a service that better serves this group of people, which will continue to expand and grow in Finland over time.

2. How do employment and integration services in Pirkanmaa create a service to make the customer journeys of its educated immigrants shorter?

This research will offer Maahanmuuttajien kansainvälinen osaamiskeskus a much more better understanding of a portion of her clients.

3. How will this knowledge and know-how enable interaction for educated and highly educated immigrants?

Also, to offer Maahanmuuttajien kansainvälinen osaamiskeskus

and the greater Pirkanmaa region the tools and inner knowledge of the determining factors that affect this sector of their clientele. With more insight, will come enhanced services and better understanding of an ever-growing and important clientele.

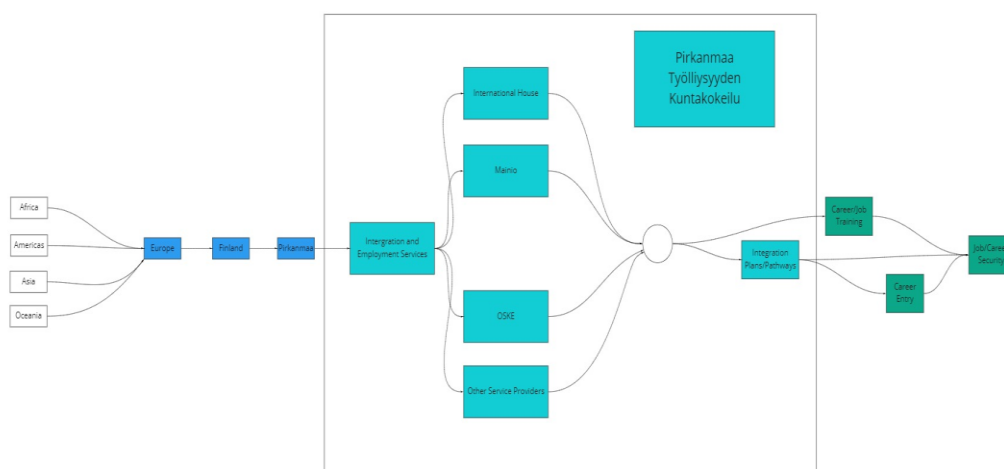
It is in the interest of the cities in the Pirkanmaa Region to update their services as well as create services that benefit the clients as well as the City of Tampere as well as businesses. The role of Maahanmuuttajien kansainvälinen osaamiskeskus Tampere and other integrating and employment services in the region is pivotal as well as instrumental to the wider development and growth of Tampere and Pirkanmaa as a whole.

Therefore, its aim is to use this research and thesis to buster its ability to achieve its objectives in Tampere and the Pirkanmaa region of Finland. In playing a big role in the training as well as employment of talents in the Tampere area, Maahanmuuttajien kansainvälinen osaamiskeskus Tampere and the cities in the Pirkanmaa region will need to continue to ensure that its services delivery not only to the sections of Pirkanmaa that are well known and reached.

A vital objective of this thesis is to allow Maahanmuuttajien kansainvälinen osaamiskeskus Tampere and cities in the Pirkanmaa Region to be better equipped to handle the difficulties of the times. In this case how to help businesses in the Tampere region stay competitive as well as able to navigate potential changes in the business environments as well as business needs. With this thesis, employment and integration services in the Pirkanmaa region will have the tools to help migrant communities, in this context educating migrant communities to be integrated into their rightful careers. To this effect also ensuring that businesses located in the Tampere areas have the ability and workforce to continue to grow in the era.

All these are the aims and objectives on which the thesis aims to support and develop employment services and integration services for educated migrants in Maahanmuuttajien kansainvälinen osaamiskeskus Tampere, as well as the cities in the Pirkanmaa regions. This is what this thesis project aims to provide for the commissioner and its stakeholders

Figure 2 below shows the aims and objectives of this thesis in the context of the principal Maahanmuuttajien kansainvälinen osaamiskeskus. Figure 2 shows the relationship and placement of the principal in relationship to the clients and its objectives. On the left, are where client's journey begins and when they arrive in Pirkanmaa and the start of their relationship with Maahanmuuttajien kansainvälinen osaamiskeskus. On the right in green are the end objectives of these clients, while in the middle are the various organizations within the principal.



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Figure 2: Aims and objectives from Maahanmuuttajien kansainvälinen osaamiskeskus point of view.

4 Methodology

Given the spectrum and the number of multiple factors that govern as well as having an impact on this topic, the methodologies used in this research would be multiple as well as combined in order to achieve the needed data to thus satisfy the need of the principal and stakeholders. It is wise to remember how large and diverse this topic is, its large scope and as well as how large number of stakeholders are as well.

In order to identify the problem as well as problem scope, it was important at this stage of this research that the researcher have numerous conversations and meetings with

stakeholders as well as participants working as well as potential and past clients in the labor and integration of migrants in the region of Pirkanmaa.

Extensive discussions have been had with stakeholders and subject experts in this field for this thesis. This was very important as it allowed the writer to understand the problem as well as the multiple points of view on a much more in-depth level, which is necessary for this thesis to navigate the needs and wants of the sector as well as stakeholder's views.

The researcher has conducted extensive research with literature, published and unpublished documents and texts. Given that this is a sphere of topic that has been studied and discussed, the author thus believes that this will provide much needed theoretical and educational context to this research, as well as allow the writer to craft a much more studied and professional understanding of the problem, clients and services needed, as well as services provided in the past, present and what needs to be improved and implemented to better serve the educated migrants in the region of Pirkanmaa.

To understand the services offered and rendered by the integration and employment services in the Pirkanmaa region. The writer will study the organizational structure of Tampereen Työliisyys and Kasvupalvelut. The study of services provided presently is beneficial to this thesis and as well as to the final suggestions and recommendations that will be proposed by this research.

This research and thesis will make use of interviews as well questionnaires to conduct with educated migrants in the Pirkanmaa region as well as with the staff of Maahanmuuttajien kansainvälinen osaamiskeskus Tampere. The need for this is to understand the customer journeys, needs and resources on the part of the stakeholders in this regard. This allows this research to have the necessary data to conduct this thesis.

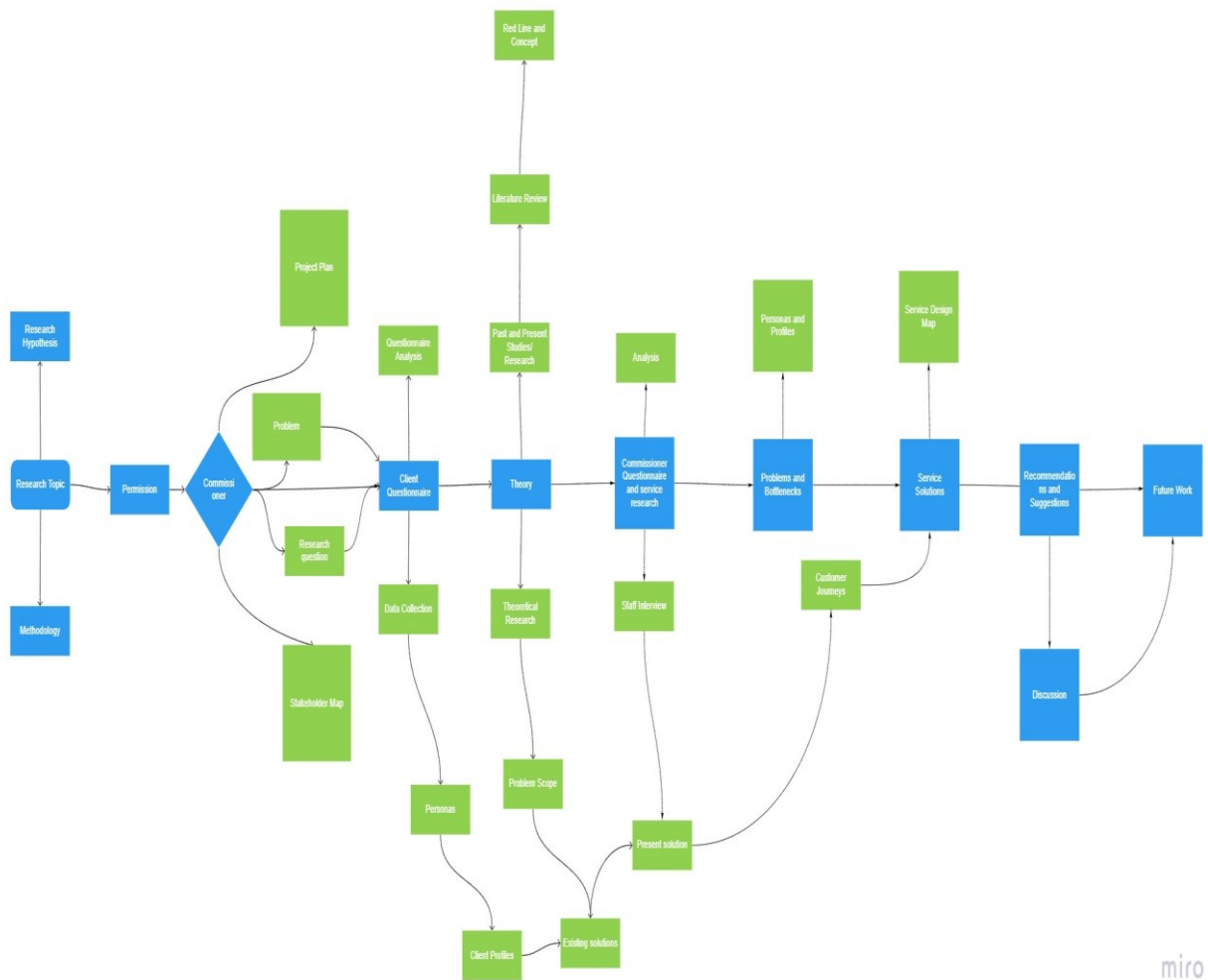


Figure 3: Process Chart.

This thesis will use the concepts of quantitative design in order to achieve the most results for its commissioner. The two concepts of quantitative designs will be descriptive research as well as correlational research. This is because with descriptive research the researcher strives to understand the status as well as the present information about the systematic phenomenon, which in this case is the present situation as well as services rendered to educated and highly educated migrants in Tampere. Correlational research will be used to establish the present as well as expected relationship between educated and highly educated migrants and job integrating service providers in the Pirkanmaa region of Finland, using research and questionnaire answers to determine services, needs and potential or existing pain-points.

Service Design

Service design is the process of planning and organizing a businesses or organization's resources (people, props, and processes) in order to (1) improve the customer's experience, and (2) indirectly, directly improve the employee's experience as well (Gibbons, 2017). Given that the commissioner provides a service for the clients, a study of how the decisions and behind-the-scenes actions and activities affect both positively or negatively the experience of the customer and customer journeys towards the end objective.

It is the view of the author that this is a sector that needs and would best benefit by using service design tools and client personas. Client customer journeys have been explored and tested in order to better understand how to make them shorter and much more effective. Using tools and methods of service design to understand the customer's perspective of the service would bring about ample improvement to the services being provided now. Past research and studies combined to have a much better understanding of the problems and bottlenecks in order to be able to provide suggestions and recommendations most beneficial not only to the commissioner, but all the other stakeholders involved in this process. Questionnaires and interviews will be used to understand both the clients' perspectives as well as the perspectives of the employees working in International House, OSKE as well.

5 Theoretical background

The perception that immigration is well studied is true, but its understanding is a substance that is still being debated. In a period of huge change, immigration is becoming more varied and delicate, events and circumstances further afield being able to impact national and societies much further away. In a smaller world these events are rippled across at much

faster rates and in many cases not leaving authorities a step behind in reacting to them (Orozco-Aleman et al., 2018).

Nonetheless to see immigration as a stagnant concept with occasional shifts and the one odd movement here and there is not ideal, because the world is on the move. The rate of moving for work continues to be high (Allied, 2021) with young professionals being more willing to relocate for work, family, career advancements and opportunities (Allied, 2021).

Therefore, by means of constant research and an active endeavor to continually update existing information, will the present-day chapter of immigration will be written.

5.1 A Brief History of Migration

Immigration is the phenomenon by which citizens of another country reside and become permanent residents of another country (Perry, 2021). This is a varied and long experience with a colorful and eventful history. Nonetheless it has been used as a tool to expand an economy, to plug an employment shortfall as well as to grow the population and market. The abilities for immigrants to integrate is usually affected and influenced by the times, political sentiments of the time, location and sometimes origin and sometimes complexion.

The integration of immigrants and their children has been high on the policy agenda of EU and OECD countries for the last 20 years (European Commission, 2021). Net migration into the EU has been substantial over the past decade: After peaking at over 1 million per year in the early 1990's, net migration to the EU declined over the past decade but is now rising again and was over 700,000 in 1999. (European Commission, 2021.) The net legal immigration rate for the EU, 1990–98, was 2.2 per 1000 inhabitants, compared with 3 for the US and almost 0 for Japan. (Brücker, Albrecht, Adrian, Agnese 2021, p.17.)

Illegal immigration is estimated to be 60% higher in Europe, at about 500,000 per annum, than in the US. The population of the EU is 34% larger than that of the US. Refugees seeking asylum in the EU between 1989 and 1998 have also exceeded an average of 350,000 per annum, with over 20% being granted entry. As a result of substantial net migration flows, the stock of foreign born in the population of a typical EU country has steadily increased – particularly in Germany – where the stock of foreign population grew by about 3 million to

7.3 million between 1985 and 1999. The percentage of the population with foreign nationality in EU countries is 8.9% in Germany, 9.1% in Austria, 8.7% in Belgium, 6.3% in France, 2.1% in Italy and 3.8% in the UK. (Brücker et al., 2021, p.17 -25.) The process of naturalization in some countries causes these figures to substantially understate the proportion of foreign born. Whereas migration to the EU countries in the 1950s and 60s appears to have been greatly induced through demand, migration in the 1990s occurred despite EU unemployment, and this has given rise to concerns for the pressures that immigration might bring on the welfare state (Zimmermann & Brücker, 2021). This concern is amplified by the costs of supporting high benefit levels in some EU countries.

Whereas economic policy in the 1950s and 60s was encouraging of immigration to certain states within the European Union particularly of a temporary variety of countries after the rise in unemployment that was associated with the oil shocks of the early 1970s, the policy in the EU has now broadly changed to a “zero economic migration” stance (Brücker et al., 2002). The high levels of refugee and illegal flows, together with the migratory consequences of EU enlargement have provided a focus for popular concern and policy analysis. The total population of the ten accession candidates from Central and East Europe amounts to 104 million while the average GDP of these countries is less than 40% of the average GDP in the EU at purchasing power parities (Boeri et al., 2002). Thus, granting freedom of labor mobility within the enlarged EU appears likely to have prompted substantially greater immigration flows than when the European Union was enlarged to include Greece, and Spain as well as Portugal, with a joint population of only 59 million (Brücker et al., 2002) at the time of accession, and a GDP per head about two thirds of that in the EU. Until the present, migration flows from Eastern Europe have primarily affected Germany and Austria. One of the aspects that this thesis will explore is that of EU immigration as it occurs in a context of falling population growth and an increasingly elderly population. Between 1975 and 2000, the population of the EU15 grew from 349 to 375 million; however, the working age population (20-64) is forecast to fall from 225 million in 1995 to 223 million in 2025. The share of population aged over 65 was 15.4% in 1995 and is expected to reach 22% of the population in 2025 (Brücker et al., 2002). The two candidate Eastern and Central European countries have even slower population growth. As a result, net migration has become a primary influence on EU population growth, and there is extensive discussion regarding the role of increased immigration should play in resolving any problems brought about by ageing EU populations (Brücker et al., 2002).

5.2 Impact of unemployment on immigrants

In an exploratory study by Roni Kaufman and Lev - Wiesel (2004), unemployment and anxiety among highly educated immigrants it shows the negative and harmful effects of extended and long-term unemployment has on unemployed educated migrants. The understanding is, given the time as well as material and emotional investments, invested in acquiring an education and in many cases a career beforehand, the emotional toll is usually very demanding, in many cases, affecting the well-being of the unemployed migrant. In Lev - Wiesel and Roni Kaufman's exploratory study - unemployment and anxiety among highly educated immigrants, it is clear to see the impact of negative effects as well as the fact that this has a much more negative effect on the immigrant. The anxieties that educated immigrants feel and experience can be very damning as well as detrimental the longer the unemployment period is (Kaufman & Lev-Wiesel, 2021).

The negative effects of unemployment on persons, communities as well as societies are well studied. In multiple studies we see an increase in mortality rates as well as mental health and physical ill-health. In Beautrais et al 1998, and Kposowa et al 2001, we see an increase in suicidal ideation and tendencies. In studies it is seen repeatedly that there is a clear increase in moodiness, stress, uncertainties as well as less satisfaction with oneself when unemployed. Depression as well as anxiety which will result in medical consultations, are expensive. All the above-mentioned negative effects of unemployment can usually be mediated by the availability of social supports as well as creating pathways towards employment or proper career objectives and achievements (Kposowa, 2001).

These social fabrics and social supports in Finland are very specific. Social support for the unemployed in Finland comes in the form of the labor offices, union organizations as well as other numerous government agencies. Social fabrics come in the form of relations built in the past as well as connections created, in the form of friends, family members as well

as past acquaintances both in the past and present. It is human nature to depend on each other in times of need. Both these supports are fundamental in assisting people in their times of unemployment, which is usually a time or period of immense stress and difficulty. But in the case of the immigrant as well as the educated immigrant, he or she must go through this period, in a new environment as well as society with very little to no social fabrics and with reduced governmental social support (Oliveira et al., 2021). The immigrant is usually in an environment whereby he or she does not have as many social connections, as well as family or relatives to help navigate this trying period. In understanding this circumstance from the immigrant's point of view, in this case the immigrant would be the client, is thus essential as well as fundamental in creating a service that would best benefit the client. This thesis will endeavor to use the principles of human-centered service/product design and *service design* to understand how best to serve these clients (Neier, 2021).

In measuring the social fabrics and connections of immigrants in Finland, the social connections of new immigrants are very much reduced when compared with the social connectedness of native Finns. It is also a studied fact that social connectedness improves self-esteem and optimism which in turns help in times of difficulties. Given that new arrivals to Finland have reduced social fabrics and connections, they are therefore at a greater risk to experience the adverse social as well as health effects of unemployment. These effects combined with the preconceived notions versus realities, causes an expensive as well as detrimental situation to these immigrants be they highly educated or not. These are well studied and measured and documented by Lev-Wiesel and Kaufman in the study Unemployment and anxiety among Highly Educated immigrants (Kaufman & Mirsky, 2004).

5.3 Impact of unemployment on migrant's social connections

Personal characteristics, unemployment and anxiety among highly educated immigrants is a study that examines the relationships both nuclear and extended family members in relation to periods of unemployment amount middle-aged immigrants in Israel. In Lev-Wiesel and Kaufman's model of connections, the immigrant entity finds his or herself in the middle of competing demands. Being the following: preconceived demands, state

resources, political anxieties as well as nuclear and external demands and requirements, just to mention a few; therefore, in this cloud of tussle, it must be understood that the immigrant does not or is ill-equipped to respond or solve these problems as they are in the present. In the Lev-Wiesel and Kaufman study of unemployment and anxiety among highly educated Immigrants, a survey of 132 highly educated immigrants between the ages of 35 to 58, with master's degrees as well as bachelor's degrees. The findings offer an eye-opening result on the effect of unemployment on highly educated immigrants.

The results of this study revealed that duration of unemployment was positively correlated with state anxiety among immigrants. This finding is consistent with earlier work indicating that the duration of unemployment influences psychological well-being. (Jacobson, 1986.) It is interesting that the duration of unemployment influenced participants with high levels of social and family support. How can this be explained? Perhaps the social and family support creates a sense of obligation in the unemployed person to successfully cope with the situation – to find a job – which may become a stressor itself. The ongoing reality of not being able to find a job may be perceived by the unemployed individual as if he/she is a burden to his/her supporters or failed to meet their expectations. For highly educated people who were socialized in a culture that working for the society (being employed) is highly valued (Kaufman & Mirsky, 2004.) being unemployed is a likely source for stress.

Negative impacts were felt immensely on all the personal resources examined. It found that the unemployment or underemployment negatively impacted the potency, as well as the social connections and fabrics and marital qualities of these studied immigrants. It also found that the longer a person remained unemployed or underemployed the lower their levels of social supports were while the anxiety levels increased. Therefore, the longer the state of underemployment or unemployment, the more the negative effects are felt. It is well mentioned as well that these effects are also felt in marital circumstances, as well as if a partner is working and the other is not. To have this type of multiple regression is of a fundamental concern, to the mental and wellbeing of these new arrivals. Nevertheless, several practical implications can be drawn from the results. Highly educated, unemployed immigrants should be treated as a unique group with complex needs requiring specific employment programs, as done for other groups (Weston, et al., 2002). In general, not knowing the dominant language and unfamiliarity with the host culture limit the immigrants' social network, thereby reducing their social support resources. Because

unemployed people often find a job through friends, acquaintances, and family members, immigrants who lack social ties with either native-born citizens or established immigrants stand a smaller chance of finding a job. About the specific group examined in this study – highly educated, professional immigrants from former Soviet Union with lack of a collegial network and basic hunting job skills and experience may minimize their opportunities of finding suitable jobs (Weston et al., 2002).

