



Internationalization: - A Resource for Successful Regional Development

Case: Laurea University of Applied Sciences International Students' role in the Triple Helix
of University, Industry, and Government.

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ABSTRACT

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This study was prepared as a part of the bachelor thesis at Laurea University of Applied Sciences. The main aim of the thesis was to examine qualities necessary for international students and graduates to be able to participate in the Finnish labour market. The emphasis was kept on the integration of international students in accomplishing different projects with Finnish companies in the region and also for the possibilities for international graduates who have decided to stay in Finland to be integrated in the Finnish labour market.

Triple Helix of University, Industry and Government was the main consideration of this thesis. A total of seven people being directors, senior advisors and pioneers of some international project or companies, from the university-, company- and the government sectors, were interviewed. The qualitative analysis was accomplished. Internationalization as a gateway to regional success, international students as the potentials for Finland, and university as a company, were the three categories selected to give a clear understanding of respondents' perspectives on the research problem.

From different perspectives that arouse from respondents, it was realised that, demands for improving qualities needed for the successful internationalization were considered to be the responsibility of the universities. Companies portrayed the need for high quality skills and experiences from university graduates. The government's position was to support the development concerning internationalization as well as developing the internationalization strategies.

The implications of this thesis emphasizes the need for universities to work hard to reveal the potential knowledge that can assist the region: international students to be included in the university level functions, companies to define their role in the internationalization activities in the region, as well as the need for the inter-ministerial collaboration in revealing all the needed qualities from all different sectors in developing effective strategies that can enhance a profitable internationalization.

Key words: Internationalization, Regional development, International students and triple helix.

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1. INTRODUCTION

Internationalization is considered as an important aspect by the Finnish sectors. Different publications (Sabel and Saxenian 2008) have highlighted the need for Finland to become more international in order to lead the way towards successful development. Regarding Higher learning institutions (HEIs), internationalization is important in nourishing international networks, research and development as well as other educational activities. Knight (1999) had refers to internationalization as a part of university's efforts in fulfilling its primary functions, such as teaching and learning process, research and scholarly activities, as well as the service to society.

Aspects of regional development and the need to participate in the labour market as well as becoming a part of the functioning system as a result of professional achievement and contribution to the innovations are issues considered necessary for assessing many Higher learning institutions' credibility. The literature associated with this thesis refers to regional development as the collaboration and corresponding operations between two different nations (Martins 1997). In this thesis however, the essence of regional development is focusing on Finland, whereby internationalization is a key aspect. This was thought to be important since it is believed that, through inclusion and associating international aspects in the mono cultural dominated areas, there will be innovative ideas, which are the expected results for the effective regional development (Johansson, 2004; Florida, 2005).

2. PURPOSE AND OBJECTIVES OF THE THESIS

Laurea University of Applied Sciences (Laurea) "Vantaa Regional Unit" is in the alteration period for its degree programmes. Within the region new international degree programme was being introduced. Therefore, the internationalization plan for all specialization areas became apparent.

This thesis also considers aspects of regional development through networking and value added practices. This is through getting to know the needs of the region and different aspects that will enhance effectiveness and success. Since Laurea is as well focusing on the Regional development tasks, getting to understand the qualities that international students and graduates can offer through real life projects, research and development, or Internships, as their contribution to the development of the companies and the state is necessary.

The purpose of this thesis will rely on finding out the qualities necessary for international students and graduates to be able to participate in the professional responsibilities in Finland.

Getting to recognize whether the expertise of international students and graduates from Finland helps in the regional development will be taken in to account. Thus, the findings for this thesis will result in the formation of the initial framework that may be used in facilitating future opportunities for the Laurea international degree students.

In order to address this aim, the "The Triple Helix of University - Industry - Government" (Etzkowitz, 2002) has been chosen as a starting point towards this thesis process. The triple helix concept implies interaction between the university, *industry and government*, to foster innovation and knowledge creation. In this thesis, the three elements of the triple helix have sometimes been referred to as Academia, Industry and State. Since this method is about the Academia, Industry, State, more concentration will be kept on the role of academia - and more specifically on its implication for international students as the key individuals to enhance efficiency in the regional development tasks. In addition to Academia, the State represents officials and politicians who are the key people in approving different matters in the operational environment; whereby industry represents all companies and organizations in the system (Etzkowitz, 2002).