In the same study, it seeks to understand the effect of duration of unemployment or underemployment. Comparing the effects of a six-month duration as against that of a longer duration, and the negative effects of increased it, the longer the period of unemployment and underemployment continued. Increased anxieties on the part of the immigrants as well as on the part of the state increased, as well as marital and mental stresses. This in real life circumstances can and in many cases result in difficult and testing situations, which can continue to increase the anxieties amongst all parties. In Hawkins, (2021), there is an established point and linkage between the education and healthcare, a Virginia commonwealth university study (2015), in which it shows that education and healthcare in especially wellbeing are related and that the there are benefits especially in the newly arrived immigrants is clearly strong, though there might be a variation. In maintaining the drive as well as mental wellbeing of the immigrant, via education and past educational alignments, it creates a beneficial situation.

Furthermore, in the Hawkin's (2021) postgraduate thesis, three vital points that can be found; the first point being further proving the age-old idea of the relationship between education and health as well as wellbeing, though underscoring the fact that migrants do not receive the same benefits as natives. The second point is that the reason why these health and wellbeing benefits are diminished or reduced in migrants is because they receive low and diminished, in many cases reduced employment, occupational levels as well as salaries than their fellow natives; and finally, the third point highlights that foreign education is not only linked to diminished work-related resources but also linked to poor or reduced psychosocial resources as well. Therefore, in order to develop services and pathways for the task in question, it is essential to understand as Hawkin's research has shown that migrants arrive at the starting line with a significant amount of disadvantage,

as well as reduced resources. In a society as homogenous as Finland, in a city proud as Tampere, language as Finnish, the normal everyday migrant or educated migrant is at a serious disadvantage. The aim of this thesis is not to necessarily equal the playing field between migrants and natives, but to offer the tools and services that will allow Maahanmuuttajien kansainvälinen osaamiskeskus Tampere as well as employment and integration services in the Pirkanmaa Region to create services that will reduce the differences between these sectors of the society, and thus enhance societal integration while increasing the health and wellbeing of a sector of the society, which is bound to grow, based on the macro as well as micro trends of our times.

Also observed are that ethnic minority members confined to ethnic economies and enclaves might never acquire higher-reaching contacts and thus will be hindered by the weakness of their networks and will remain restricted to manual low-paid jobs (Portes 1995; Portes & Rumbaut, 2001). Furthermore, assimilation processes may be decelerated by the reluctance of immigrants to invest in country-specific human capital especially if they perceive their stay as temporary (Chiswick 2000; Dustmann 2000). With this being another factor, that should influence how integration services are created as well as structured for the educated and highly educated migrants in Tampere.

This thesis strived to create and suggest services and processes that not only encompass the increasing of the employment of educated migrants, but also services and processes that will shorten the customer's journeys as well as create service familiarity, which is essential in developing and improving trust between the organizations providing employment and integrating services and her newly arrived clients. In developing a service that will embody many positives and improvements to the wellbeing of these customers, the benefits will not only be shared between the Maahanmuuttajien kansainvälinen osaamiskeskus Tampere and the employment and integrating services in the Pirkanmaa region and the educated migrants, but also with the whole society as well.

5.4 Demographic changes

The world's population is expected to increase by two billion people, from 7.7 billion at present to 9.7 billion in 2050, before reaching a peak of nearly 11 billion by the end of the century as fertility rates continue to decline. During this period, the global population is projected to become more and more urban, while children below the age of 5 will be outnumbered by persons aged 65 or above (United Nations, 2021). Demographic changes are happening all around. In studying these numbers, the findings showed that most western economies are facing a steady increase in their ageing populations as well as population decline, while on the other hand, the population in many developing economies continues to grow rapidly. Europe's working-age population is shrinking, and there is a need to find ways to sustain economic growth by bringing more people into jobs and increasing productivity (European Commission, 2021). This has enhanced the struggle for resources, such as work, careers as well as housing in some cases. As resources in many places continue to shrink, the more appealing the concept of searching for greener pastures becomes.

In most of the developed economies, the population is on decline; much of this in Western Europe, while the population in Sub-Saharan Africa continues to grow, leading to the current migration trends. According to several reports and studies, the ten countries with the steepest population drops are all mostly in Europe, with most of the top ten countries with the highest number of elderly people also in Europe, it is therefore logical to be concerned regarding these figures and data (European Commission, 2021).

There are benefits to each of these demographic changes as well as challenges, it therefore falls on the shoulders of policy makers to come up with the best policies that are best suited to their individual circumstances. In the case of Finland and Pirkanmaa, facing a declining population as well as a substantial ageing population as well digitalization in the workplaces, it is therefore essential to have policies and legislations designed to mitigate the negative aspects of an increasing pensioned populace. Migration to Finland is not a new event, but the management of it in a much smaller world, where the exchange and transfer of knowledge as well as talent is much more competitive, with pending demographic as well as global changes taking place, making informed policies are fundamental. The top 10

growing populations are in developing countries, mainly in sub-Saharan Africa. The demographic data from these developing countries show that population growth will continue to grow exponentially (Bello-Schünemann, 2021). In countries like Nigeria, Ghana as well as Niger, the population growth per year is at an average rate of 2.7%, with certain countries in the region having edged up to 4 percent. As these economies transition to a more diverse and middle-class economy, the need for higher living standards as well as a shortage of resources, if changes are not done quickly and urgently, these countries will be at the forefront of emigration. (Bello-Schünemann, 2021.)

5.5 Labor Market trends

One aspect of human endeavor that usually goes hand in hand with population movements is the job market trends of a particular environment. This has been a constant and repetitive aspect, as well as how much it impacts all. It is normal to move for work or career. Usually in the context of countries and societies, job market trends induce the movement of people from a part of the country to another part of it in pursuit of a workplace or career (Ruhs & Vargas-Silva, 2021). Some of the biggest developments could not have been accomplished without the power and resource of the movement of people to meet the demands of the job markets at that time (Nykänen, 2021).

Some of the biggest movements of people towards the demands of a labor market forcefully or willingly, to mention a few are for example – the trans-Atlantic slave trade, the internal movement of people during the industrial revolution in England (BBC Bitesize, 2021). The immigration of Turks to Germany after World War 2 as well as the various gold rush in the Americas, these might be events that occurred many years ago; however, in recent times, are present examples like the migration of working class southern Europeans during the last economic crises of 2008 as well as the current migrant crises unfolding both in Europe as well as in North America (Lafleur & Stanek, 2016). In certain times national governments have actively encouraged these, with policies and techniques that have encouraged people to move voluntary or involuntary to serve a labor market shortfall (Yle.fi, 2021).

In cases when these are government policies, internal as well as external immigration towards labor shortage, getting to work is usually supported and sponsored by the government. Efforts, no matter how flawed, are taken to paint the situation in a much more positive light, and, as a policy that is in the interest of the home populace. In more times than less, these movements are not openly encouraged by the powers that be, but rather used as a political playing card. (Kogan, 2016.) Nonetheless, economical situations as well as the personal circumstances of individuals in a certain area as well as outside those environments, force individuals to make certain decisions that will thus allow them to move towards one labor market or another, sometimes near their localities but, in many cases, further away from their home environments. As the world has become smaller, and travelling has become much more attainable, a bad or poorly performing labor market will tend to lose talent as well as potential towards a better performing job market. Talent and skills in this global market knows and understands no boundaries (Nykänen, 2021). This is the usually the same situation when it comes to the labor market. Nonetheless, policy makers might make policies that ease or try to stop the movements of talent and skills from one labor market to another, but the labor market itself as an economic entity reacts to what it received or not in order to strive and grow, or the opposite.

The opposite of a positive labor market is a negative as well as gloomy labor market. There are pulls and draws between both entities. There are usually multiply aspects and circumstances that bring about one or the other (Jozwiak, 2012). The characteristics of a good and healthy labor market are adequate salaries, job securities as well as stability and safety, just to mention a few. In contrast, a poor and gloomy labor market, will usually have a few characteristics such as unstable environments, lower salaries, as well as less than adequate career and job options for the community it serves. These circumstances especially for individuals in poorly performing labor market environments make them much more submittable to the idea of moving to, temporarily or permanently, to a much more stable and better performing labor market (Fosset & Kiecolt, 1989; Semyonov et al., 2006).

5.6 Political trends

The political situations and societal circumstances in many places play a fundamental impact on the decisions people take when considering their future possibilities. Most of the world enjoys the benefits of a substantially stable political situation and environment. These come with multiple benefits that reduce brain drain as well as the other benefits like a stable and safe society, which encourages and allows for investments and amenities, all bringing about a cycle of stability that not only favors political class but encompasses all aspects of the societies as well (Alesina & Tabellini, 2021).

When the opposite is the case, the effects can and usually ripple across societies. This is the case and fact of life for great deal of the people in the world. The effects of political instabilities can and is usually the fact that it creates instability that ripples through multiple aspects of the society, creating thus a situation that increases the need to escape towards a much more stable society. In such many cases, people begin to experience these situations in very personal aspects of their lives. Characterized by a fragile state, pressures by multiply players in the society, be they tribal or religious, corruption is rampant, resulting in a difficult economic environment as well as severe economic decline. In a world that has become much smaller and closer, the above-mentioned pressures force a populace to begin to seek greener pastures (Kapur, 2014). Effects are usually hastened or slowed based on the quality of decisions made by the players that be in that society.

In the context of immigration as well as the transferring of talent, an educated populace as well as their skills, the imbalance created by these opposite situations contributes to a factor where opportunities are scarce on one side, while on the other side appears to be much more abundant (Castelli, 2018).

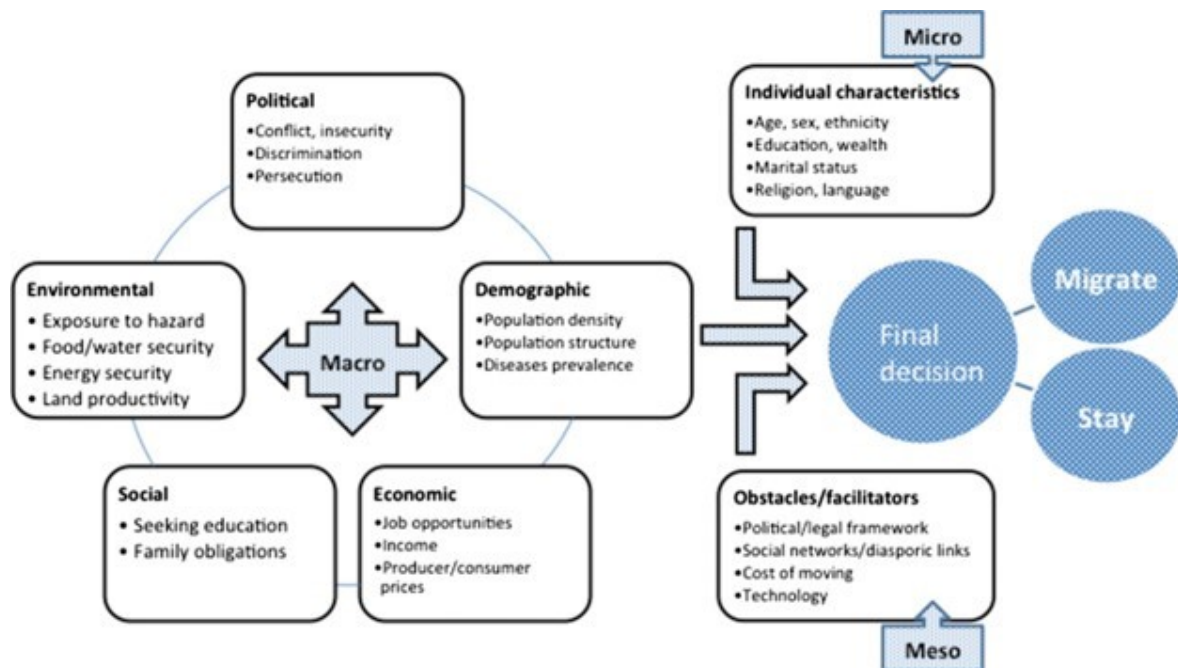


Figure 4: Migrant decision-making chart (Castelli, 2018).

In Figure 4, the factors that influence the decision to leave home countries are laid bare. Migrants go through one or more cycle of thoughts, before making the decision to migrate. Factors like social, economic, environmental and demographic factors are the macro factors in this decision process. While micro factors like age, education level and marital statuses are a few of the micro factor's migrants ponder about. These therefore creates a pulling cycle which if not checked can take decades or even longer to correct. In the Risk Maps Survey of 2021 (Controlrisks.com, 2021.) which plots the current stability indexes of all the countries, it can thus be observed that in many of the places with substantial political instabilities, this corresponds with poor economic performances as well above average amount of émigrés, be they highly educated or otherwise.

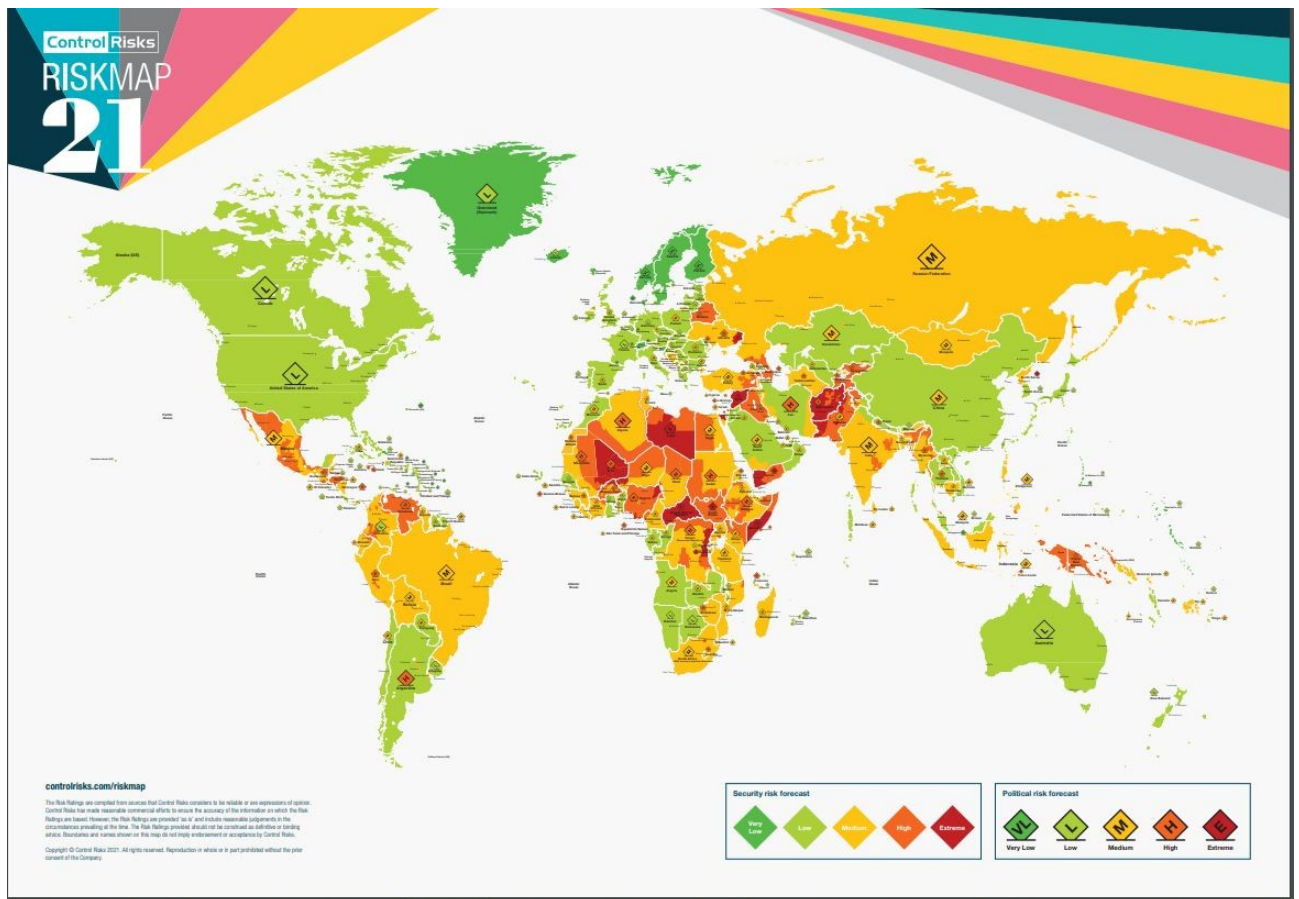


Figure 5: Security Risk Map (Controlrisks.com, 2021).

In a world like this and that we have had for a long time, this pull will continue, for it is in human nature to strive for a better quality of life as well as opportunities. The challenge therefore for organizations and professionals as well as decisions makers in these fields, is to come up with services and processes that best tackle the challenges that these circumstances will bring, as well as build on the opportunities that this circumstance will bring, given that in the future, there will be more instabilities political as well as in other sectors of human existence.

5.7 Micro and Macro Economic Trends

Talking about immigration, both educated as well as the non-educated immigration, it is vital to understand the past and present trends. As well as understanding both micro and mega-trends in destination countries as well as migrant sending countries. In looking at the

demographic changes as well as job market analysis of both sectors, will we be able to understand as well as have a clear picture of the macro and micro trends as well as the difficult issues surrounding this subject. The trends that are being covered in this part of the thesis will be: demographic changes, political trends, as well as micro and macro-economic trends and expectations (Castelli, 2018).

One of the main aspects as well as pointers to migration is the micro and macro-economic trends that govern the ideas of these migrants, be they educated or non- educated. In taking the micro economic trends in a much wider scale. The meaning of microeconomics is started clearly as a study of individuals, households as well as firms' behaviors in decision making as well as allocation of resources (International Monetary Fund, 2021). The fact is that globalization up until the last economic recession of 2008, had, and in many cases, is still bringing people out of poverty as well as increasing the standards of living. This in turn has fueled the need for resources and opportunities. It has also opened information as well as an awareness endeavor, the gap between the haves and the have-nots has increased as well. This is therefore forcing many individuals in these societies to make decisions on a micro economical level that would hopefully benefit their prospects and future opportunities. These micro economic investments have become in many cases investing in education, schooling, trainings as well as information technological apparatus (International Monetary Fund, 2021). These investments usually made in the attempt to guarantee or in many cases help towards the pursuit of a higher standard of living. Chasing this dream, creates a system or circumstances especially with the contest of resources for people with the means and opportunities to begin to seek greater returns for their investments, in many cases not only for themselves, but as well as for the nuclear and extended families. For many, the idea in a global market and global job market includes them as well, with globalization making the world smaller, in many cases it is just a matter of time before the idea of immigration, be it for a short while, temporarily or for good comes into mind. This is a trend that was very prominent in countries in nearer horizons like Spain, Greece as well as Ireland during the last economic crises of 2008. In countries of much further distances, where with a combination of several macro-economic factors, the economies have been in worse states for much longer times, the above mindset has moved from temporary to a much more normal and long-standing trend, which to change would be a thesis subject of its own (International Monetary Fund, 2021).

Nonetheless a combination of micro-economic and numerous other factors increases the prospects of many individuals relocating out of a country. As stated already, this is neither a new phenomenon nor is it a passing accordance, but it is rather a way for mankind in the past as well as in the present to survive and evolve. When countries find themselves in situations like these, the loss of capital, talent as well as manpower is expected, for the more fortunate, the opportunity to gain talent and manpower is eminent, in a competitive global economy this opportunity should be seized and built upon (Nickell, 2021).

Macro-economic trends are defined as the dealings and decisions made with the overall performance, structure as well as the behavior of the economy of a particular country. Countries as entities are usually a construct of several decisions, as well as geographies and many other things. Their economic decisions are totally part and parcel of these. Many of these decisions and policies are usually made with the prime idea to enrich and empower the populace as well as the countries themselves. This is usually the idea and most ideal situation, in many cases and times wrong decisions are made, disruptions to the economic spheres of a nation and this in turn can change the prospects of a people, a populace as well as the entire nation (Nickell, 2021).

The ripple effects of an economic downturn or not-thought-through policies are usually acutely felt by the population; it can thus be stated that no matter the status of an individual, the negative impacts of an unfortunate macroeconomic policy or downturn will be felt by or at least experienced by everyone. The effects can range from unemployment, a fall in standard of living, or a depletion in the levels of security. All these effects and many more affects the micro economic decisions of the general populace, a loss of faith in their nations, as well as in the prospects and possibilities that might be available to them. The most normal effect of this is for the citizenry to begin to look towards and for greener pastures no matter where they might be. The normal trend is to head to the nearest pastures, within vicinities of commonalities, but as the situation becomes much more spread and acute, further pastures become much more appealing and appeasing; the risk and difficulties to get there, become equated to an investment towards a better future and tomorrow. In this circumstance, macroeconomic failures that allow for talent, educated, and eventually anyone with an opportunity or chance, to migrant (Fisher, 2021).

6 Attitudes towards immigrants

It is essential to understand what the normal attitudes towards immigrants in Finland are. Immigration to Finland in many cases is seen as a problem as well as a cost. This in many cases leads to restrictions and difficulties not only in work life, but in the society. Given that since the Thessaloniki European Council in 2003, which established an EU wide immigration policy, the context of immigration has thus been handled at European level as well as at the National levels of the EU states. However, it is with the understanding that with an ageing population in Europe, that the numbers of Immigrants will continue to increase, how thus we shape these attitudes will be via domestic policies as well as European-wide policies as well. Nonetheless it would be fair to say that, now, there is a lot of work to be done. In a survey conducted on the 1st of May 2004, it shows strong support for the EU in Finland, but there is a clear decrease in support when asked about a common European policy on Immigration, defense as well as on Asylum policies (Ederveen & Ross, 2004). This indicates that Finnish attitudes to these above-mentioned subjects are best formulated nationally.

Table 1: Support for European Union involvement.

Table 1.1 Support for and involvement with the EU, 2004, as a percentage of the population aged 15 and older^a

		Generally regards it as a good thing that own country is a member of the EU	Thinks that own country, all things considered, benefits from membership of the EU	Personally thinks there are more benefits than disadvantages to membership of the EU ^b	Is in favour of enlargement of the EU with ten new member states in May 2004	Turnout at the European elections from 10-13 June 2004
Finland	FI	46	46	21	48	41.1
Sweden	SE	37	27	25	54	37.2
Denmark	DK	54	64	32	59	47.9
United Kingdom	UK	29	30	16	31	38.9
Ireland	IE	71	80	59	60	59.7
Netherlands	NL	64	55	35	44	39.1
Belgium	BE	57	58	23	38	90.8 ^c
Luxembourg	LU	75	69	42	37	90.0 ^c
Germany	DE	45	39	30	28	43.0
Austria	AT	30	38	28	34	41.8 ^d
Italy	IT	54	49	22	55	73.1 ^d
Greece	EL	71	82	34	66	62.8 ^c
France	FR	43	46	20	37	43.1
Spain	ES	64	69	48	59	45.9
Portugal	PT	55	66	33	52	38.7
Different formulation:		... will be will benefit...	... would be...	-	
Estonia	EE	31	41	27	58	26.9
Latvia	LV	33	49	31	67	41.2
Lithuania	LT	52	58	52	67	48.2
Poland	PL	42	50	40	72	20.4
Check Republic	CZ	41	46	30	63	27.9
Slovakia	SK	46	57	36	80	16.7
Hungary	HU	45	58	40	74	38.5
Slovenia	SI	40	64	38	79	28.3
Cyprus	CY	42	56	51	80	71.2 ^c
Malta	MT	50	57	47	68	82.4

a The percentage shown, together with rejection of the statement and 'don't know' responses adds up to 100%.

b The figures in this column are based on the Eurobarometer 58.1 (October-November 2002) for the EU-15 and the Candidate Countries Eurobarometer (CCEB) 2003.4 (October-November 2003) for the EU-10.

c Country with compulsory voting

d Country with compulsory voting but with few or no sanctions; in Austria this applies in two provinces (Vorarlberg and Tyrol).

Source: Data from Eurobarometer 58.1 (October-November 2002), provisional report of Eurobarometer 61 (2004), Data from CCEB 2003.4 (October-November 2003), and provisional report of CCEB 2004; actual turnout figures from the media; weighted results

Table 1 shows that in the crafting of legislation concerning immigration.

Finns are much more open to a nationally created law rather than a European Union created legislation. This is vital because it shows support for national involvement in this sector. In understanding the attitudes of Finns towards immigrants as well as immigration is a study on its own in quantifying the trends as well as the changes that might have accorded. In the study Destination Europe Immigration and Integration, it is seen that the view of having decisions concerning immigration decided at national level is shared in Finland as well as in Sweden, Austria, and Denmark, while the opposite is the case in Italy as well as Spain (Ederveen & Ross, 2004).

It is important to note that not all attitudes towards all immigrants are negatives: it is usually understood that immigrants from closer proximity nations as well as those from western and more developed countries, face a less negative attitude than those from further afield or less fortunate economic circumstances. This in turn is reflected in their

opportunities for employment. This may be because of ethnic distances between nations and locations, whereby the further the ethnic distance, the greater the resistance to social integration (Ederveen & Ross, 2004).

Table 2: Preferences of common European Union policies.

Table 1.2 Preferences for common European policy, 2003, as a percentage of the population aged 15 years and older^a

	Foreign policy in relation to countries outside the EU	Environmental protection	Immigration policy	Admission of refugees	Defence	Agriculture and fisheries policy	Cultural policy	Justice	Health and social security	Education
FI	64	41	16	15	6	24	32	16	7	17
SE	60	54	31	29	20	44	25	17	9	26
DK	55	60	37	41	37	57	17	14	19	31
UK	58	58	31	35	32	39	43	23	31	20
IE	70	56	44	36	35	48	36	33	37	31
NL	76	69	59	59	58	55	35	32	32	22
BE	80	65	62	65	63	68	43	34	34	30
LU	72	61	53	44	67	44	42	37	39	26
DE	75	68	46	47	59	57	36	28	28	33
AT	57	44	28	31	37	32	26	19	23	22
IT	80	65	73	71	59	45	55	44	41	45
EL	76	72	64	60	46	52	45	40	58	54
FR	77	65	57	56	47	49	42	27	24	28
ES	78	67	66	64	60	53	51	40	37	38
PT	68	56	53	60	48	52	49	38	43	37
EE	66	71	38	34	69	53	27	40	59	49
LV	72	66	57	48	77	57	33	50	64	58
LT	67	57	64	56	55	53	34	54	58	44
PL	66	73	61	56	64	60	43	47	61	57
CZ	68	70	54	49	73	48	27	47	51	57
SK	79	71	62	55	78	59	41	54	62	66
HU	56	70	51	44	52	57	40	35	52	49
SI	84	77	63	64	79	70	61	72	66	75
CY	80	79	66	64	71	73	46	56	47	60
MT	67	73	48	35	57	46	31	32	43	59
Country average	70	64	51	49	54	52	38	37	41	41

a EU preferences exceeding the national average are shown in bold. The (selected) fields are ranked in order of decreasing popularity in the Netherlands of transferring policy responsibility to the EU.

Source: Data from Eurobarometer 59.1 (March-April 2003), CCEB 2003.4 report; weighted results

7 Service Design

According to the European Union's Observatory of Public Information: service design involves understanding and re-configuring people, infrastructure, and resources involved in delivering a service for the purpose of improving the service experience—with the public, internal and external service users, internal operators, or others (Observatory of Public Sector Innovation, 2021).

According to the Interactive Design Foundation: service design is a process where designers create sustainable solutions and optimal experiences for both customers in unique contexts and any service providers involved. Designers break services into sections and adapt finely-tuned solutions to suit all users' needs in context—based on actors, location, and other factors (The Interaction Design Foundation, 2021).

Both these definitions of service design offer up an explanation as well as insight towards the concept of developing and implementing a service in a particular context, that best benefits customers/consumers and thus the business/organization. In the case of this thesis, the writer will be looking at how to use the tools as well as methods that service design offers to improve a service for the City of Tampere, as well as a vital and growing populace of the city. It is also essential to use service design tools towards a societal as well as governmental service. Taking into context the many participatory elements in a government parastatal, this thesis will nonetheless strive to create a useful service that encompasses as many sectors as well as deciding factors that might affect educated or highly educated migrants in the city of Tampere.

7.1 Service Design per Tampereen työllisyys- ja kasvupalvelut

Tampereen työllisyys- ja kasvupalvelut is the state-run organization, tasked with reducing unemployment in the region of Pirkanmaa. It is an umbrella co-operation for multiple organizations, all aiding different groups of clients towards career and job placement, be it through trainings and coaching or through direct job placements. A vital part of this research is to understand how these services interact with educated and highly educated migrants in the Pirkanmaa region.

As already mentioned, service design tools and methods will play a dominate role in this thesis and research. Being that it has been established the benefits that service design can bring to an organization, we will thus endeavor to understand Tampereen työllisyys- ja kasvupalvelut's enterprise architectures in terms of its clients and its position in the customer's journey towards career and field of expertise employment. Doing this will allow

us to understand its place in the customer's mental map. According to Tampereen Kaupunki pages Tasku (Tampere Kaupunki, 2021), the role of Tampereen työllisyys- ja kasvupalvelut as a group in the employment services of the City of Tampere is to provide employment services for which the city is responsible, grants and subsidies aimed at promoting employment, the municipal part of labor market support, coordination of the youth guarantee, and coordination of international skills and promotion of employment of immigrants. Given the vital and large role that it plays, it is essential to understand the role it plays as well as its position in the mindset of its clients (Tampere Kaupunki, 2021).

8 Narratives

One of the ways in researching the experiences of educated and highly educated migrants in Pirkanmaa has been to listen to members of this group talk about their experiences while looking for work in the region. The cross referencing of the points mentioned and detailed in these narratives are essential to crafting a service that is best suited for the clients in question. This thesis has two narratives, one from a client that has newly arrived, while the other is about a client that has resided in this region for much longer. It also establishes the personal struggles encountered in their journeys, making the need for improvement ever more understandable.

8.1 Narrative One

Conversation had on the 25.5.2021 about real life experiences.

Over a meal of sushi and stir fries, we sat. Across from me was a foreign national, resident in Finland for just over seven months, a father of a girl aged a year and seven months, a man who moved to Finland, Tampere for love. Back-up story to a very interesting situation. They both met while they were working overseas. Typical story of romance in an unlikely setting. Nonetheless the man was working in his nation's broadcasting cooperation, while the woman was working for an international NGO. They got married and lived in Kenya for many years. She was able to work at her career in his country, and he was able to advance in his career as well, he eventually led and managed nationwide, the nation's broadcasting cooperation, and then they found out that they were expecting a child. He at this point is

a broadcasting executive at the top of his career, with managerial experience with over 10 years' experience in the field.

Like every expectant parent, planning must ensure, where do we want to want to raise our child, how would we want our future child's relationship to be with her grandparents. They arrived at a decision that the child would be born in Kenya, but they would try to spend as much time as possible in Finland. They had a beautiful girl in Kenya, all is well and hearty. In the early months of parenthood, they both decide to come to Finland temporarily to try it out. She moves back to Finland and when their child begins daycare, she returns to work at a new place, without much stress. He arrives in Finland just before the daughter starts daycare and enjoys his paternal leave. After that he transitions to starting a language course through TE-toimisto, which is an integration course organized under the labor office. During this period, he discovers a master's degree program organized by Tampere University in Emerging Media, also he has international business ideas that might allow for the trade of Finnish products in Kenya. He sees this master's degree course as a step in the right direction, a possible acquisition of new talent and tools towards a very diverse and evolving media business environment, suited to his field as well as a developmental step in his career advancement. He applies for this degree and is accepted, he is joyful and feels fulfilled, he thus decides to have a conversation with his career adviser from TE-toimisto, with this in mind he sends her an email.

He gets an unimpressed reply. So far, we have been chatty, but there had always been a bit of angst in his voice as we were eating. It afforded me the luxury of being true to myself, listening attentively, as well as remembering past experiences and comments that I had heard in the past. He went on to say that the email he received was trying to discourage him from taking his master's degree, the was also asked if he thinks it is in his best interest to embark on a master's degree rather than stick to the language/integration program that he is at the moment. And was asked how he thought that this master's degree course would make him more marketable in the future. He was frustrated by the lack of communication and understanding from his career adviser. He wished to explain further why he had made this decision and why he thought this was a good move for him, he also was fearful that he was being set-up towards changing careers instead of building on his experience and knowledge. His frustration was clear to see, with statements like: Do they want me to become a cleaner? Why couldn't they give me a call? Why would a master's

degree be a poor choice? Am I to totally start afresh? The fact that this correspondence brought to him more questions as well as uncertainties rather than confidence and stability was worrisome. A stressful situation on the whole family, his wife was put in a position to try to explain what the possible viewpoints of career adviser. After a decent amount of pondering, his future in Finland continues to look shakier and less steady than before. He proceeds to inform me that this has been stressful on his wife and young family. And then looking at me straight in the eyes asks: "What do they expect me to do? Throw away all my experience? I am 40 and have been in media all my work-life, to think of becoming a cleaner or a nurse or a police officer would mean my brain completely rewiring itself". He then proceeds to ask me: "What am I to do? ". And I sheepishly replied: "That is how the system works". Nonetheless the couple in question have decided to give Finland a try for 2 to 3 years, if it does not work out, they intend to leave.

Given that this is a professional at the peak of his career just a few months ago, it would be unfortunate for us to lose them after 2 years or so. It is also interesting to see the contrast between a Finn working in Kenya and a Kenyan working in Finland. It was also very informative to see the emotional and psychological strain that situations like these can bring about. Exposing the problems as well as difficulties already documented in the parts of this thesis as well as another research gathered and researched.

8.2 Second Real-Life Experience, Narrative two

In Rachel Lev's Personal Characteristics, unemployment, and anxiety among highly educated immigrants, she explores the anxiety levels among highly educated immigrants as well as the effects that these have on their close as well as extended family members and others within those perimeters. She explores the tensions that these can bring about in the lives of people in these situations. The stress that these situations do foster can be very immense mentally as well as physically. In this second real-life experience, a couple, married for over ten years argue as normal couples do. But in it, he blames her for the downturn in his life, the situation is that he has not had a job in his field since he moved to Finland over fifteen years ago. This situation thus sets about a turn of events that negatively impact a rather solid and fruitful relationship. The strain that this brings onto the single working partner is immense. This thus brings about anxieties as well as tensions that could

hamper the positive trajectory of the couple. This point is also buttressed by the fact that unemployment brings about multiply health as well as well-being difficulties.

9 Research

The writer embarked on a research of its potential, past and present clients being educated migrants in the Pirkanmaa region of Finland. The objective of this was to allow this thesis to understand the client's perspectives of Maahanmuuttajien kansainvälinen osaamiskeskus as well as other employment and integration services and service providers in the Pirkanmaa region. Since this is a service design themed and structured thesis, it is thus essential to try to understand the service from the client's point of view. Given the fundamentals of service design, one being that it is essential and most beneficial to create a service that shortens the customer's journey to the desired objective, this was one of the fundamental reasons for conducting a study of the past, potential as well as present clients of employment and integrating services in the Pirkanmaa region. It is essential to create a survey for educated and highly educated migrants in the Pirkanmaa area exploring their past, present of these services to have a further understanding of the service users as well as their customer journeys whilst using these services to achieve careers and jobs in the Pirkanmaa region. This is essential as this gives the commissioners and other stakeholders the opportunity to understand the needs as well as the wants of their clients. This will therefore be used to create services that better serves them either while using an already existing service or whilst creating a new service, as well as create personas. The third reason for conducting this survey was to understand how the client feels about the services that they had gotten in the past or presently and how has it been beneficial to them. In order to improve a service or to create a new service, it is essential for these employments and integrating services and service providers in the studied regions understand the effectiveness of their services in the past, and this knowledge can be used in developing an existing service or in the creating of a totally new service. This was also a mode for the commissioners to get feedbacks on their services rendered so far. And finally, to use the results from this survey to create services that aid and assist the educated and highly

educated migrants in the City of Tampere and Pirkanmaa to gain employment in Tampere as well as in their fields of expertise.

9.1 Survey of highly educated migrants in Pirkanmaa

A total of 32 people answered the survey. This questionnaire was created using Google Forms. It was online for a period of 14 days. It was also shared on Facebook in a group called Tampere is for Foreigners. News of this questionnaire was also carried on by word of mouth. At the beginning of this project, there was a concern about the availability of educated migrants in Tampere. But this was overcome by using contacts, the word of mouth as well as several advertisement platforms. The results were positive and responses were received. These are not clients of Maahanmuuttajien kansainvälinen osaamiskeskus Tampere, but rather foreigners living in the Pirkanmaa region.

The questionnaire started by asking respondents some basic information on who and what they are. The questionnaire was anonymous, this is to allow for responders to respond much more freely and without the pressure of feeling known. Respondents were highly educated migrants that had moved to Finland from various parts of the world. Responses came from multiple cities in Finland, most coming from the three main cities of Tampere, Turku, and Helsinki. These are people that have lived in the City of Tampere before moving onwards or are still residing here in Tampere. There were also responses from some smaller cities like Valkeakoski and Kangasala to mention a few. The survey shows that the respondents have settled in across many of the cities in Finland, while a great majority of the respondents are in Tampere, a fair share are located in the surrounding cities, like Valkeakoski, Kangasala, as well as further afield. From our perspective, it was essential to see if the experiences of respondents were massively different based on where they were located. It is also essential to establish that commitments made by employment and integrating services in the Pirkanmaa regions have the possibilities to bring about multiple positive outcomes in Finland as a whole, if these educated migrants settle in Tampere, the Pirkanmaa region or elsewhere in Finland. Nonetheless the objective is to allow for these educated migrants to settle in Tampere, grow as well as mature in Tampere, so that the city could grow more competitive, both to her residents as well as to its businesses.

The age of these responders were between 18 to 54, with the majority falling into the age bracket of 25 to 34. The next question was about how long the responders had lived in Finland, the options being between 1 year to over 21 years. A great majority of respondents had lived in Finland up to 20 years, with a just a few having lived in Finland over 21 years.

When asked about their age, a large amount of the respondents was of working age and in prime.

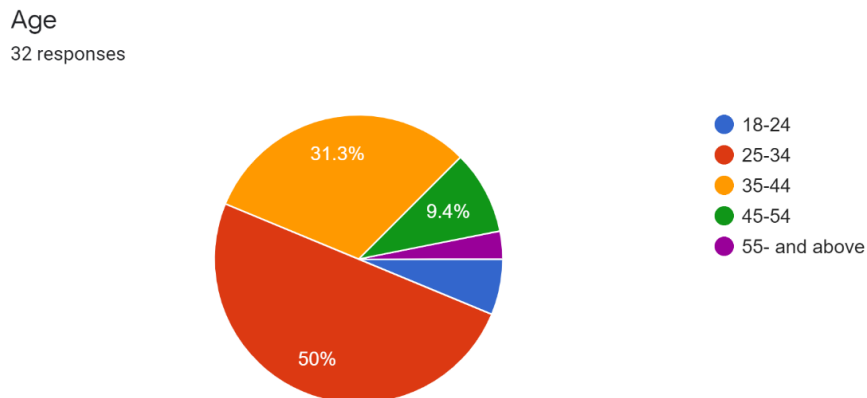


Figure 9: Age of questionnaire participants.

The above analyzed question was to get a bit of background information on our respondents. This was essential to this research because it allows us to know how long respondents have lived in or resided in Finland, establish the bases of a possible relationship with our principal. As well as where they might be located now.

The respondents had all resided in Finland for extensive periods of times.

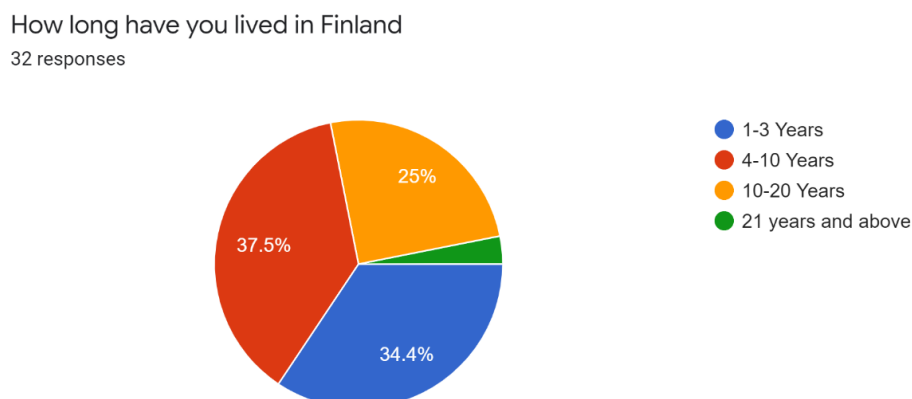


Figure 10: Duration of stay in Finland, questionnaire participants.

The next set of questions were to establish the basis on which the respondents would be suitable to this research as well as determine their possible relationship to the principal. Of the question what your reason for moving to Finland was, of the provided options of, Family ties, Work, Study, Entrepreneurship and Asylum. 43.8% indicated that they came to Finland to study, family ties came at 31.3% and 21.9 percent of the respondents came to Finland for work.

To the question, what were your reasons of moving to Finland, is essential to establish in the context of this research. From the responses so far, we can see that a significant number of the respondents moved to Finland to study as well as for family ties and to work being the two other significant options. This establishes the fact that not only is education and work as well as career a motivating factor in the minds of our responders, but that it a vital indicator of where they are coming from as well as to where they intend to go. It also establishes that family ties play a significant role as well. In looking back at Lev's research (2004), we can draw the analogy that in the immigrant circles, both educated and non-educated, effects in the career lives can easily have a positive as well as a negative impact on family lives, both nuclear and non-nuclear (Kaufman & Mirsky, 2004).