This thesis however, will precisely consider the international influence on the triple helix, leaving out the normal framework as originally offered. This triple helix is well explained in the section of University, Industry and Government, later in this thesis. In the results section of this thesis, the anticipated elements that may enhance the internationalization aspects will be later added to the original triple helix. These aspects will be derived from the respondents' views on the research purpose.

The idea of this topic arose after my participation in the Learning by Developing (LBD) evaluation that took place in November 2007, and my personal understanding of the role of the international activities in relations to the professional development especially in Finland - a country that has been seen as lacking the international expertise (Florida, 2005). The need for public correspondence to let international students and graduates manage to accomplish their studies through different real life projects as well as participating in the Finnish job market is required. More importantly, their inclusion and familiarity to the work life after their graduation may be considered as vital.

This thesis will reflect the application of strategic management in the regional development aspects. Therefore, main objectives of this thesis are been thought on:

- ⇒ providing starting points for international graduates in interaction with the Finnish professional arena to be able to take part in different projects and assignments to accomplish their studies, through developing of the international

perspective triple helix model that reveals some assumptions for the ideal points for development;

- ⇒ Understanding the notion of strategic management in relation to regional development tasks as a result of (internal) internationalization.

3. RESEARCH BACKGROUND

In Laurea, different efforts to get collaboration with companies and organization have been in a continuous basis. The efforts are done by the lecturers or study coordinators. Getting placements for international students has been difficult. Most of the companies situated in Finland, are operating in the local language, which may bring difficulties to international students whenever employed. In relations to small projects international students have been accommodated with the companies that operate in English, whereby students accomplish the projects at the school environment and meet a company representative for specific meetings.

Laurea considers regional development tasks in addition to its pedagogy as well as research and development, tasks. According to the Laurea's degree curriculum (2008) the aim of this integration was thought to produce graduates who are "investigative developers of their work and of the workplace". The strategy further states:

"We also hope to produce research-based development initiatives for the competence required at work, with visible effects in our operating environments. [...] Laurea also places importance on ensuring that students grow into skilled experts. Participation in development projects allows students to handle real work processes and to learn to use tools as concepts and skills. The work-oriented development projects provide learning for individuals and for the target community. They also generate new knowledge for developing and reforming the labour market." (Laurea degree curriculum 2008)

Kotilainen (2008) accomplished a thesis on Potential for Internationalisation at Home, investigating the transition readiness for the staff and students in one of Laurea's campuses which was starting first degree programme. The results for this study were moderate. This study is among a few studies that portray internationalization aspects in the professional environment. Therefore, the need for further studies can lead to the improvement in the internationalization standards in Finland.

Most of this thesis literature comes from Internationalization and regional development in supporting the triple helix and especially its international level. Articles have been used because many of them are recent and relating to current matters.

4. INTERNATIONALIZATION FRAMEWORK

Different literature was used in this study in order to give a more diversified view of the internationalization. In this part moreover, the precise elaboration of the triple helix will be taken in to account. The aspects discussed in this section are: Aspects of internationalization in general, University, Industry and Government aspects, The role of higher education institutions, Finland and regional development tasks in internationalization, aspects relating to the professional intersection, and aspects relating to competence and regional development.

4.1. Aspects of Internationalization

Internationalization has been defined differently depending on the way that it is applied. Coats (1999, 65), gave different meanings that may refer to the word internationalization as (1) looking at developments abroad for comparison and inspiration, (2) publishing in international journals, and visiting international conferences, (3) using (original or translated) foreign textbooks in university curricula, (4) exerting an influence on the international development of (branches of) the science, (5) importing and/or exporting scholars for the development of an international labour market, to mention few. In addition, Boston College centre for International Higher Education (website source) had given the following definition: "internationalization at the national, sector, and institutional levels is defined as the process of integrating an international, intercultural, or global dimension into the purpose, functions or delivery of postsecondary education."

In this thesis, the internationalization considers the act that International students already living in Finland could integrate in the Finnish labour market. Therefore number four (4) and five (5) of the Coats (1999), definitions could be associated with the aim of this thesis. In that regard the integration for Finnish organization, foreign graduates and students can create an international atmosphere with diverse methods of accomplishing work responsibilities, as a result of an internationalization of Regions and firms.

According to the Helsinki publication on the Cooperation and Local Partnership between Universities and Cities (2002), different countries portrayed the usefulness of international students in their regions. The culture and cooperation with the universities have been seen important by cities such as Vienna and Paris as well as the country of Great Britain in the areas of city planning and development. In addition, the United Kingdom portrayed the role

of the international education and cultural link as an important element of the economy of the country, due to the cultural diversity (2002, 8, 41). Alongside this aspect, the acceptability of the people with international backgrounds may lead to the new look of the region, something that portrays the possibility for development and innovative or creative outcomes.

From the above explanation, it may be seen that, in some countries, the essence of the triple helix and especially from universities potentiality has been realized. Triple helix, will be explored next, so as to be able to develop an understanding of the qualities that may necessarily need to be highlighted in addressing the needs of this thesis.

4.2. University, Industry, and Government

Since this thesis relies triple Helix model, highlighting its meaning and emphasizing the role of Academia (University) may provide a clear meaning of the model. The role of Academia is emphasized since it is a central consideration of this thesis.

Etzkowitz (2002) has written about the triple helix and defines it as “is a spiral model of innovation that captures multiple reciprocal relationships at different points in the process of knowledge capitalization” (Etzkowitz, 2002, 2). It is a process of knowledge capitalization as well as an internal transformation in each of the helices, such as the “development of lateral ties among companies through strategic alliances or an assumption of an economic development mission by universities” (Etzkowitz, 2002, 2).

Triple helix mode which is emerging at different levels of developments in different regions, portrays the University, Government and Industry interdependence as one of the “relatively equal, yet interdependent, institutional spheres” whereby “the university is a firm founder through incubator facilities where as industry is an educator through company universities and government is a venture capitalist through the Small Business Innovation Research and other programs” (Etzkowitz (2002, 2, 10). Universities as such address the ideas of the regional competitiveness (Etzkowitz 2002, 2). The involvement of the universities in the triple helix mode is said to be a contributor of the knowledge based economic development through the creation of “knowledge spaces” and “concentrations of related development activities in the local area” (Etzkowitz, 2002, 5).

Triple helix is applied in Finnish professional environments (Miettinen, 2002; LBD conference, 2007), therefore the concentration of the international aspects in an existing triple helix will be highlighted in order to develop the missing part of the international contributions in the Finnish professional arena. Including international graduates in the same way as Finnish

graduates may not result in a real international practice since it may hide the values and competencies as well as courage that the international graduates may portray or share in support to innovations and professional development of the Finnish labor market.

When users (i.e. community) are involved in the innovation process, the interaction creates opportunities for true open innovation, in which co-creation of new knowledge and innovations as well as commercialization and use of innovation are all taking place simultaneously. In this regard the integration of the diverse qualities of individuals in the system will result in a diverse thinking and development of new ways of doing things. This is because innovation and culture are some of the things that operate side by side. (Florida, 2005; Johansson 2004)

Hautamäki (2007, 7 & 26) points out the importance of knowledge combination for the innovation to reach its climax. He (ibid.) refers to the notion of intersection of ideas and knowledge exchange which can be permanent or temporarily; in finding the solution to problems, something which is not different from what Johansson (2004) explains.

Therefore the starting points towards internationalization may be through testing the triple helix shaded by international perspectives in accomplishing different tasks in a professional life (personal views). In other words, there has to be the invitation of different talents in accomplishing the regional development tasks (Florida, 2005; Kao, 2007). This is because; the most important qualities of an innovation hub are *quality of life, opportunities to specialize* and a *reputation for tolerance* (Kao 2007, 123-126). This will increase the innovativeness as well as the attractiveness of the regions.