It also furthermore establishes the fact that the surveyed group are keen to explore career opportunities as well as work options. Transitioning from a move to study to working, would be a much easier transition if the options are made available.

On the question What is your level of Finnish Language? 9.4% of responders stated that their Finnish was at a starting level. 40.6% of the respondents stated that Finnish skills were of the intermediate level of B1.1 to B2.2. 34.4% said that their Finnish skills were on a Basic Level of A1.1 -A2.2, while the rest stated that their Finnish Language skill was of Advance Level C.

The next question was to establish what their level of education was before moving to Finland. A great majority of 56.3% were holders of Bachelor's degree holders before moving to Finland, Master's degree holders as well as holders of Professional Certificate

holders before moving to Finland, both were 12.5% of the respondents, while both PhD holders and Primary Education holders were each 9.4% of the respondents.

To the question, what was your highest education before moving to Finland. Majority of the respondents had already acquired a bachelor's degree, while an equal number of respondents had already obtained a Master's degree as well as a professional certification. This establishes once again the fact that they are on a career part as well as providing us with a vital persona detail.

Highest level of education before moving to Finland
32 responses

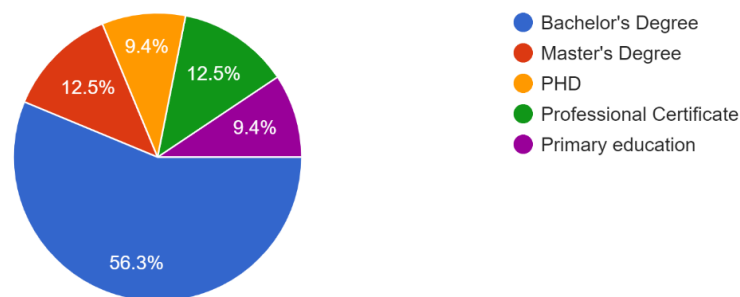


Figure 11: Questionnaire participants highest level of education before moving to Finland.

When inquired about their fields of education, again we are exposed to the diverse areas of education that of our surveyed. This is a vital intel for the commissioner in the sense that services created as well as existing must ensure to take this diversity into context. A one type fit all service, might not suffice.

The next question was for the respondents to specify what their educational fields are, and the responses covered a wide range of education fields as well as spectrum, from International Business degrees to Engineering degrees. As for how long the respondents had worked; The responses showed that all our responders had significant work experience, with the lowest being a few years, while the most experienced has 25 years of working experience.

In other to have another vital personal data, inquiring what education had the respondents further achieved in Finland, was and is vital to the understanding a significant sector and

element of the clients of employment and integration services in the Pirkanmaa regions. All responders had studied further in Finland as well as obtained a higher degree to show for it. And these degrees were gotten from a diverse field as well. Again, this goes to buttress the idea that services need to constantly take this diversity into mind when creating services. The upside to this is that, if utilized, there is a massive diverse workforce entering the workplace.

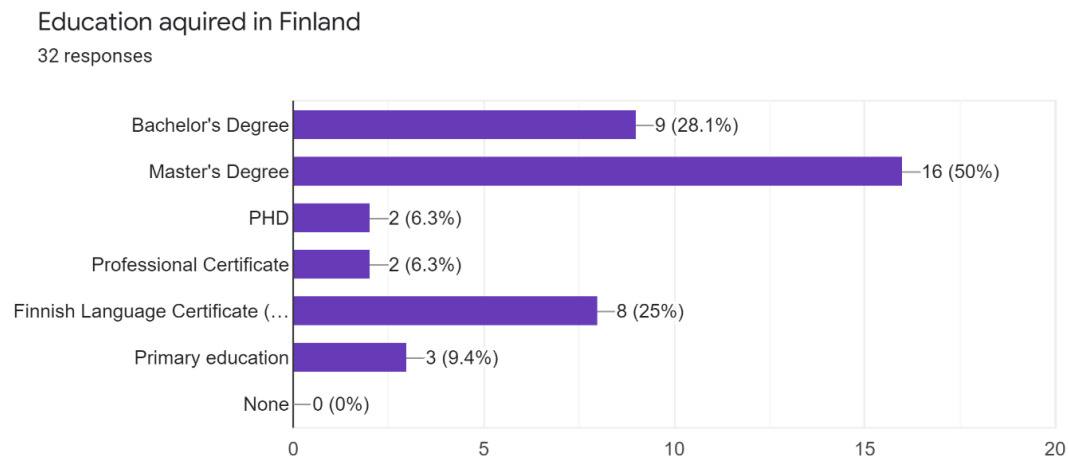


Figure 12: Questionnaire participants educations acquired after moving to Finland.

As to the question, are you currently working in the field that you graduated in? 62.5% said no, while 37.5% responded yes.

Another important aspect is to find out how many of the respondents have careers in respect to their fields of study. With a great majority of the responders indicating that they are not working in their field of study is no surprise but is again a vital information to show the ability and as well as flexibilities of our respondents. A vital piece in building our personas. This diversity is also observed in their present career fields now. With responders working in different fields and sectors of the economy.

Are you currently employed in the field that you graduated in?
32 responses

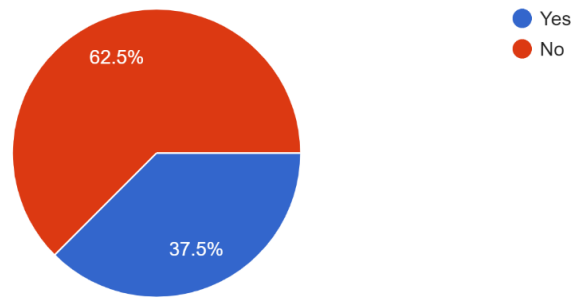


Figure 12: Questionnaire participants response to the question if working in graduated field.

Of the question, what is your current job? Responders indicated that they different options such as being unemployed to being a professor.

We now went on to ask them about the principal services of which this research is conducted for.

To the question, are you aware of and have you used any of the following Tampere City employment and integration services? Majority of the respondents had not knowledge or have use of the services.

In seeking to establish the levels of client awareness, we asked in the survey if they were aware of any of the sectors of Maahanmuuttajien kansainvälinen osaamiskeskus Tampere; International House, Mainio, Osaamiskeskus, International Hub, an overwhelming number of respondents responded that they did not know any of these services, while a few indicated that they knew either International House or Mainio. This is a very vital point for us. The need for Maahanmuuttajien kansainvälinen osaamiskeskus Tampere and its services and sectors, to improve on its client's awareness as well as helping the clients to be more aware of which role and which services and to what aim do these services and sectors exist.

Are you aware of, and have you used any of the following Tampere City employment and integration services?

32 responses

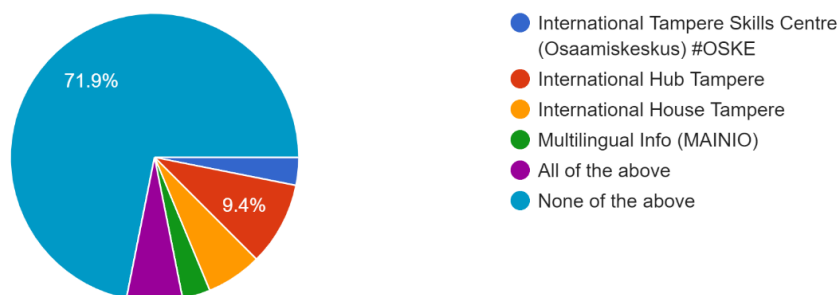


Figure 13: Questionnaire response to the commissioner awareness.

To the question, how did you find out about these services? 16.7% of the respondents indicated that they found out about the services via advertisements, 33.3% of the respondents indicated that they became aware of these services via Google and other Social Media platforms, while the remaining 58% stated that they were informed by a Friend.

The survey then went on to ask how respondents that had known about sectors of Maahanmuuttajien kansainvälinen osaamiskeskus Tampere, Online platforms and Media as well as Advertisements where a close second and third, while the overall had gotten to know about these services via Friends. The potential for a good service to spread in this context is massive. This will play a vital role in encouraging the commissioner to continue to deliver good services as the potential for spread through words of mouth is enormous.

The next question, if responders have had an employment or integration plan with a city official in the past? Either from the City of Tampere or from Te-Toimisto (Labor Office). 75 percent of the respondents said that they have. This is essential in showing how much the respondents turn to these institutions for advice and assistance when it comes to looking for work or careers in Finland. It is therefore important to the success of crafting services for clients of employment and integrating services in the Pirkanmaa regions the importance of their roles in this regard and possibly to strengthen it as well.

To the question, have you ever had any career or integration assistance from any other organization? Te-toimisto, Ensimetri and Hidden Gems Tampere were mentioned, the rest

of the respondents indicated no. This was necessary to find out what and if Maahanmuuttajien kansainvälinen osaamiskeskus Tampere had competitors in its field. So, to the question, have you received any other career or integration services from any other organization, please mention? The responders mentioned Te- Toimisto (Labor Office), Ensimetri.

To the question, what is your experience of finding work that is suitable to your education and personal goals in Finland? 45.2% described it as very difficult, 19.4% of the respondents described it as impossible. 19.4% percent of the respondents described the experience as difficult. While 16.1% of the respondents described their experiences as neither easy nor difficult. We then asked from the responders; what is their experience with finding work suitable to their studies and goals in Finland. Over 83.5 percent of all responders responded by starting that it was impossible, very difficult to difficult, shows the magnitude of the problem. It also presents to employment and integrating service provided in the region of Pirkanmaa the need for proper and functional services as clients are not satisfied with what they are getting now.

What is your experience of finding work that is suitable to your education and personal goals in Finland?

31 responses

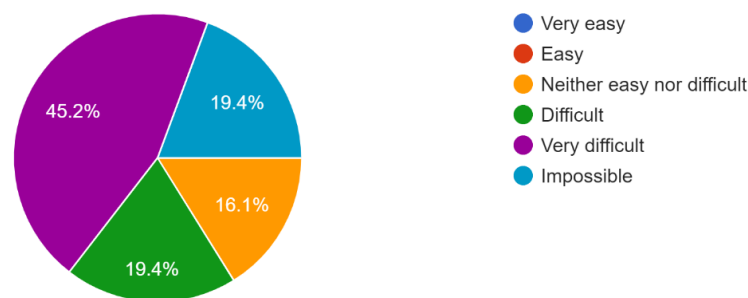


Figure 15: Responses to the experience of finding suitable work in Finland.

The survey contained a few open-ended questions, in which the respondents were to write a short text. Responses to the section were a short comment for the services you have used. Respondents replied with the following statements: I think they need to involve business and companies more, accurate information on what is the next step in finding a workplace, I am aware of them, but not at all familiar with what they'd be

able to assist in my situation, I haven't used any and finally the work integrated scheme for qualified migrants is not working and needs to be reformed. The open comment question to explain what your experience is of finding work that is suitable to your education and personal goals in Finland, respondents were able to enter comments to their experiences. Foreigners are the last options for a Finnish company, I think it is because my Finnish skills are not suitable, and I have only 4 years' experience in my field. It is difficult to be invited to a job interview, I think Finnish employers are not looking for capabilities, but rather someone who looks a bit like them, not even someone who speaks Finnish, I came to Finland as an au pair in 2013 and then worked briefly in restaurants before starting a bachelor's degree at TAMK. There was almost no Finnish language instruction or help in finding a job. I have never heard of job seeking services for non-native Finnish speakers, who were educated in Finland and received their education in Finland. I fall into another category where I have no work experience prior to moving to Finland, but my Finnish language skills are only B2 level. These and many more comments were registered in the survey.

9.2 Survey Analysis and Key Findings of Highly Educated Migrants in Pirkanmaa

The input received from the respondents to the survey, is of massive importance to this research and to understanding the service in order to be able to create a service that will better serve both the customer/users as well as the City of Tampere and the general public of Tampere as a whole. In analyzing the responses to the questions presented in the survey we can find out more about the people the customers as well as the users of these services. It also gives us the opportunity to understand and also create customer profiles of users of the services. Employment and integrating services in the Pirkanmaa area are able to build a service using the ideas of this thesis, with service design principals to best use. It allows these inputs to be used to update certain services as well as creating services that shorten customer journeys towards finding careers and jobs, while also creating services that are customer centered.

When taking this into context, from a service point view, products and crafted services must take into considerations these different orientations as well as starting points of the clientele. With different origins, means the needs, objectives and their responsibilities will be as diverse as their origins. The part of Maahanmuuttajien kansainvälinen osaamiskeskus and employment and integrating services understanding clients background as well as respecting their origins allows for services to be rendered in ways that takes this diversity into consideration. As diverse as client's origins are, the potential for their experiences in Finland, and in the Finnish job market will also tend to be equally diverse. This is confirmed in a long-term French study already mentioned in this thesis. Richard (2013) analyzed the Permanent Demographic Sample shows that the divergence in migrant experiences improve the nearer and closer and also more connected they are in respect to the countries of relocation.

The difficulties faced while conducting this questionnaire, was that not being an employee of Maahanmuuttajien kansainvälinen osaamiskeskus Tampere, the research could not access the clients of Maahanmuuttajien kansainvälinen osaamiskeskus Tampere, a questionnaire like the one above, for clients of Maahanmuuttajien kansainvälinen osaamiskeskus Tampere would be an interesting point to research in the future.

9.3 Survey for Maahanmuuttajien kansainvälinen osaamiskeskus Tampere Staff

An online questionnaire was created and distributed to the Omavalmentaja's working in the Maahanmuuttajien kansainvälinen osaamiskeskus Tampere, section of Tampere Työllisyys ja Kasvupalvelut. Google Forms was the platform in which this survey was conducted. The survey received 12 responses within a seven-day period. This survey was published on Google Forms and the link shared.

The question, how long have you worked with foreign language speakers and on their employment processes. 41.7% of the responders indicated that they have worked with the above specified for a period of 3 to 5 years, 16.7 % of the responders indicated that they have worked in this sector for 5 to 8 years. Another 16.7 % of the responders have been in

these roles for over 8 years, while the reminding 25 % have been in this role for less than 3 years. This question to ascertain the amount of time and duration as well as experience that these coaches might have in this field, this is fundamental as this is a sector that has seen a lot of change in the last few years, as already mentioned above. The answer presents the researcher with a workforce with equally varied amount of experience in this field, with the largest number of coaches in this field having three to five years' work experience in this field.

The next question asked responders to name their job titles, all the responders indicated that they were all "omavalmentajas". The next question was for responders to mention their work titles or job roles. All responded to being Omavalmentajas. This was essential to ascertain that the responders to this questionnaire had the right roles as well as job description, which placed them on the frontline of providing services and advises as well as networking in other to provide services to the clients being researched in this thesis.

The next question was how often do the Omavalmentajas meet and assist highly educated foreign speaking clients? 75 % of the responders indicated that they dealt and assisted highly educated foreign language clients on a weekly basis. 16.7 % of the respondents answered that they assisted foreign language clients on a monthly basis or less often. 8.3% of the respondents indicated that they dealt with clients of this nature daily.

The next question was, how often are you able to assist highly educated migrant clients with appropriate job offers and educational trainings? 66.7 % of all the respondents responded that they seldomly can do that. 16.7 % of the responders responded to being able to offer highly educated migrants appropriate job offers and educational trainings more frequently, while the remaining 16.7 % of the respondents said that they were able to achieve this purpose every time.

Kuinka usein korkeakoulutetulle maahanmuuttajalle olet löytänyt sopivan palvelun (ml. työtarjous tai koulutukseen ohjaus)?

12 responses

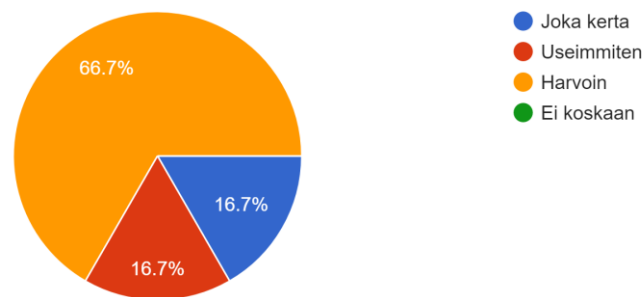


Figure 16: Responses on how often Oma-valmentajas can find applicable services for highly educated migrants.

The following question was, do you believe that you understand the needs and wants of these highly educated clients enough to assist with their career objectives? 58.3% of the responders indicated that they understood the regularly. 25% of the respondents indicated that they rarely understood the needs and wants of highly educated foreign speaking clients, while 16.7% said that they understood the needs and wants of these clientele every time.

Uskotko, että ymmärrät koulutettujen ja korkeasti koulutettujen asiakkaiden tarpeet ja toiveet riittävän hyvin auttaaksesi heitä saavuttamaan uratavoitteensa?

12 responses

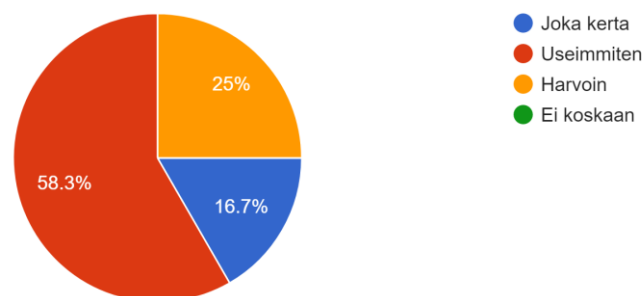


Figure 17: Responses about understanding the needs and wants of highly educated migrants.

The next question was what difficulties in your opinion do highly educated immigrants face in transitioning to the job market. The first comment was on the lack of proper Finnish

language skills, the lack of adequate networks as well as employer's attitudes. The second comment was along the same lines but added that unrealistic expectations from employers can result in difficulties as well as poor acceptance at workplaces.

The next comment was even more extensive, Finnish language skills being too poor to work in a higher role, lack of knowing how the Finnish work environment works, as well as lack of motivation on the side of the highly educated migrants. The respondent added that employer's attitudes might be negative in this regard as well as few employment opportunities. In addition, the need to have an efficient integration plan that is focused on working life as well as Finnish language was mentioned. The respondent added that closely working on these with potential employers would be essential, so they too can be involved in the developmental process. Another point raised by this respondent was the placement of integration services, which firstly focus on studying the language and then transitioning to searching for work, this results in an extended period outside the work environment, which it itself is a huge treat, the longer it takes to get into work-life, the harder it becomes.

The next comment mentioned not having Finnish language skills. The next comment mentioned the lack of certifications of already achieved degrees here in Finland, the next responder mentioned the same point as the previous responder. Many of the remaining comments featured statements like those already mentioned above, for example poor Finnish skills, employers keen on higher Finnish language skills as well as the lack of higher degrees required in Finland. The second to the last comment featured comments like, many highly educated migrants in the Pirkanmaa region, might have completed their education in Finland in English, but still not having any Finnish Language Skill's, which are essential to enter the job market.

While the final comment stated that many highly educated migrants that speak English fluently might not want to study Finnish and that results in complications while entering the job market. The next question was how often do they meet educated/highly educated migrants as clients? This is important because it is though this the frequency of the challenges, needs and difficulties that are faced by front role staffs advising highly educated and educated migrants in the Pirkanmaa region can be understood. Many of the responders indicated that many they met educated/highly educated migrant's clients on a

weekly basis. It offers an insight to the how often do Oma- valmentajas face the circumstances researched in this thesis.

The next question asked the respondents, if they felt like they had the necessary tools and connections to facilitate the need of highly educated migrants in the region of Pirkanmaa? 41.7% of the respondents indicated that they did averagely, while another 41.7% responded that they poorly had the tools and contacts needed for this service. While 16.7% responded that they had the necessary tools and contacts for this task. the next question asked if the oma- valmentajas felt that they had the necessary tools and connections to expediate the transition of educated and highly educated migrants into the work force in the Pirkanmaa region. For this thesis, it was important to understand if the personnel tasked with aiding and solving this task felt like they had the needed tools to solve the problem in question. This thesis then proceeded to ask what difficulties the respondents face in their endeavor to aid their clients use their past education and experiences to access career opportunities in the Pirkanmaa region. This was to have an inner perspective into the difficulties faced while trying to provide the needed services with the tools and pathways as they are now presently.

Uskotko, että sinulla on tarvittavat välineet tai suhteet heidän työmarkkinoille pääsyä helpottamiseksi?

12 responses

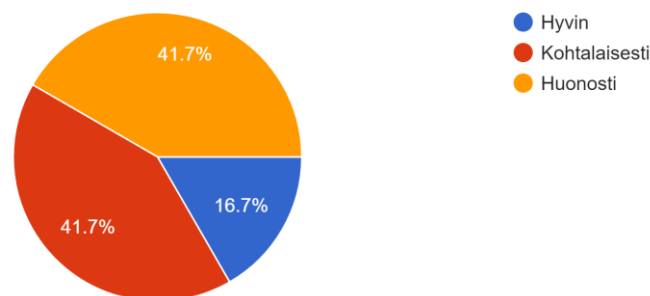


Figure 18: Oma- valmentaja responses to having the right tools and contacts to assist highly educated migrants to find employment.