In addition Florida pointed out that "We must begin to think of creativity as a *common good*, like liberty or security. It's something essential that belongs to all of us, and thus must always be nourished, renewed, and maintained - or else it will slip away" (2005, 269). He (ibid) added that, tolerance is a critical aspect to a region or national ability in attracting and mobilizing creative talent. Openness to people enables places to compete more effectively for talents from other countries as a result of establishing own talent across race, ethnicity, gender, age, sexual orientation and class position (Florida 2005, 149 -150). Florida has added that Helsinki region for example, is in need of more diversity and tolerance, in order to compete at global cutting edge (Florida 2005, 173).

Above all, regarding triple helix as the model in which universities are engaged generally (figure 1), this thesis is specifically emphasizing the essence of triple helix in enhancing internationalization. This internationalization is specifically how international students and graduates can add value to the regional development activities, through their academic

knowledge, diverse consideration of issues as well as their capability to share new perspectives.

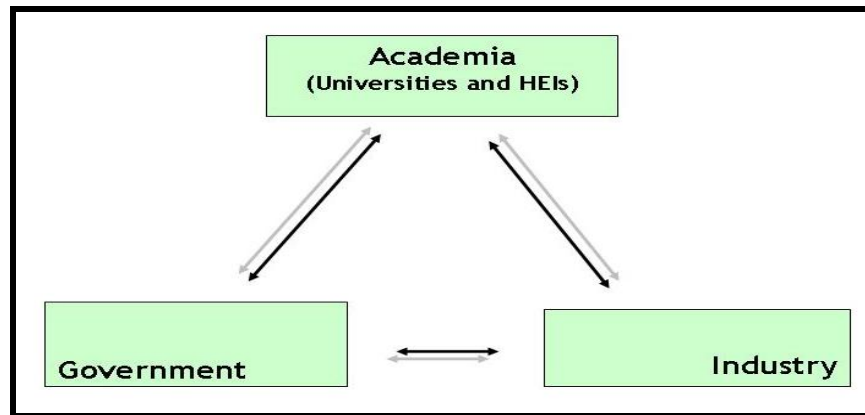


Figure 1: Triple helix components (idea adapted from Etzkowitz, 2002)

4.3. Role of Higher Education Institution

The role of the Higher education institutions has been explained as important by different sectors in different countries. Higher education in the triple helix for example is represented by the elements of Universities [Academia], which is as well a main concern of this study. The ICF consultants article on the role of higher education based in America had among others, outlined that, "Universities are innovation accelerators," through knowledge creation and knowledge diffusion and knowledge application (ICF International, 3). In addition, the European University Association's (EUA) Graz Declaration publication (2003) had mentioned different important areas that consign the role of higher education institutions by the year 2010. Among others, the declaration had pointed out that, universities "create, safeguard and transmit knowledge vital for social and economic welfare, locally, regionally and globally." Moreover, aspects relating to innovation and sustainable economic development have been mentioned in the declaration (EUA 2003, 7-11).

The declaration itself had focused more on the improvement of higher education with the emphasis on public responsibility, reform, quality assurance and mobility of the higher learning institutions, among the others. With regard to the internationalization, the declaration had points out that:

"The Bologna reforms will: facilitate the introduction of flexible and individualized learning paths for all students; improve the employability of

graduates and make our institutions attractive to students from Europe and from other continents" (EUA 2003, 7)

In clarifying the distinctiveness between the research work among the universities and the ones conducted in the companies, Nelsen (2000) adds that, Universities are specialists of the fuzzy front end research activities differently from those of the companies. That is to say, they have "primarily societal responsibility and open-ended goals, while industry has clear, straightforward, capitalistic, profit and loss goals, which are driven by specific objectives and an eye to shareholder value" (Nelsen 2000, 281). Based on the investigation on eight universities in Finland and United States, Lester and Chakrabarti (2004) concluded that "universities are playing significant roles in local and regional economic development". This point may carry the message that many strategies and researches have presented. It will be in the favour of this study on hand, to portray or emphasis these aspects and especially in the additional value that International students could add - and especially in the Finnish Regional development activities.

4.4. Finland and regional development tasks in internationalization

According to Cooperation and Local Partnership between Cities and Universities publication, expanding the cultural profile, developing the high quality urban environment as well as promoting Helsinki internationally and creating international network have been mentioned among others, as some of the most important strategies. Nevertheless, after the renewal of the internationalization strategy in 1999, the role of universities was clarified in the areas of local economy development as well as expertise (2002, 23).