The next question was how often you (as an Omavalmentaja) find applicable services, jobs and career offers for educated and highly educated clients. This is the question that defines this thesis. It is the assisting this group of clientele in finding jobs and career options in their fields of previous studies and education that is the main task of the Omavalmentajas and advisors in working in International House Tampere. With over 60 percent of respondents answering that they rarely can find the rightful services that would match and allow clients to build on their past education and careers, it confirms that there is a need to address this phenomenon, in other to better provide services for the clients in question and better serve the City of Tampere as well the numerous stakeholders in this sector as well.

The question, what are the difficulties that are encountered in trying to help highly educated migrants to enter the workforce in the Pirkanmaa region received the following comments. The time spent waiting to receive services like the Finnish language courses after going through university or polytechnic education in Finland was mentioned. This waiting could easily take one or two years, and that influences negatively in the eyes of potential employers as well as adversely in a competitive job market. It would be fair that services and pathways are made clear so that migrants could take advantage of this information in other to better anticipate the job market in Pirkanmaa as well as the demands and needs.

The second noted the lack of Finnish skills as well as the negative perceptions from employers. The third stated the same, and that even though there are a lot of educational facilities that teach their programs in Finnish, to advance in the society one needs Finnish skills.

The next response stated that there are no/not enough services, while the next stated that these services are in Finnish and many highly educated migrants have studied in English. The next respondent stated the same as the past two responders and then added that sometimes highly educated migrants are not keen on taking up courses that might help in providing them with entry into the job market, while the final responder stated that employer's negative perceptions are a factor.

Asked if the Tampere/Pirkanmaa regions have enough services for educated/highly educated migrants, options where to mark between 1 to 5, 54.5% gave a score of 2, 27.3% of responders gave a score of 3, while 9.1% gave a score of 4 and another 9.1% gave a score of 5.

The next question was how often do highly educated migrant's former education/work history help them in getting jobs/careers in the region of Pirkanmaa? The first responded very poorly, as it is not appreciated by employers in the region, a lot needs to be improved and developed in that aspect. The next respondents said that if these past studies are conducted within the European Union and Finnish language is up to date, then it might be possible, but past education/work experience is from outside the European Union, job training pathways might offer a good option. The next two stated that very poorly have can highly educated migrants use their past studies and work experiences. The next respondent stated that it depends on what has been studied in the past, while the following respondent stated that for educated migrants to use their past studies and work experience in Tampere/Pirkanmaa region is hard. They also both mentioned the fact that career misplacement might be an issue. This is a circumstance whereby a migrants might have been in a career in his or her home country, but that field would be close to non-existent here in the Pirkanmaa region. The next stated that if educated in some fields in the European Union, then it might be possible to use previous studies and work experience here in Pirkanmaa, but usually those coming from outside the European Union would need further education before entering the job market. The next stated that unfortunately, some clients might need to retrain totally as they find it difficult to work in their past career sectors when they arrive in Pirkanmaa. While the last three responders simply stated that unfortunately it is very hard to transition into their past career fields in Pirkanmaa.

The next question was how educated/highly educated migrants can make use of their former education and experiences in their new locales. It was stated that a contributing factor to a successful outcome is the attitude of the migrant, as nothing falls from the sky. That the ability to adjust is essential and adapt to the needs and possibilities present in their new vicinities. The second stated that having an assimilation process to go hand in hand with academic studies or other studies here in Pirkanmaa region would go a long way to helping these set of clients. This will stop the educated migrant from studying something all over again or twice depending on what the situation might be. The next stated that it

would be helpful if educated migrants could participate in complimentary studies and language studies, as well. While the next stated that educated and highly educated migrants should try to be more aware and find out more about the job market here in the Pirkanmaa region as well as actively participating in the integration courses and complimentary education provided in the area as well as actively inquiring from friends and networking. The next stated that employers can be more informed on the subject as well complimentary education could be made easier. The next stated that more training opportunities and a much more international market in the Pirkanmaa region. The second to the final response stated that changes must be done on a higher level, work has to be done to see which degrees can be accredited and to what extent, educating employers and training highly educated migrants to understand the needs and demands of the Pirkanmaa work environment. The final response was through work.

The first responded that an effort from the migrants would go a long way. That migrants should learn the languages and that language courses will have to be more intensive, so that they would be much more efficient in Finnish language. The second responded that there is a need for the cities in Pirkanmaa to have much closer relationship with the schools providing these services. The third suggested that having more services in English would be helpful. The next responded that having Finnish language studies could be incorporated into the more highly study programs in the Pirkanmaa region, also employment services should be offered to migrants early on. The third responded that services need to be improved and placed rightly as studying and then beginning integration courses take a lot of time. While the next responded that Finnish studies need to be improved and made more effective. The next responded that advisors do not know all the different career parts needed for highly educated migrants to integrate into their new working careers, these can be done by using one of the many consulting services that work with the Maahanmuuttajien kansainvälinen osaamiskeskus Tampere, also the need to inform these clients about what are the rightful career parts that would make use of their education as well as past experiences. Also creating an oppisopimus system that would allow educated and highly educated migrants to have on the job studies which would complement their transition into the job market in the Pirkanmaa region. The final comment was that there has to be an understanding about which highly educated migrant fit where, for instance the differentiation between highly educated in Finland versus highly educated outside

Finland and having tailored services for each, employment services could be more effective and efficient.

10 Survey Analysis of Staff Members

Analysis of responses of the Questionnaire.

This thesis strived to understand the services rendered to the educated/highly educated migrants in the Pirkanmaa region. To do this it was essential to prepare a simple and easy to answer questionnaire, using Google form and electronically sharing it to the Omavalmentaja in the OSKE International House Tampere, Tampereen Kaupungin Mahaanmuutajien Kansainvälinen Osaamiskeskus, these are advisers and coaches that advise and guide the educated/highly educated migrants in the Pirkanmaa region.

The next question was for this research to have a much deeper understanding of how and if the Omavalmentaja in this role understands the demands and needs of the educated/highly educated clientele that they serve in the Pirkanmaa region. All respondents had a certain understanding of the needs and demands of this group of clienteles. There was no Omavalmentaja that responded as to not understanding the needs of this group of clients.

Omavalemtajas also stated what in their view were the difficulties faced by educated/highly educated migrants while transitioning to work in the Pirkanmaa region. The answers given by the omavalmentajas and advisors offered this thesis insight and weight in understanding what difficulties their clients faced, while in the process of transitioning to the job market in the Pirkanmaa region.

The next question was, if the front role staff felt like the region of Pirkanmaa had the necessary tools needed for the task of helping highly educated migrants get jobs in the region. This is essential to know their assessment of the present tools and systems across the whole region.

The final section of this questionnaire was an assessment of the clients, that the omavalemtajas worked with daily. Given that the clients themselves are stakeholders in

this function, it is important to creating a functional service to understand the perspectives of the staff rendering the need services. The first question in this section was to find out from front role staff members what they thought their clients could do to enhance their transition into the Pirkanmaa workforce.

The next question was from the perspective of the omavalmentajas, to understand if they thought it was possible for clients to use their experience and studies in assessing the job market in the Pirkanmaa region. The final question was for staff members to comment freely on how they saw the task, present day shortcomings as well as the potential for adjustment and change.

10.1 Service Development

With all the gathered data and information on the educated migrants in the Pirkanmaa region, we can create several client personas in order to better understand the clients and also to provide the commissioners and stakeholders with the needed insight to better serve their clients.

In “Heaven’s door”, for example, Borjas (1999) argues that depending on the self-selection of immigrants, they can be either from the upper or lower tails of the ability and income distribution in the societies and countries that they are coming from (Borjas, 1999). Immigrants drawn from the upper tails are likely to assimilate easily and reach earnings on a parity with natives relatively quickly. This is a very important fact to be taken into consideration when creating services for integration of educated migrants. In societies where inequalities are extensive and vast, educational acquisition is a means to elevate oneself out of the lower tail of the society. Finland has a very high amount of people who have completed compulsory post-secondary education (Niinimäki, 2021). Therefore, the assimilation as well as integration of educated migrants into the Finnish job market, should encounter fewer restraints and difficulties, whilst services in this regard should place emphasis on the fact that further education as a partway to integration as well as an ease into the job market of the society in question.

Also noticed is that discrimination may be the result of imperfect market conditions. According to the Dual Market Theory, segmentation exists with white natives in the 'primary' sectors of the mainstream labor market, and immigrants and ethnic minorities restricted to the low-paid 'secondary' sectors, with limited opportunity for promotion or intergenerational mobility from one sector to the other (Doeringer & Piore, 1971).

When taking into consideration the departing points of migrants, research and extensive studies have found that immigrant households which face much fewer social restrictions towards entering their new societies excel much faster and further than immigrants that experience harsher social restrictions. In a study, Silberman and Fournier (1999) found that Portuguese children have better opportunities than Algerian children in France mainly due to the social and ethnic capital of their parents, as well as to their parents' connections.

In the same period, Richard (1997) analyzed the Permanent Demographic Sample to measure the intergenerational labor market progress of immigrants. The EDP is a census-based panel survey that, on average, comprises a 1% sample of all immigrant groups. It has information on a person's nationality in relation to his/her labor market position. It also contains valuable information on parents and sons with a sample of 15,345 children, who were four to eighteen years old in 1975. Controlling for age and educational attainment, he examined the wages of immigrants and compared them to those of natives. Based on this panel study he found that the poor performance of the young immigrants in the labor market is undoubtedly due to their ethnic background, which is negatively correlated with labor market opportunities. Richard (1997) found considerable divergence in performance between immigrants from EU and from other countries. Especially, he found that young workers with a Maghreb background often face labor market discrimination as they encounter unequal employment opportunities and permanent difficulties in penetrating the labor market.

In both mentioned studies, conducted in environments which have a much longer and extended experience with migrant, both educated and non-educated, as well as migrants from closer environs as well as from much further afield, the resulting circumstances as well as effects can be seen to affect not only a generation, but other generations as well. Employment and Integrating services in the Pirkanmaa region are in a prime position to ensure that divergence experienced in Richard's study between immigrants from EU and from other countries, is minimized and reduced as well as possibility eliminated in Tampere

if possible. As the effects of poor employment prospects affects adversely not only the present generation of immigrants, be them educated or non-educated through several generations, the policies of decision makers in Pirkanmaa as well as those of employment and integration agencies in the Pirkanmaa regions should be used to continuously try to avoid ease the passage of educated migrants into Tampere's society, as the benefits as well as the effects go a massively long way. Investments made today will have an effect for multiple generations.

Overqualification rate in the age group 20-64, the overqualification rate of foreign-born persons in the EU is much higher than the overqualification rate of the total population (33% to 21%). This can be seen both for foreign-born men (+10 percentage points) and foreign-born women (+15 percentage points). The rate of overqualification was even higher for persons born outside the EU. (European Commission, 2021). This is a vital point in this research and study as it continues to make us understand that the educational levels of the migrant population in the European Union as a whole. It also shows that this is not only a phenomenon that is present in Tampere, Finland, but a situation that is very eminent in the EU. This phenomenon is equally eminent as these migrant's progress into working environments. In the prime working ages of 25-54, the mismatch between qualifications and jobs is observed both for men and women. As for the wider age group, this is particularly due to foreign born persons from outside the EU whose overqualification rates are much higher than those for all persons in this age group (European Commission, 2021).

As well as career mismatching was noted in this European wide report. With levels of overqualification and career mismatching varying from country to country, it nonetheless buttresses the point that this is a phenomenon that is prevalent in the world of the European Union. The report went on to establish the prevalence of these phenomenon. Here we find that the higher overqualification rates of foreign born both in the group age 20-64 and 25-54 (in comparison to all persons of this age group) are noticeable in almost all member states except for Hungary. In ten Member States (Denmark, Estonia, Greece, Spain, Italy, Cyprus, Lithuania, Portugal, Finland, and Sweden) the overqualification rates of foreign born are more than 10 percentage points higher than the overqualification rates of all persons in the same age group. The gaps are even more pronounced for those born outside the EU (European Commission, 2021). The situation in Finland in regard to this research question is that the Finnish society is experiencing a significant amount of

overqualification and career/job mismatching amongst its migrant communities, and this is even more acute amongst educated and highly educated migrants. This thesis and research have strived to establish the difficulties associated with these types of situations. From the research and survey conducted, a significant amount of the educated migrant population of Tampere are most likely experiencing substantial difficulties and stress because of the career and job mismatching as well as unemployment. And the longer the situation continues, the further it might hamper their integration into the society as well as the job market efficiently. This is further established that similar pattern can be noted for foreign citizens; however, the gaps are frequently much higher than for the foreign born. The highest gaps concern female third country nationals in the age group 55-64, whose overqualification rate in the EU is 33 percentage points higher than the overqualification rate of all women in this age group. (European Commission, 2021.)

Sub-national governments are well-placed to carry out integration responsibilities. They are close to the local economy and are often aware about which activities to initiate and where to spend public money. They may try tailor-made solutions, build on experimentation, and find out which practices work best - for instance whether to "first train, then place" or to "first place, then train". Moreover, communities may work together with local civic associations and non-governmental organizations, creating a web of support for integration. Not only in federal countries such as Austria, Belgium and Germany, but also in the unitarian Scandinavian countries, is integration policy widely implemented at the sub-central level (Doomernik & Ardon, 2018).

Potential clients should be actively identified earlier and more effectively, and guidance provided in earlier than what is offered presently. With the objective of fostering a relationship that results in the usage of employment and integrating services in the Pirkanmaa region like Tampereen Työlisyyss and Kasvupalvelut to successfully arrive at career or rightful rewarding work environment. Services should as these should be crafted and designed in conjunction with partners and other service providers in way that benefits the clients as well as the service partners as well. This shortens the customer journeys and allows for clients to begin to receive services at multiply timelines over the periods on or before arriving at service points providing employment and integrating services in the Pirkanmaa region as a full-time or first time or repeating client. This allows for Tampereen Työlisyyss and Kasvupalvelut as well as the other services providing employment and

integrating services in the Pirkanmaa regions to have before-hand data and an already existing customer relationship with the clients, which in turn allows for better customer understanding and service orientation. This is influenced based on the results in the In Lev - Wesel's and Roni Kaufman's exploratory study - Unemployment and anxiety among highly educated immigrants and using that to create a service that eases the anxieties of educated migrants as well extending services and service periods to them in order to not only get them closer to their career objectives but assist in the assimilation into the Finnish work environment and culture.

The benefit of using the tools and methods taught and suggested during the study of service design is that it to be able to have a much deeper insight and understanding of the clients in order to create a set of services that is centered around the clients. Given also that it has been established that one type of solution is not the best suited as a service that helps educated migrants in the Pirkanmaa regions to find work and careers, it is therefore, ever important, that we create and craft personas that are most suitable to the optimization of the services.

With this research, this thesis is able to formulate personas of potential clients, with insights such as the differences in their backgrounds, circumstances of departure as well as dependents, these being just a few of the affecting factors not usually seen or expressed freely. The other aspects included in these personas will be circumstance of arrival, documentation and time spent before using any educational or integrational services in the new country. These plus the norms, like age, educational achievements will allow for the commissioners as well as the stakeholders to have a much clearer understanding and picture of their clients, both circumstances surrounding their past as well as their present, both affecting their reception to the services rendered by the integration and employment services in the Pirkanmaa regions.

To therefore create personas and persona pathways, this thesis used a service concept that showed each persona's strengths and weaknesses as they entered the service pathway. The service pathway itself is divided into three sections, the first being client arrival, the second section being the using of integration and employment services available, while the third and final section is receiving employment, job offer, or further training be it on the job or via a third-party.

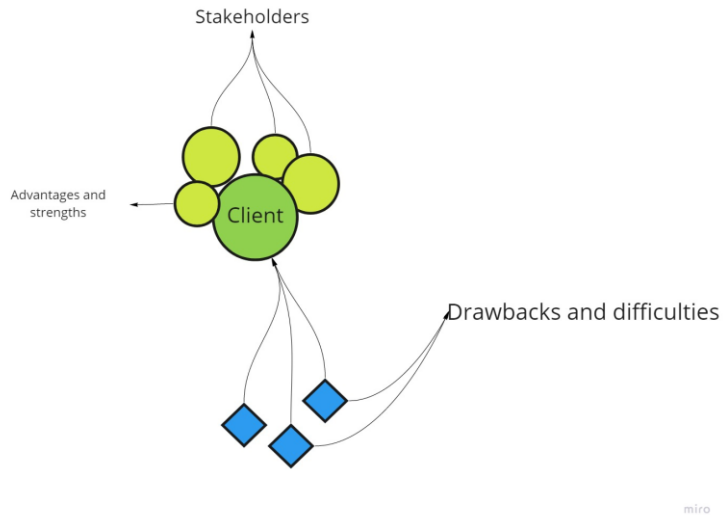


Figure 20: Service Concept

10.2 Personas

This thesis has created service profile pathways as well as customer pathways integrated with customer profiles and personas. The service profile pathways are for service providers to use in the planning of services for clients in fitting each persona, while customer pathways is for mapping out the interaction between the clients and the services provided with the end product being employment and integration into Pirkanmaa's job market.

Therefore, this thesis strives to create a few more personas than the norm; this is because the client base is so diverse as well as client journeys to the point of becoming a client of any of the employment and integration service providers in the Pirkanmaa regions. The reasons for this are because the journey and circumstances of say an educated migrant from Sweden choosing to migrate to Finland to work with the necessary documentations and residence permits, will be most definitely different from the experience of an educated migrant from outside the European Union. Clearly, skilled migration is a complex and dynamic field, and the commonly accepted criteria of tertiary education does not always apply, not least because it does not predict what happens during and after migration. Many people from Eastern Europe who migrate to Western Europe (both intra-EU and from

outside) have degrees from their home countries but this does not guarantee them graduate-level employment, and many ends up in low-skilled jobs. On the other hand, migration can itself be an opportunity to upgrade skills and qualifications, so that 'learning migrants' become skilled workers after a while (Düvell, 2009).

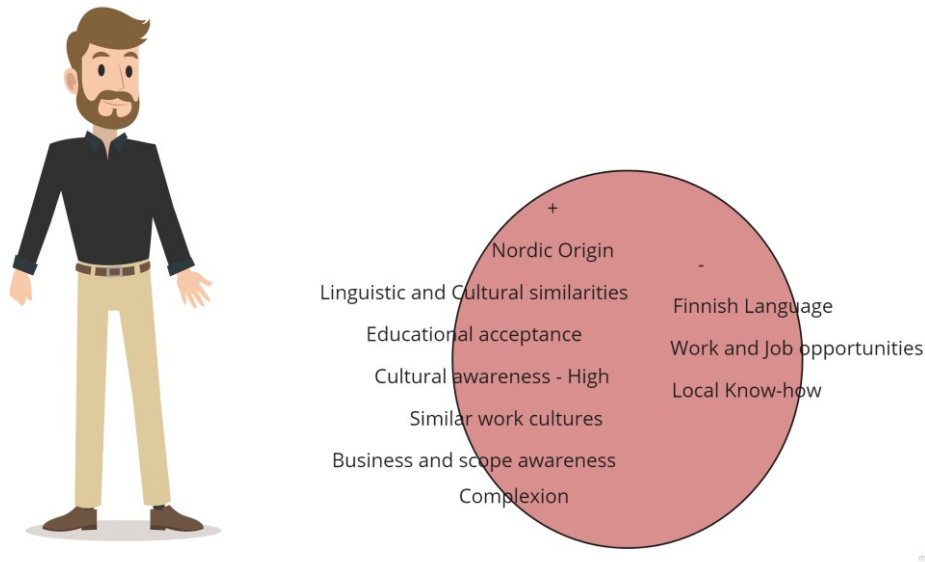


Figure 20: Emil

Emil has migrated from one of the Nordic countries (Sweden, Norway, or Denmark), a holder of a master's degree from one of the numerous educational institutions in their home countries. Their degrees and earlier work experiences are well received in Finland. Distance between both countries is low and they belong to similar and sister organizations and have strong co-operations and developmental structures. There is familiarity and close of culture amongst the countries, with businesses in the regions have close co-operations with each other and belong to a single market. Language familiarity is common and in some cases from the same linguistics family. Moves to Finland to try new opportunities and because close family member lives in the Pirkanmaa region.

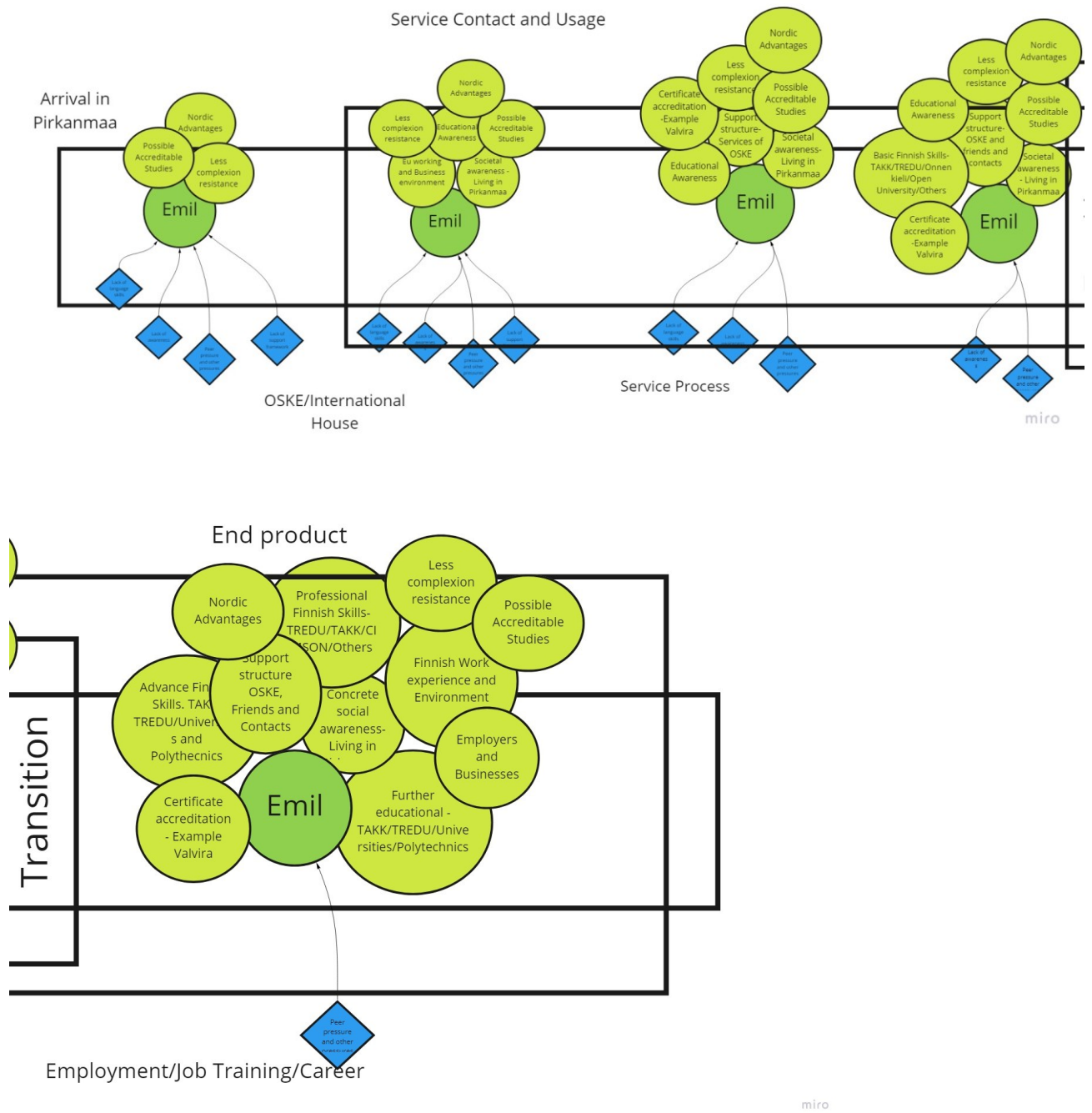


Figure 21: Persona 1's customer's pathway with stakeholder

Enzo

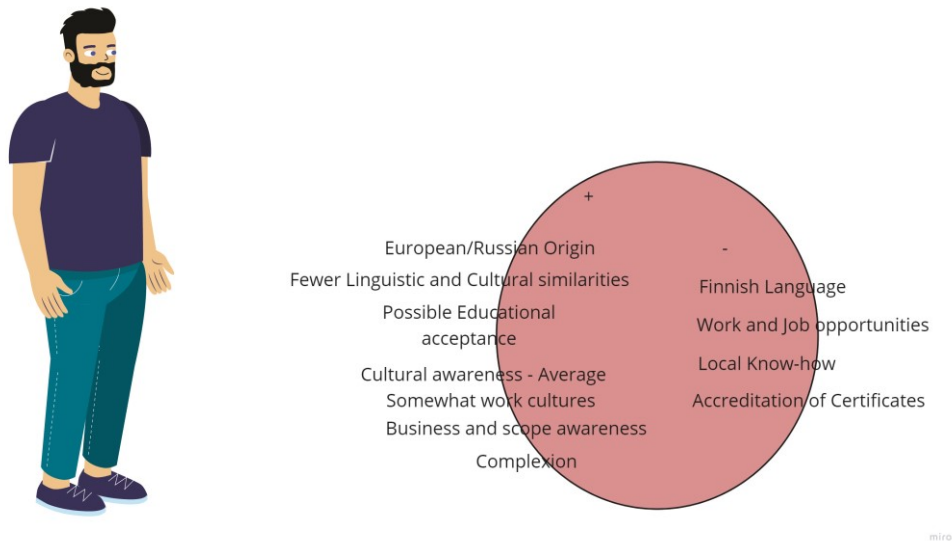


Figure 22: Enzo

Enzo has migrated from within the European Union and Russia to Finland. A master's degree holder, but from further afield in the sense of language. Comes from a country which shares participations and exchanges with Finland due to belonging to the same umbrella of organization, in this case the European Union. Services and institutions are well aligned, but differences exist in language and possibility in appearance as well. Educational and past work experiences are respected but not on par with the those of the closer countries, and there might be variations as well as non-standardized accreditation practices amongst each other but all in all relatively easy to exchange and accredit degrees and certifications amongst respective countries. Has moved to Finland because he or she has a Finnish partner and settles in the Pirkanmaa region. He is learning the Finnish language now.

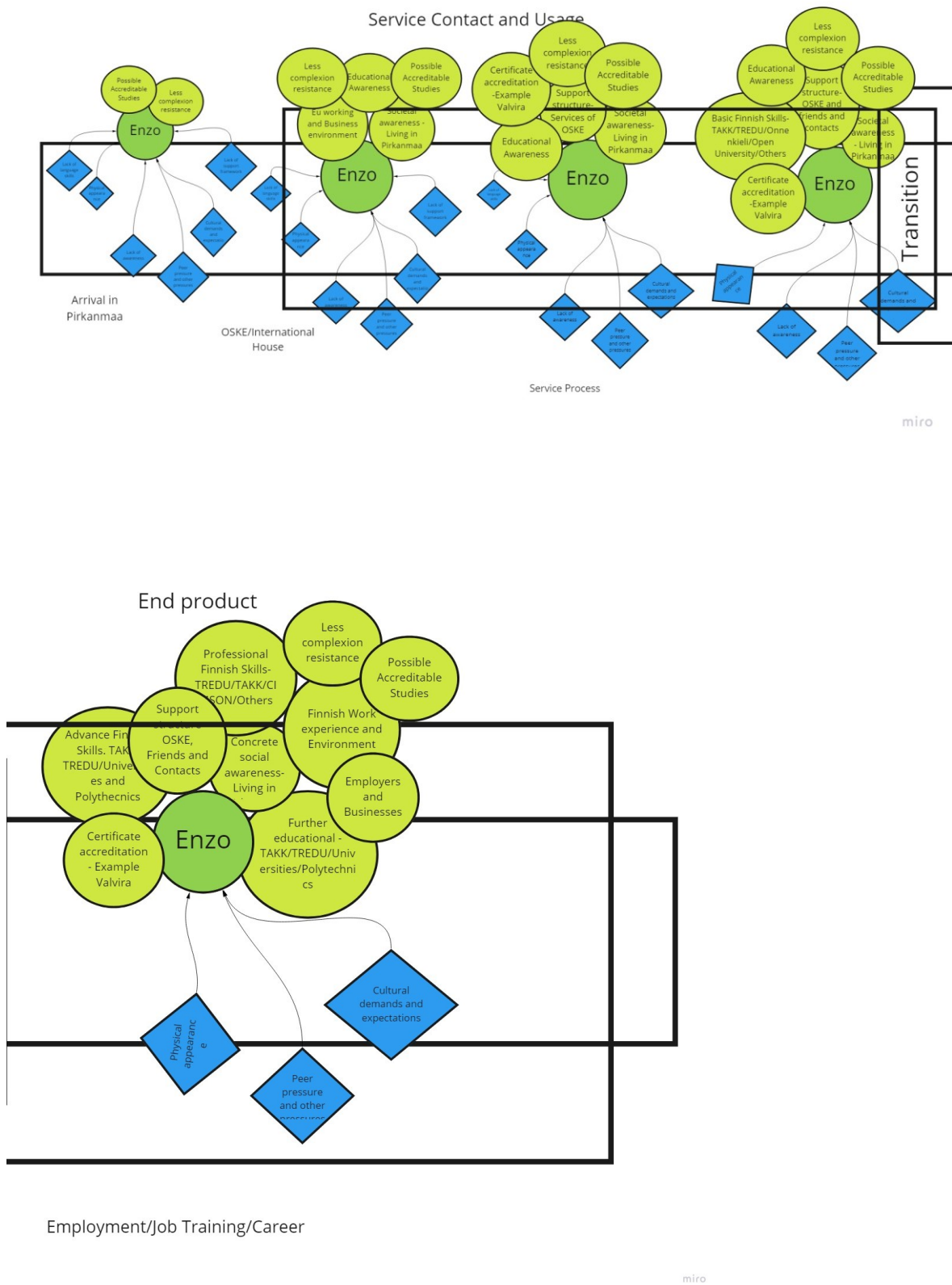


Figure 23: Persona 2's customer's pathway with stakeholder

Diya

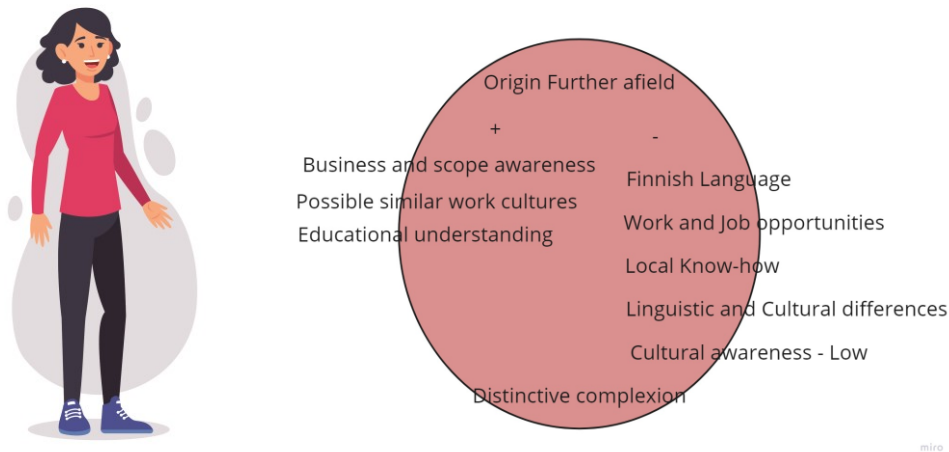


Figure 24: Diya

Diya comes from outside the European Union area aged between the ages of 23 and 31. There is substantial difference physically as well as linguistically. This is a group that is vast and very diverse. The individual is highly educated and with work experience in their home country, but the certificates and work experiences are not recognized in Finland as well as difficult to accredit. There is sparse cooperation between Finland and these countries and there is even less business and trade relationships. She has moved to Finland after studies have been completed and work experience accumulated outside Finland as well. She is married to a Finnish partner, and they reside in the Tampere region of Pirkanmaa. She is receiving integration and assimilation services on a basic level.

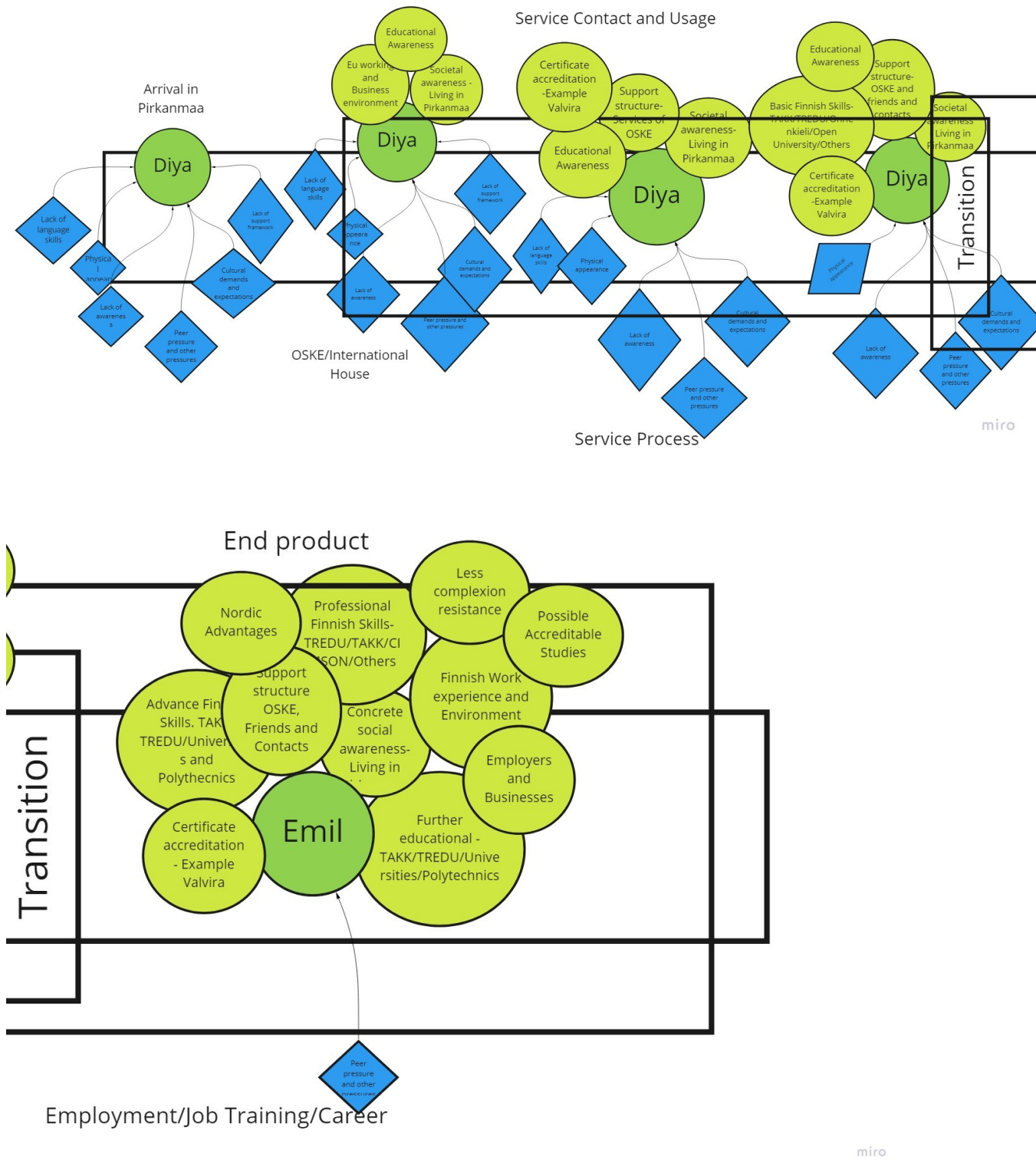


Figure 25: Persona 3's customer's pathway with stakeholder

Adofo

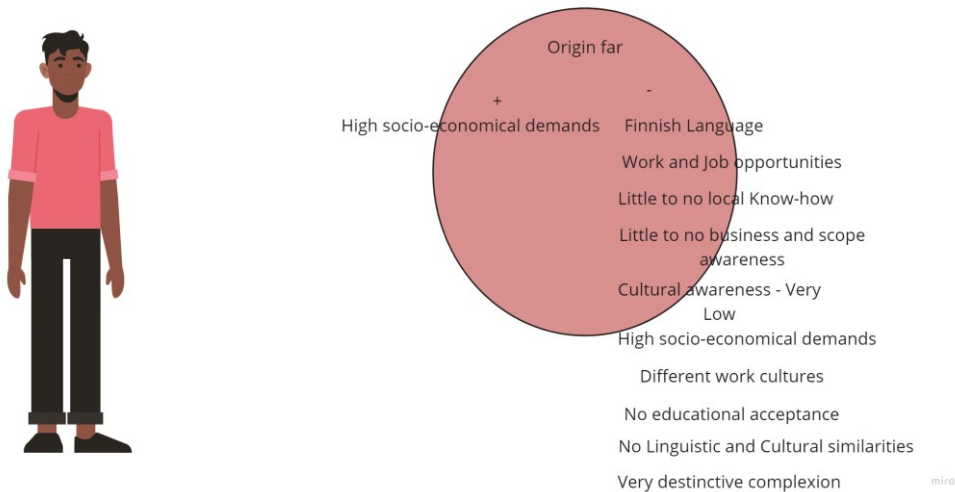
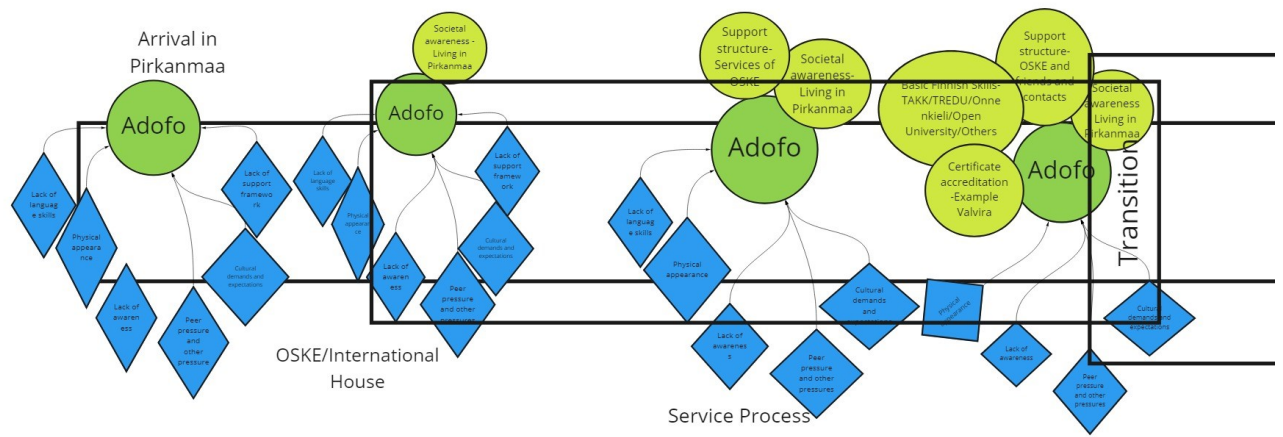


Figure 26: Adofo

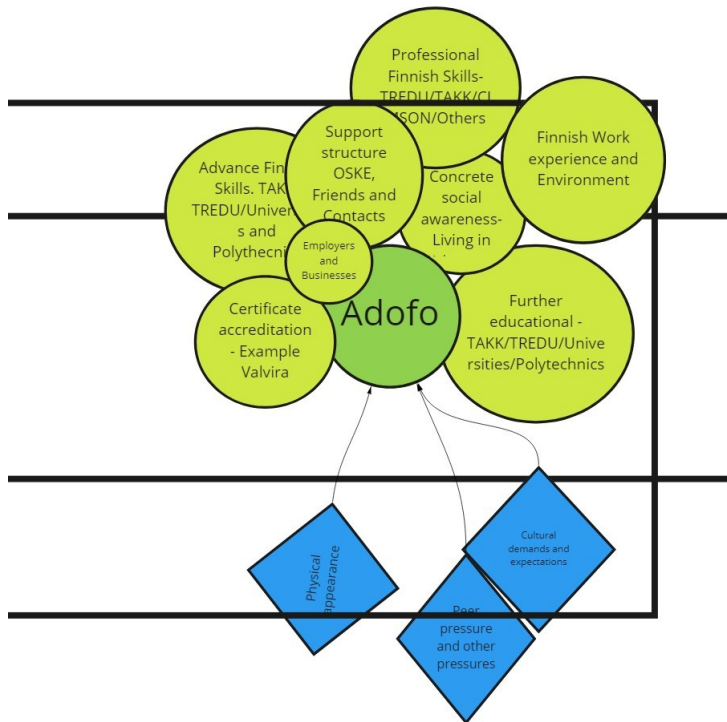
Adofo has moved from outside the European Union to Finland to study and has acquired his or her master's degree in Finland, he is aged between the ages of 23 and 31. He or she is living in Finland alone, has not been able to work fully because of school. He speaks a bit of Finnish and understands the Finnish culture and society to a certain degree. He or she is willing to stay in Finland and an option is to reside in the Pirkanmaa region. Applies for work actively and, so far, has gotten very few calls for interviews. Integration and assimilation services into the Finnish society has been received on a basic level and had received basic Finnish studies while studying. He resides in Tampere.