Nevertheless, the latest Finnish innovation strategy proposal of June, 2008, has emphasizing the need for Finland to become more international to sustain its regional success. This strategy will be considered in this thesis since higher education institutions are the key suspects for innovations in the region, and innovation is of the important things for the development of the region, through the creation of new knowledge that can assist in creating new work places which result in the better quality of life.

It has as well emphasized that Finland has to position itself within, global competence, and become internationally mobile and attractive. Finland has as well to be able to "generate globally significant added value and attract both skilful experts and investments into the country" (Proposal for Finland's National Innovation Strategy 2008, 4- 5)

The Proposal for Finland's National Innovation Strategy (2008) has emphasized different internationalization activities and especially for the Finnish nation to have an access to global networks, as well as mobility and labour immigration. Furthermore, the strategy has emphasized that:

"Finland would be a multicultural and pluralist residential and innovation environment that attracts the best experts [...]. Working life will appreciate the development of competence and professional skills abroad" (Proposal for Finland's National Innovation Strategy 2008, 21)

This strategy had highlighted the need of internationalization and implicitly have the higher education institutions in their research activities been highlighted when regarding the aspects of research and development activities as well as the utilization of the diversity and multiculturalism: This could be widely seen through the following explanation:

"Special challenges for Finland involve e.g. increasing researchers' international mobility. International companies' research and development activity is minor in Finland, and this country does not attract enough international innovation investments in other respects. Not enough international experts find their way to Finland, nor are we sufficiently able to exploit the diversified expertise and multiculturalism of people with foreign backgrounds who reside here, in the development of Finnish innovation environment" (Proposal for Finland's National Innovation Strategy 2008, 21).

Nevertheless the strategy has portrayed that the internationalization strategy of higher education institutions will be strengthened. In addition, the need for the higher education to define ambitious goals and measures for enhancing the international mobility of researchers and teaching staff was pointed out as one of the important areas.

4.5. Professional intersection as a result of regional development

With the notions of regional development and innovation, the notions of collaborating expertise and use of universities can be seen as important. Although this is not specifying on the differences on origin, the notion of cultural mix in generating the innovative organizations have been mentioned by different authors (Johansson, 2004) as important. Notwithstanding Johansson (2004) made a complex point on the need for the more inter-organizational cooperation for further learning and development in the region. Finland is one of the successful nations in the world. However, the need for more multicultural workforce and

mixed ideas were reported as very important to maintain the success for the future (Florida, 2005).

According to Thorsby (2001) the concept of *cultural capital* is the connecting factor between economic and cultural values which is defined as (cultural capital) "an asset which embodies, stores or provides cultural value in addition to whatever economic value it may possess" (Thorsby 2001, 46)

The facts above correspond with the hypothesis that this thesis entails. That will assist in revealing and developing the missing qualities that can entail international students' inclusion in the Finnish professional world without difficulties. With valuable education, confidence and positive minds towards their professions, students will be useful for the organizations in the companies.

4.6. Regional development as a result of an effective collaboration

Florida mentions the notion of the need for the diversity and the tolerance for Helsinki region in order to become competitive in the globe (2004, 173). This need was associated by the necessity for the internationalization in different aspects of developments, so as to let the ideas and opportunities for diversity and innovativeness. He (ibid. 2004) also referred to the fact that, a large number of the innovative individuals, for example in the United States, is in a greater percentage from the foreign backgrounds.

Furthermore in collaborative research for enhancing cross-border co-operation and examining different ideas and research traditions in different institutions as a basis for mutual learning and collaboration in the Netherlands and Germany; Martinus (1997, 232), had emphasized the notion of the supranational aspects of developments in relation to the regional development. Stressing on the important points for consideration, he pointed out that, "International co-operation projects, should further the understanding of nation-specific differences and enables to learn from the developments in other countries, so as to avoid going by own national compasses too much".