Service Contact and Usage



miro

End product



Employment/Job Training/Career

miro

Figure 27: Persona 4's customer's pathway with stakeholder

Hai

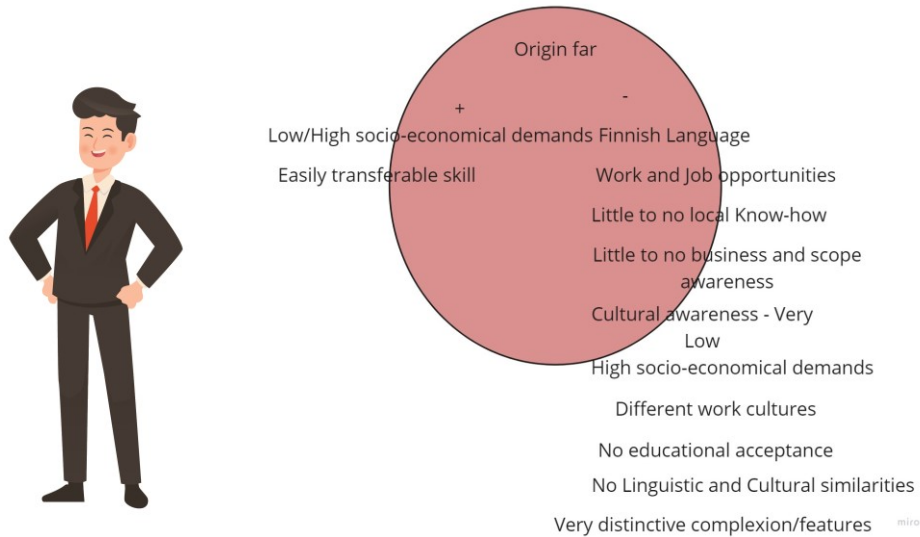
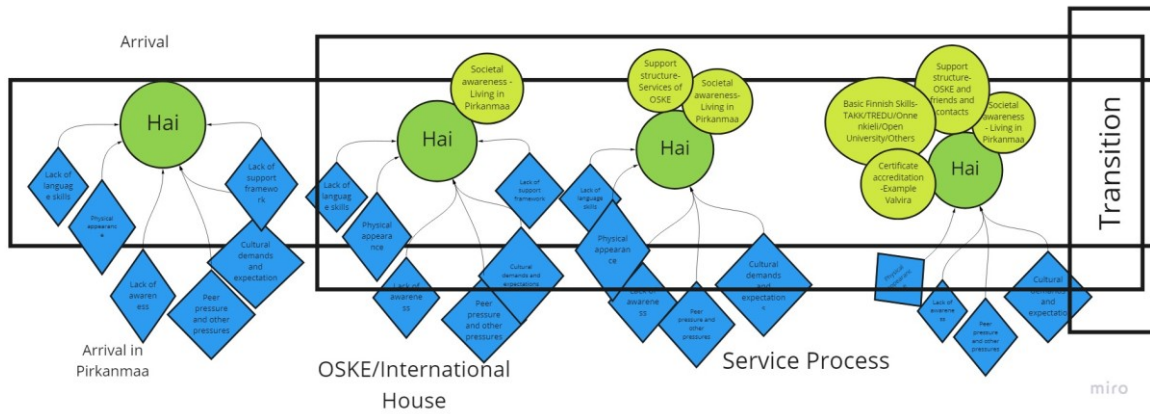


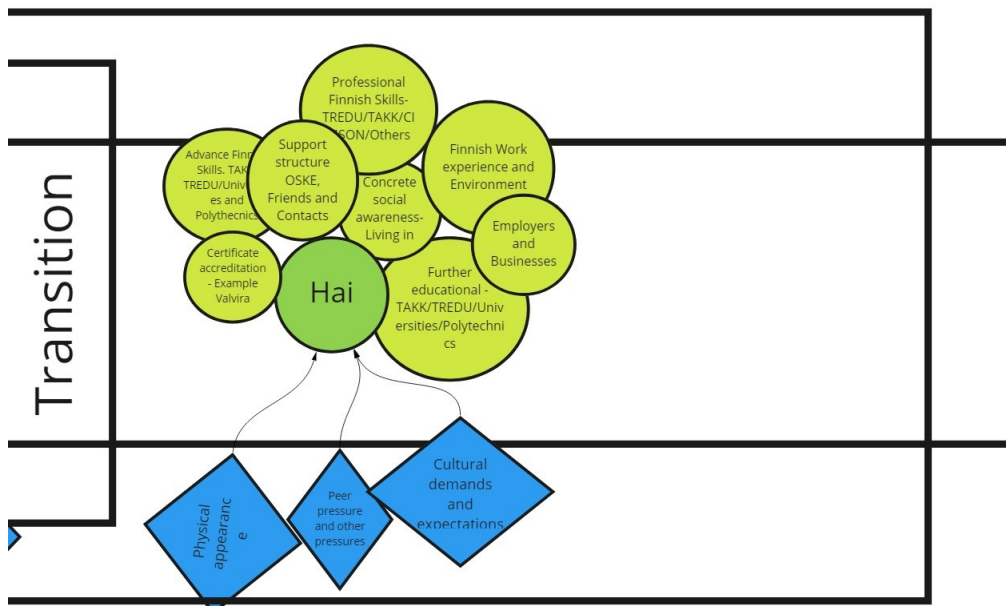
Figure 28: Hai

Hai is from outside the European Union, who has acquired a vocational certificate from his or her home country and is in Finland for family reasons or any other reasons. This individual is highly educated and experience in his or her vocational field, has the skills that can be transferable to the Finnish market. He comes from a region on different linguistic characteristics and has different physical features. There is little organizational common ground and place between Finland and his or her home countries. He resides in the Pirkanmaa region and is not receiving any integration or assimilation services at the moment.

Service Contact and Usage



End product



Employment/Job Training/Career

Figure 29: Persona 5's customer's pathway with stakeholder

Given the vast diversity of the clientele, it is essential to discuss the other possible combinations of scenarios that can possibly result in an educated migrant becoming a client of one or the other employment and integration services like Tampereen Kaupungin Mahaanmuutajien Kansainvälinen Osaamiskeskus in the Pirkanmaa region of Finland. The given integration pathways to these persons described in the above personas differ from each other and circumstances. This creates more diversification in an already diversified clientele, which brings about difficulties and constraints in creating a service that serves all the educated migrants in the Pirkanmaa region. Nonetheless, in order to have a service or group of services that cater to the integration and assimilation of these highly trained and educated newly arrivals, the need for personas is even more important; there also is the need to build services or client pathways that are linked and can serve each persona to achieve his or her goal of a career or workplace that matches his or her education and past training. (Brücker et al., 2021.)

10.3 Creation of Service Pathways

In his work on migration into West Germany, Smolny (1991) reports that migration had positive effects on employment and alleviated labor demand pressure on wage and price inflation. This is confirmed by Chiswick (1986) and Chiswick et al. (1992), who found that immigration had a positive long-term effect through capital deepening and rising native incomes. Similarly, Straubhaar and Webber (1994) found that this was the case for Switzerland. In their work in Australia, Withers and Pope (1985) and Pope and Withers (1993) report that immigration did not increase either the level or the risk of unemployment (Düvell, 2009). Given that the above are established facts, it is ever more essential for the employment and integration services in the Pirkanmaa area to actively strive towards improvement and enlarging the economy of the region by striving, with of course effective service design tools and management techniques to match or create pathways for its highly trained and educated migrants.

When taken into consideration, the questionnaires and this thesis has created customer journeys for the personas in question to understand their experiences as well as improve the customer experience. It is, therefore, to this essence that this research proposes the following customer journeys for the personas described in figures 20 to 29. Nonetheless, to be able to create these customer journeys, this research will draw upon the persona profiles and characteristics to buttress its customer services.

In the case of clients that fit the Persona one profile, who is from a Nordic country, there is already extensive cooperation between the Nordic countries both in education, research and business environments that it would be in the interested of any integration and employment service provider in the Pirkanmaa region such as Tampereen Kaupungin Maahanmuutajien Kansainvälinen Osaamiskeskus to take that into strong consideration. (European Center for the Development of Vocational Training, 2021). details the educational cooperation already existing amongst members of the Nordic countries. For instance, the agreement also recognizes applicants with a certificate, diploma, or other form of evidence of formal qualifications. They may apply for the same type of education in their home country as in the country where they have completed their upper secondary education. Partly completed education is also covered by the agreement (European Center for the Development of Vocational Training, 2021). The streamlining thus of this process, makes it essential for clients that fit the profile of persona one to be able to transfer education as well as certifications and work experiences from their home countries to Finland without much ado.

With intra-cooperation within the Nordic countries both in amongst businesses as well as in education, the integration and employment pathways offered by service providers in the Pirkanmaa region like Tampereen Kaupungin Maahanmuutajien Kansainvälinen Osaamiskeskus should reflect these circumstances. In essence, it is essential to understand how to utilize this in crafting a service that fully encompasses the ability to transfer educational credits as well as work experiences in a relatively similar business economy and environment.

In the case of profiles that fit into Persona Two, these being educated migrants from the European Union. With relative but varying similarities to that of Finland. Members that fit this profile come from a much wider geographical environment but are encompassed by the ever-expanding umbrella of the European Union, whereby there are active attempts to

standardize the market and economies of the member states. European ministers have agreed to double the proportion of students in higher education completing a study or training period abroad to 20 percent by 2020 (European Union, 2021). With efforts with an ever-increasing intensity to continually integrate the services and sectors across the whole European Union, educated migrants from these regions and that fit these personas will need to have services that reflect these. Of course, given the amount of variation within this umbrella of states, there must be a cross-referencing with accreditation services in Finland for example Valvira and other that certify professionals in those respected fields. And thus, use these to craft a service that should shorten the customer journeys of these clients; at the least inform clients and staffs of integration and employment services in the Pirkanmaa areas.

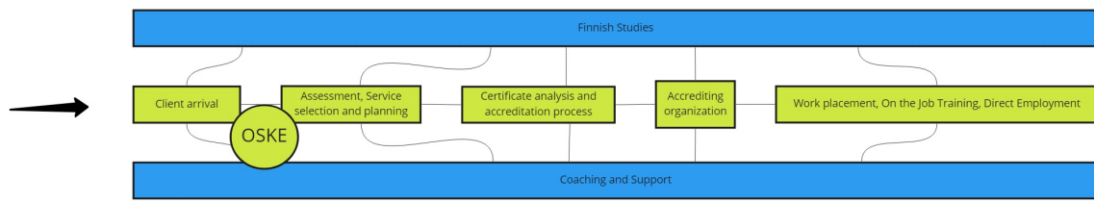
It is therefore based on the above-mentioned research that the author will create customer journeys for the clients represented by each persona.

10.4 Customer Journey's for Personas

Customer Journey for Emil

Customer Journey for a client arriving fitting the profile of Persona One. A citizen of one of the Nordic countries and proceeds to receive the services of International House OSKE – International house. Finnish, coaching and supportive studies are offered as standard, while this individual is aided through the process of accreditation and work placements and training.

This service pathway is one that can be offered as a basic standard and service to businesses and organizations that have already vetted would be employers and are in the look for supportive services to aid in the integration of their employee.

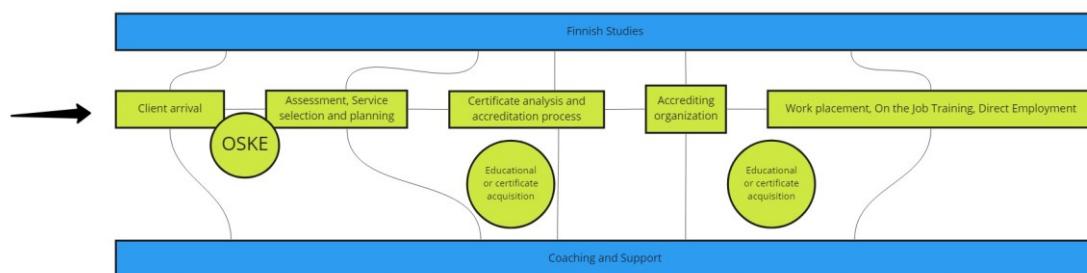


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Figure 30: Customer Journey for persona one

Customer Journey for Enzo

This is a pathway for a client coming from the wider regions of the European Union. Though sharing an active umbrella organization, members states do have the authority to accept degrees and certificates at their discretion. Although like the pathway fitting the profile of Persona One, there is more emphasis on the language lessons, support and coaching services and possibility given to towards educational and certificate acquisition.



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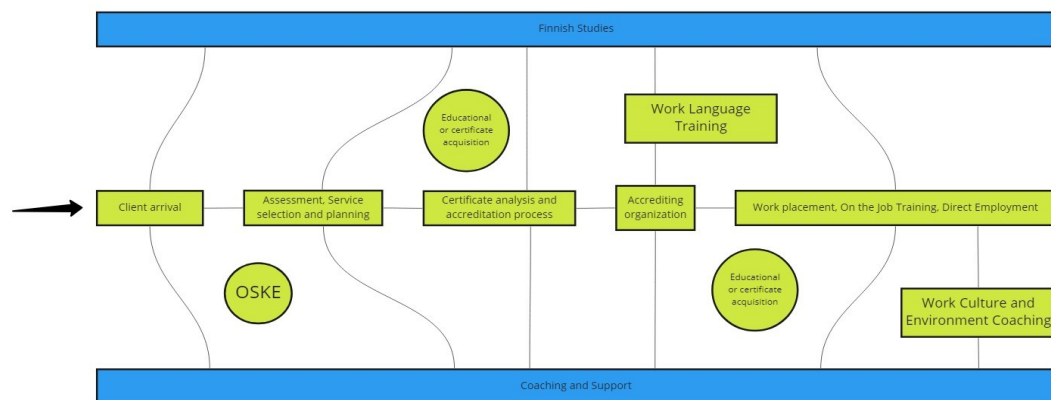
Figure 31: Customer Journey for persona two

In this scenario a client would arrive in Pirkanmaa, already graduated and certified to work in a particular field in the European Union. He or she is registered to study Finnish and well

as a process of assessment and accreditation would begin. If there would be a need for more or augmenting education, that would be provided or suggested all while he or she is on a pathway towards employment or on the job training.

Customer Journey for Diya

Although on the same integration pathway as all the clients, there is an emphasis on further coaching and on work culture and work environment coaching as well as allowing for opportunities to get the right and necessary education and accreditation to fill a possible gap need to qualify for a particular position or role of employment.



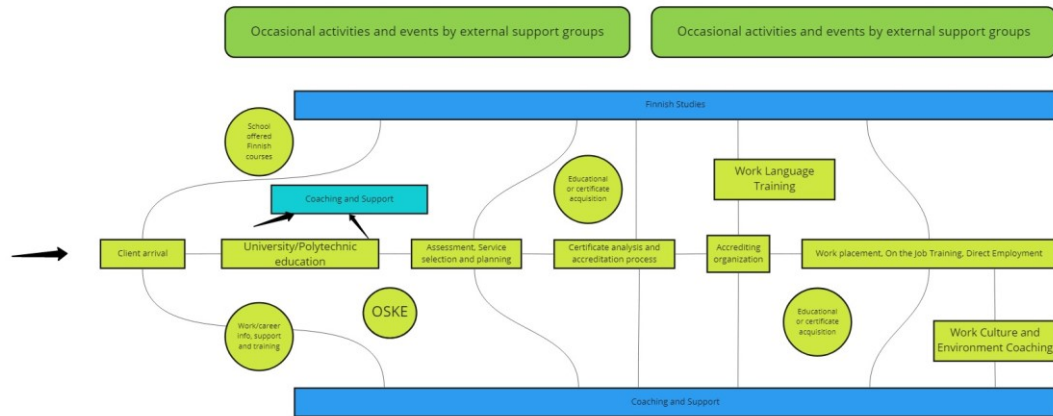
miro

Figure 32: Customer Journey for persona three

Customer Journey for Adofo

The profile of someone fitting profile four is that he or she is already in Finland studying or in an educational program of some sorts. This customer journey map pays particular attention to that and in cooperates the educational institution into this plan. This plan allows for the multiple services to be offered to the client through and with multiple

stakeholders, all aiming towards clients getting employed in their fields of study and expertise.



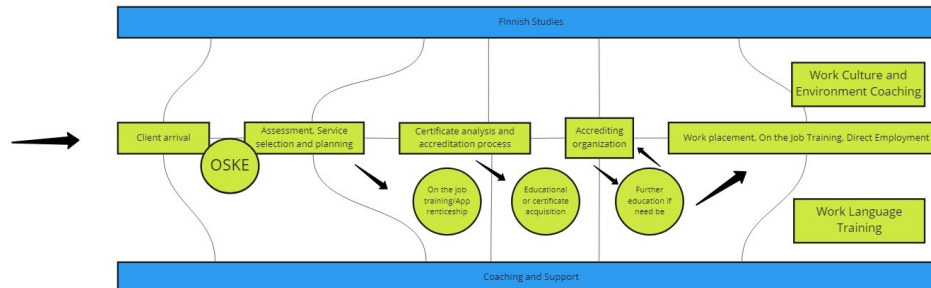
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Figure 33: Customer Journey for persona four

Customer Journey for Hai

A highly experienced vocationally trained professional from somewhere much further than Finland or the European Union, emphasis is paid to the possible need for further training or service accreditation towards work training or job, with the constant support and Finnish language studies needed to excel at work and task.

This pathway pays attention to the possibility that accreditation in some fields might differ based on the origin of the client or the field of study and expertise.



miro

Figure 34: Customer Journey for persona five

Nonetheless, there would be a need to study and explore these customer journeys much more deeply as well as the possibilities of the other stakeholders participating and to what extent and in which capacity.

11 Service Solutions and Design

Given the research that has been done on this thesis, there are multiple scenarios and subjects that this thesis has explored in order to improve the services that are being provided to educated and highly educated migrants in the Pirkanmaa area. One of the suggestions that this thesis recommends as a service solution as well as design aspect would be making use of zoning characteristics to craft services and service pathways for specific clients. During this research has been established that the present services provided to and for educated and highly educated migrants to transition into the workplace in the region of Pirkanmaa are very tailored and not diverse enough. To expatiate further this is a situation whereby services rendered and provided to highly educated migrants will

take note of the fact that certificates, certifications and experiences in a particular area of the world can be updated and merged into the education and work experience systems in Pirkanmaa as well as Finland more than certificates and experiences from other places. (Handbookgermany, 2021.) Although national countries maintain their sovereignty to determine what certificates and past work experiences can be interchanged with local certificates, there are European union-wide mechanisms to ease these transitions. (European Commission, 2021.) These regions not only share diplomatic and governmental institutions amongst themselves but also socio-cultural and linguistic affiliations that make transitioning from one society to another to be less strenuous than societies further afield (Wike. 2021).

Using this scenario, this thesis has thus come up with an illustration and diagram that would be a tool towards crafting service paths for educated and highly educated migrants in the Pirkanmaa area. Below is a color-coded map that illustrates the affinity and integration between multiple areas of the world and how it might affect the integration of people from those paths of the world.

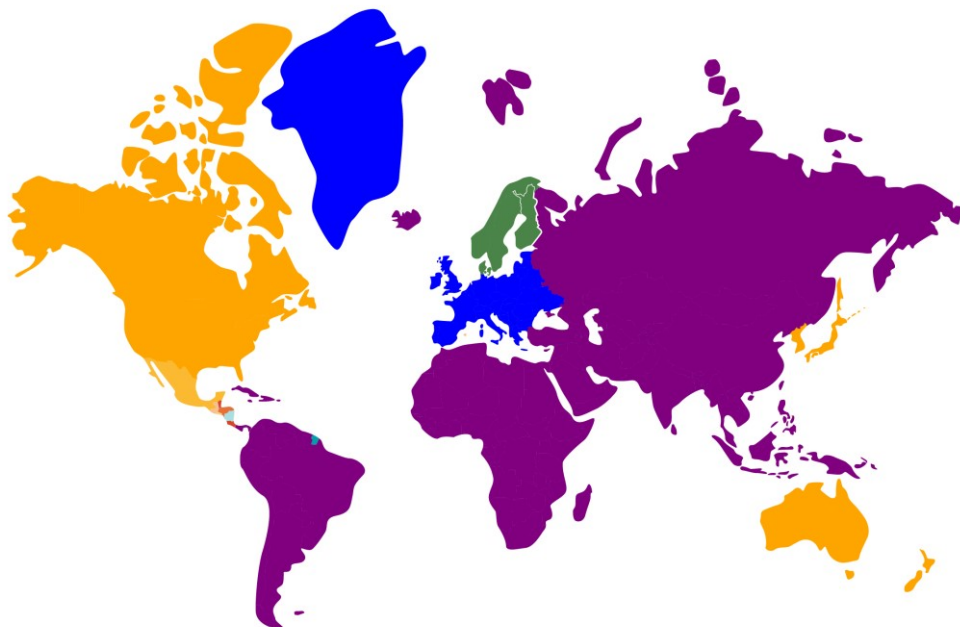


Figure 35: Integration resistance map

With the data collected during this research, with the combination of extensive research, the researcher has created Figure 35 as a tool to understand the possible resistance faced by migrants in during their integration process. The green shade represents the Nordic countries, blue the European Union, the yellow shade representing countries that have advanced and developed economies, while the purple shade is for countries with less or little affiliation to Finland. This illustration will be a guide for services created and a map to understand the journeys that clients from these places might be making. The colors also signify the possibility of certificate accreditations and work experience transfers (European Commission, 2021).

Also, more taxing power at the sub-national level may also strengthen incentives as stakeholders and sub-central governments will be rewarded for integration success in the form of more tax revenues (Doomernik & Ardon, 2018). Directly supporting initiatives in the local levels allows for services working towards easier employment of educated and highly educated migrants in the region of Pirkanmaa to be able to react to the demands of that region.

Nonetheless it is important to understand that high and continuous exposure to negative stereotyping and prejudice on the part of teachers and employers might eventually lead to the development of oppositional culture against the host country and its institutions (Smith 1991; Ogbu 1997). Therefore, services designed for service providers, businesses and stakeholders are necessary for educated and highly educated migrants to continually grow in many parts of the society.

12 Conclusion

Given that societies change, and business environments develop and sometimes underperform, thus affecting multiple segments of their societies and thus populace, a future service map constantly changing to the tune of the days would be an essential tool for the integration of educated and highly educated migrants into the workforce in the Pirkanmaa regions. The constant updating of this map, taking into consideration the levels

of education and standards, business and socio-cultural relationships and co-operations between the countries under review and Finland, and Pirkanmaa and its job market needs from time to time, would be helpful to constantly maintain an updated informative system focused on the abilities, opportunities and difficulties of the system at that time.

Another suggestion that this thesis will put forward is a service of early integration. This is a service that actively brings the message and services of Maahanmuuttajien kansainvälinen osaamiskeskus Tampere, OSKE, International House Tampere and other integration service providers to educated and highly educated migrants at their 'points of entries'. Identified points of entries, through research conducted in this thesis are for example, educational institutions in the Pirkanmaa area, transportation hubs and other active gatherings where information might get to potential service users. The reason for this is that multiple responders had stated that they had no idea what services they could get from the commissioner as well as its stakeholders. This is also important as it allows for the commissioner to be able to have an early interaction with would be or potential clients, which in turn will play a role in laying the foundation of a potential service relationship.

Given that this is a service sector that is very fluid, and changes occur very frequently, changes like the updating of client services, or the services available for clients, should be adequately communicated and changes to service pathways effectively passed through all channels. Now Omavalmentajas receive a lot of training and information very frequently about changes in this field, but changes recommended and implemented in this thesis should be communicated to Omavalmentajas effectively and efficiently. In the responses provided by Omavalmentajas, even though the problems and difficulties faced by educated and highly educated migrants were understood by a large majority of the Omavalmentajas, services were either nonexistent, nor where they fully communicated or mapped to suit the client group. An effective mapping as well as efficient updating of service and informing across the service board would allow for service providers to always have the much-needed information and services to provide for clients.

Creating a service for businesses in Pirkanmaa that have or looking into hiring educated and highly educated migrants in the Pirkanmaa area (Yle.fi, 2017). As of the writing of this thesis, are ELY and KEHA keskus as well as TE keskus, there is a need for more services designed to serve this purpose. Of course, business coordinators do help with the needed paperwork when it comes to direct employment of anybody who has the potential to be

hired, but nothing designed and crafted for businesses looking to recruit educated or skilled migrants, nor in the handling of the change that this might bring or training to have a much more inclusive work environment (Yle.fi/uutiset., 2019). In the research, comments were made about the attitudes of businesses and employers in the area about taking on migrants as employees, recent research of businesses in the area shows that businesses in the Pirkanmaa area are becoming keener on taking on foreign talent as employees. This thesis suggests that services and support should be offered to businesses in the area as well as their existing workforce in helping them cope with the transition being anticipated or changes being faced, thus slowly making the job market much more welcoming to foreign talent.

Working with stakeholders to provide services and products tailored particularly for educated migrants entering the Pirkanmaa job market as well as universities and educational providers in Pirkanmaa. Stakeholders in this field are many and wide, all providing employment and training services for individuals looking for jobs and careers in this region of Pirkanmaa. At the moment, there is a consensus that something must be done, and these services have thus been set up to solve an employment shortfall with some small parts of the services like a few hours of Finnish courses for migrants. Nonetheless, as mentioned in the questionnaire, there are low to very few services for educated and highly educated migrants in the vicinity. This is because majority of service providers in this field, work within the framework already established for Finnish citizenry, the fault here is that it is either rightfully suited to a group like educated migrants, as well as their needs and desires towards having a job in their field in their sector of expertise in the Pirkanmaa region. Therefore, a system should be set up to allow for stakeholders to be able to provide services that are designed for and best suited for this client group.

Certificate accreditation is a vital aspect that should be looked at and enhanced in order to allow educated migrants to work in roles of their training as well as fields of their expertise. Now it is possible for some migrants to have certificate accreditation in some aspects of the healthcare sector, if this was expanded and pathways clearly mapped it would be of immense effect and ease to the clients in question. Given that it has been established, using the map of integration proximity, as well as research showing that in many cases it is possible for certificates and past studies to be accredited or re-certified. This should be made use of, and clear steps and pathways established in order for educated and highly

educated migrants. This allows them to be better suited and structured for the job market in Pirkanmaa. A service that allows for certificates to be submitted and accredited digitally would be very useful in this field. This too should be well and effectively communicated across all aspects of the service providers.

Services designed and crafted to suit this group of clients would be very useful in helping this group of clients find a job or career in their field. As mentioned above, educated and highly educated migrants go through services that are already established and set for migrants looking for employment. Even though both client groups are essentially looking for jobs, careers and employment, educated and highly educated clients have a journey already travelled and better suited with less training to transition into a job market or career sector that is already their own and have had training, education and in many cases experience in. Extra attention should be paid to educated clients who have careers and experiences in fields not easily employed in Pirkanmaa.

Finnish language skills and studies, timed right and designed to fit is another concern for many in this group of clients. Finnish language skills and fluency in speech, reading and writing plays a fundamental role when employers are recruiting, given the fact that educated and highly educated migrants face multiple other obstacles while searching for work in Pirkanmaa areas, it essential for integration and employment services to understand this phenomenon and craft services that are suitable to help clients overcome this language deficiency. A Finnish language course or service crafted to suit the needs and schedules of educated and well as highly educated migrants in the Pirkanmaa region would go a long way in minimizing the effects of this problem. A service crafted around the clients including employers, educational institutions and businesses in the area would be very effective. As well as the marketing and informing of the importance of the Finnish skills actively to migrants, educated and highly educated is essential in other to achieve clarity of message.

One of the stakeholders of great importance are the legislating and accreditation markers in this sector. Ely Keskus and Keha as well as legislators and the Ministry of Economic Affairs and Employment are very important players in this field. How and what they decide, or craft legislation has a fundamental effect on the services that educated, and highly educated migrants can receive. Legislation crafted and designed to suit this group at least

in the Pirkanmaa area is strongly advised, especially if it is crafted and centered around the other stakeholders in this sector.

These as well as many more ideas demand further investigation and development. Pirkanmaa is experiencing a shortage of workforce in many sectors of the market, and this in many cases is expected to grow, advancements in this sector needs to be done as soon as possible to prevent a worsening of the client experiences, as well as a loss of expertise to the other regions in Finland.

Policies should be made to ensure that governments could financially reward stakeholders and employers that are particularly successful in integrating refugees. In a few countries, the funding of regional labor market offices is tied to performance. Based on that model, Denmark put in place a grant to municipalities – albeit relatively small – that rewards regional job centers for placing refugees in jobs. This is a very vital point in trying to encourage and expand the participants in integrating educated migrants. As established, the wider the response to the integration programs are, the more beneficial as well as successful it will be in achieving its objectives. By fostering relations with participants, governments, businesses as well as other participants in the network, working and participating to improve career possibilities and right work accessibilities of educated migrants in the City of Tampere, and thus rewarding the players. In doing this, the aim would be to make the endeavor one of positivity rather than negativity, to also create a system of support for the participants in this network. By creating a system whereby successful processes and persons are rewarded and recognized, will enforce positivity around the process and endeavor of highly educated migrants finding the right jobs as well as the partners involved in this venture. For instance, a similar rewards-based system could be set up for the support of language training.

With client profiling techniques and client pathway maps presented in this thesis, Maahanmuuttajien kansainvälinen osasmiskeskus will be able to improve the employment capabilities of educated and highly educated migrants in Pirkanmaa by providing the right services to the right clients at the appropriate time

This research has also developed methods to which services can be continually improved to continue serving educated and highly educated migrants in Pirkanmaa region.

Nonetheless further research using the integration resistance map (Figure 35) should be explored and used to continually create personas for this diverse group of clients.

This thesis offers tools and know-how for employment and integration services in Pirkanmaa to better understand the difficulties that educated and highly educated migrants face in trying to find rightful employment in Pirkanmaa. For instance, the potential resistance that clients of Maahanmuuttajien kansainvälinen osaamiskeskus would face. Therefore, shortening the customer journeys and allowing for the right services to be offered to the rightful clients.

Using the integration resistance map (Figure 35) as well as the service concept (Figure 20) services will be crafted for clients of Maahanmuuttajien kansainvälinen osaamiskeskus with the understanding that the above-mentioned methods provide. This a much more better understanding of a portion of her clients.

The paragraph above gives an informative idea of how we can incentivize the integration of migrants into the work environment in Tampere and in Finland as a whole. The need to continually reward and encourage successful integration processes, on levels that are both personal as well as regionally. This generates motivation on the part of the clients of the integration services as well as with the businesses involved at the same time. It also creates awareness and reoccurring advertisements towards the spread and success of the services.

13 Discussion

Researching a subject this vast within a limited time frame can be challenging at the best times, but the inability to use the present this questionnaire to the clients of Maahanmuuttajien kansainvälinen osaamiskeskus, is one difficulty that was faced. Some of the things that would have been done differently are things like; closer and more frequent communication with the principal, research application request sent earlier as well as conducting the research earlier on.

What the writer has learnt through this experience, is how complicated this problem is and how vastly different the stakeholders are in this regard. With many of the stakeholders working together towards the same objective, while others have their own singular objective, it creates a challenging platform with multiple interests.

Nonetheless it was a benefit to use the two concepts of quantitative designs: descriptive research as well as correlational research, as well as researching clients and workers of Maahanmuuttajien kansainvälinen osaamiskeskus have been very beneficial to this research.

This research has shown, there are many facets to immigration and their experiences. As thus being a well-studied and researched, that continues to yield important and informative insights to the migrant and migratory experiences as well as the effects of the phenomenon on societies on both sides of the migratory experience. This thesis looks at this situation from the singularity of the effect on a particular area in Finland, the Pirkanmaa regions in terms of the educated migrants in the Pirkanmaa region. It is a known phenomenon, that this is a challenge of our times. International migration is one of the major moral and political challenges of our time. Throughout the world, people claim their right to migrate by attempting to cross border clandestinely. This generates human costs that cannot be ignored (Düvell, 2009), thus the need for this research and thesis, which allows for the region of Pirkanmaa to be able to reduce the human costs associated with this circumstance in its regions via their existing frameworks of employment and integrating services centers and other stakeholders in the field. A fundamental understanding of the clients; in this case educated migrants in the Pirkanmaa region, was not only to reduce the costs and difficulties associated with the educated migrants finding employment and careers in their fields of studies and expertise, but to also ensure that the agencies in the Pirkanmaa regions working to are better suited to handle the multiple clients, with numerous different needs.

As we strive to create a service that helps educated migrants to get jobs in the Tampere region. Keeping in mind that this is an element of change, a certain amount of work should be done with employers and companies to sufficiently prepare them for this transition. As well as to create a situation whereby stereotyping and prejudice can be reduced and the benefits of having a diverse workforce encourage and brought to bear. It is essential that services are not just fashioned to aid the educated migrant, but also to impact the

environments and circles that he or she is going into. The benefits of this, is that it continues to yield unto each other, the educated migrant feeling more accepted and thus more involved in the acquiring human capitalization and thus continually acquiring the skills and connections to ease his or her job and career acquisition, all these backed by an ever-changing environment with less negative stereotyping as well as prejudice which benefits all of society.

For instance, Tampereen työllisyys- ja kasvupalvelut is an umbrella of a few organizations as well as containing several services towards the successful integration of migrants in the Tampere region. In the aspect of service design, it is important that services created in this regard are designed and positioned to allow for ease of use as well as client centered. The journey in this case starts with the educated migrant and ends with at a workplace with a career and job, therefore services created should ensure that the journeys from client to career in the workplace be made nearer.

One of the points mentioned by clients and past users of the integration and educational services in Finland, was the lack of information when it came to transferable and exchangeable degrees and certifications into the Finnish systems.

Also, from past research and studies, carried out in countries and circumstances which have been conducted with much bigger survey samples as well as longer running programs, have established that services offering integration must be extended through over a period. This meaning that services for integration and employment services in the Pirkanmaa region like Maahanmuuttajien kansainvälinen osaamiskeskus's services and support should be given to educated migrants entering the workforce for an extended period. These means that services should be mapped and planned to serve clients through the significant stages of their integration into the societies as well as the workforce of Tampere's city. Light services can also be extended to cover near family members of educated migrants in Tampere, as this research has shown that the burden on integration is not shared alone, but usually amongst the close relatives of the client.

To create a system that shortens customer journeys, it is essential for those services providing employment and integrating services in the Pirkanmaa region to actively market itself as well as its strategies. To clearly define services and departments under its umbrella as well as structure clearly and user-friendly to use and understand. To this essence, given that clients and potential users of these services had indicated that how poorly they have

heard or known about these services in the past. As a recommendation, it would be essential for services providing employment and integrating services in the Pirkanmaa regions like Maahanmuuttajien kansainvälinen osaamiskeskus to create relations with identified partners in different and diverse sectors with the common goal of furthering the needed objectives. For example for a service model that starts the process of getting educated migrants to work earlier on continues to work/career integration, would require services providing employment and integrating services in the Pirkanmaa regions like Maahanmuuttajien kansainvälinen osaamiskeskus to actively engage with educational institutions, reception centers to present their messages as well as foster relationships with these educated migrants, with the outlook that services as well as potential support/advice could be given. This process would allow for potential clients to understand and have a clearer picture of the services rendered by the organizations under Tampereen työllisyys- ja Kasvupalvelut for example International House, Maahanmuuttajien kansainvälinen osaamiskeskus Tampere, and Mainio, and other employment and integrating services in the Pirkanmaa regions itself. This will be very beneficial in creating awareness of its programs as well as cultivating long standing relationships with its partners as well as clients both present and potential.

It is also very important to know that the changes that migration brings about does not only happen in far and distant places but all around. As stated in Düvell's (2009) collections of research conducted in 2009; The size of the European labor force over the next half century is set to decline – in 2005, over a third of Europe's regions face a declining size of workforce. The process of contraction will be exaggerated as the generation of the post-war 'baby boom' enters retirement. With this impending situation of a dwindling working population, it is in the interest of the Pirkanmaa region to utilize to utmost effect, all possible means to ensure, all would be workforce are used to ensure the continuing growth of the region as well as businesses in the local as well as larger afield.

In many ways acquiring an education is a commitment and investment in the human capital of this society, so in turn, educated and highly educated migrants are already committed to making their stay much more permanent. Therefore, it is essential that integration services for the educated migrants in Pirkanmaa should increase their investment in the human capital projects, which can thus be transferable to needed skills in the workplace and thus ease their entries into Pirkanmaa's job market.

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Appendices

Appendix: Questionnaire for Educated Migrants in Pirkanmaa

A Service Design study. How to improve the right employment possibilities for Educated migrants, via Tampereen Kaupungin Työllisyys ja Kasvupalvelut

Country of Origin *

Short-answer text

City of residence *

Short-answer text



Age *

1. 18-24
2. 25-34
3. 35-44
4. 45-54
5. 55- and above

How long have you lived in Finland *

1. 1-3 Years
2. 4-10 Years
3. 10-20 Years
4. 21 years and above



What was your reason for moving to Finland? *

1. Family ties
2. Work
3. Study
4. Entrepreneurship
5. Asylum

What is your level of Finnish language?

Starting level 0

Basic level (A1.1–A2.2)

Intermediate level (B1.1–B2.2)

Advanced level (C)

?

Highest level of education before moving to Finland *

1. Bachelor's Degree
2. Master's Degree
3. PHD
4. Professional Certificate
5. Primary education

Education Field (e.g. Bachelor of Laws)

Short-answer text

?

Education acquired in Finland *

Bachelor's Degree

Master's Degree

PHD

Professional Certificate

Finnish Language Certificate (YKI)

Primary education

None

Education Field (e.g. Bachelor of Laws)

Short-answer text

?

How many years of combined work history do you have?

Short-answer text

...

Are you currently employed in the field that you graduated in? *

Yes

No

What is your current job?

Short-answer text

After section 1 Continue to next section

Section 2 of 3

Integration services

Description (optional)

Are you aware of, and have you used any of the following Tampere City employment and integration services? *

International Tampere Skills Centre (Osaamiskeskus) #OSKE

International Hub Tampere

International House Tampere

Multilingual Info (MAINIO)

All of the above

None of the above

If you selected any or all of the above, please explain how you found out about these services

From a friend

Online (Google or Social Media)

Advertisement

Are you currently employed as a result of using any of these services?

Yes

No

How satisfied are you with the services you received?

1 2 3 4 5

Please leave a short comment for the services you have used.

Short-answer text

After section 2 Continue to next section

Section 3 of 3


Untitled Section

Description (optional)

Have you had an employment and/or integration discussion or plan with any city or government official from the City of Tampere or TE-toimisto

Yes

No



Have you had any career or integration assistance from any other organisation? Please mention the organisation's name.

Short-answer text

What is your experience of finding work that is suitable to your education and personal goals in Finland?

Very easy

Easy

Neither easy nor difficult


Difficult

Very difficult

Impossible

Please explain briefly why:

Long-answer text



Appendix: Questionnaire OSKE Staff

A Service Design study. How to improve the right employment possibilities for Educated migrants, via Tampereen Kaupungin Työllisyys ja Kasvupalvelut

Nimeni on Kemfon Ekwere, työskentelen ohjaajana Tampereen Vastaanottokeskuksessa. Olen suorittamassa Maisteritutkintoa Palvelumuotoilijaksi Novia/Turun Ammattikorkeakoulussa. Tutkin miten voimme parantaa korkeakoulutettujen maahanmuuttajien palvelukokemusta työn sekä uran saamiseksi Pirkanmaan alueella. Allaalla on 15 kysymystä, jotka auttaa meitä ymmärtämään, mitä on tarjolla heille nyt tällä hetkellä, sekä mitkä ovat teidän resurssit tällä hetkellä.
Kysely kestää n 10-15 minuuttia.

Kuinka kauan olet työskennellyt vieraskielisten työnvälityksen ja osaamisen kehittämisen parissa?

Alle 3 vuotta

3 - 5 vuotta

5 - 8 vuotta

Yli 8 vuotta

Titteeli
Short-answer text

Kuinka usein tapaat ja ohjaat vieraskielisiä korkeakoulutettuja työnhakijoita?

Päivittäin

Viikottain

Kuukausittain tai harvemmin kuin kerran kuukaudessa

Kuinka usein korkeakoulutetulle maahanmuuttajalle olet löytänyt sopivan palvelun (ml. työtarjous tai koulutukseen ohjaus)?

Joka kerta

Useimmiten

Harvoin

Ei koskaan

Uskotko, että ymmärrät koulutettujen ja korkeasti koulutettujen asiakkaiden tarpeet ja toiveet riittävän hyvin auttaaksesi heitä saavuttamaan uravoittoensa?

Joka kerta
 Useimmiten
 Harvoin
 Ei koskaan

Mikä vaikeuttaa mielestäsi korkeakoulutettujen maahanmuuttajien siirtymistä työmarkkinoille?

Long-answer text

Uskotko, että sinulla on tarvittavat välineet tai suhteet heidän työmarkkinoille pääsyä helpottamiseksi?

Hyvin
 Kohtalaisesti
 Huonosti

Mitä vaikeuksia kohtaat yrittäessäsi tarjota palveluja, jotka auttavat koulutettuja / korkeasti koulutettuja maahanmuuttajia siirtymään Pirkanmaalla alueen työmarkkinoille ?

Long-answer text

Onko Tampereen/Pirkanmaan alueella riittävästi palveluita korkeasti koulutetuille vieraskielisille työnhakijoille?

1 2 3 4 5

Kuinka asiakkaat pystyvät hyödyntämään aiemmin kertynyttä osaamista (työhistoria ja koulutus) edellisestä kotimaastaan hakieessaan uutta työtä Tampereen/Pirkanmaan alueelta?

Long-answer text

Miten asiakkaat voisivat hyödyntää nykyistä enemmän aiempaa ulkomailla kerrytettyä osaamistaan?

Long-answer text

112

Kirjoittaisitko ystävällisesti mielipiteesi ja ehdotuksesi koulutettujen ja korkeasti koulutettujen maahanmuuttajien palvelujen parantamiseksi Tampereella

Long-answer text