Despite this being a consideration of their need to associate their country with the outside world, the whole content of gaining new dimensions of understanding realities at the work market can be related with the purpose of the need to include international students in the Finnish labour market. In that sense, international students' contributions to the real life work performances can let company's gain a different perspective that may be of the important use for the company's innovativeness.

By referring to (Toulmin, 1990), Martinus (1997) points out the importance of the further cooperation in not only supranational but also but also trans-national, intra- and sub nationally (Martinus 1997, 230). This portrays the meaning of the effective collaboration between nations from the university levels, but in other words, internationalization can be included as a major factor for the regional development in the monoculture countries such as Finland. Kettunen (2006) made a research on how the higher education institutions can plan regional strategies to increase their external impact on the environment, by using the balanced scorecard approach in providing the general framework to communicate the strategy. According to the abstract, his results can be useful to administrators of educational institutions aiming at planning a regional strategy and improve the external impact of institutions.

From the above related literature, internationalization aspects have been referred in a multidimensional way. That is to say; from the networking perspective, from the perspective within one region, from the collaboration among sectors as well as from the cultural diversification perspectives. From these perspectives, and in relations to the need for this research, three aspects namely; internationalization as a gateway to regional success, international students as the potentials of Finland, and the university as a company may be thought as among the perspectives that can be useful in reaching the conclusions of this thesis. The selection of these categories will well be explained in the next section of participants and research method.

5. PARTICIPANTS AND RESEARCH METHOD

With regards to the aim of this thesis, the consideration will be kept to the regional development as a result of Internationalization aspects, which will mainly be associated with the role of the higher learning institutions and especially relating to international students. This thesis is intending to answer the question *“what professional qualities are necessary for international students to participate in the Finnish regional development responsibilities?”* The skills needed for the degree students to get attached with the Finnish companies and vice versa will be examined during the research process. The essence of the regional development in those aspects is considered in matters like employment, research and development tasks as well as different projects to be done while studying and whenever possible after the graduation. This is due to the quality added from the people with the international minds, different ideas for new innovations and developments that can enhance the creation of the new working places. With regard to Florida (2005), this aspect was referred to as the mosaic society. He pointed out that Helsinki is “challenged by their lack of appeal to global talent and will need to improve their diversity and tolerance if they wish to compete at global cutting edge.” (ibid, 173)

5.1. Research design

This thesis had fallen in to the qualitative evaluation, whereby the use of the in-depth interview was carried out with the appropriate respondents. Through the use of semi-structured and open ended questions (Silverman 2000, 90), an understanding of the respondents experiences and their views towards the internationalization, and the need for collaboration with the students in question could be evaluated. Alongside, the end result of this thesis, aims at developing different relevant perspectives that will outlay a compact framework in support of the research problem. Therefore, qualitative method was selected since it offers the respondents a chance to analyse and discuss their arguments, something that will offer a wider variety of the concepts and ideas. Concisely speaking, the choice of the qualitative research was chosen since it emergent, context focused, interpretative also draws on multiple methods of inquiry (Marshall and Rossman 2006, 3)

Prior to the interviews, different companies had received a letter explaining Laurea's areas or expertise as well as the importance and needs of the professional collaboration between the companies. These companies were considered as the test sample, which assisted in shaping the Interviews which were later on conducted. The response to the letters sent to the companies was astoundingly minimal, something that portrayed the unfamiliarity of the potential of not only international students, rather also the role of the university as a supplier of the new and useful knowledge.

5.2. Data collection

After realising the unfamiliarity, specific interview questions were formulated in order to grasp the need, usefulness or importance as well as the needed action to foster this understanding and in order to bring the international Finland with the greatest effect in the regional development to emerge.

A total of Seven (7) interviews with the individuals in different important positions, be it the directors, special advisors, or the founders of potential ventures or schemes that promote internationalization in different sectors in Finland were conducted. The respondents of this thesis varied from the government-, regional development-, SME- and the higher educational institutions (HEIs) levels. The respondent's codes as used in this study have been presented in appendix 1. The main reason for this sample was to acquire different perspectives in relations to the internationalization aspects, and later analyse the differences from the founded perspectives and finally develop a simplified framework. Despite, selecting persons who have a clear idea or pioneer internationalization could lead my research to an accurate

understanding of the dimensions that exist to the people who are the steering power for the success or failure of the whole process of Internationalization.

The interview questions were prepared to capture the respondent's understanding of the concept of the internationalization, the potential of the internationalization and the key requirements that can enhance a strong collaboration among the three elements of the triple helix (i.e. University, industry and Government) in the region. These questions were also grouped in to three different parts namely, University, Industry and Government. The reason for grouping the interviews was due to the fact that, some aspects of internationalization could be best understood by the for example the Industry, than the Universities- and Government sectors.

More than twenty (20) invitations for the interviews were sent to different organizations and companies within Finland. Only seven (7) that could respond positively- and they are the ones that were interviewed and analysed in this data.

5.3. Data analysis

After a few interviews, different categories were selected. The selection of these categories was considered after realising the uniformity of the ideas from the respondents in relation to the subject of this thesis (Silverman 2000, 120). As expressed in the internationalization framework, these categories are:

- Internationalization as a gateway to regional success,
- International students as the potentials of Finland, and
- University as a company.

These categories were randomly selected to examine the extent by which the respondents value the question of internationalization as well as their perceptions in relation to the regional development. Alongside research question, the categories will present respondents' views on the professional qualities towards making the internationalization work may explicitly or implicitly become apparent.

These categories aim at outlaying the workability of the triple helix in the Finnish internationalization processes, the effect of networks in internationalizing the region, as well as the importance of the higher education institutions in internationalizing the region - aspects that have been discussed by different scholars in the Literature review of this study.

Therefore, in “Internationalization as a gateway to regional success,” respondents’ considerations on the importance-, usefulness-, and the potential resource of the Internationalization will be considered. The respondents’ views on the usefulness of (1) the international education in Finnish higher education institutions, (2) international students in Finland, and (3) Finnish students with the international education, will be considered under “International students as the potentials of Finland” category. “University as a company” will regard all aspects such as the new knowledge and networks created in the universities, the ability of the universities in knowledge creation, and matters relating to universities as the pre selectors of the high quality graduates will be considered. Figure 2 illustrates the divisions of these categories and their considered perspectives.

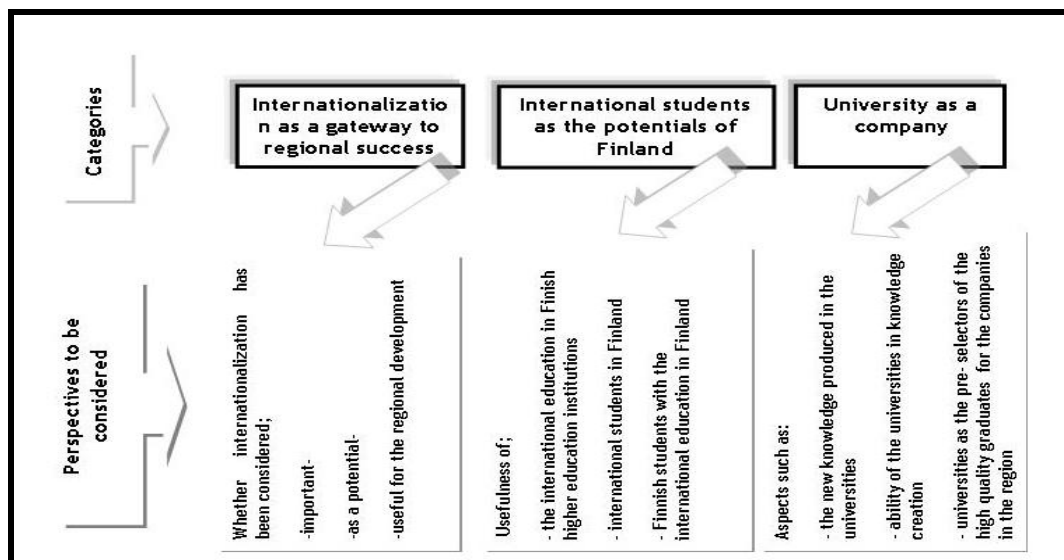


Figure 2: The description of the categories and Perspectives for the analysis

All of these aspects will be cross tabulated with the three elements of the triple helix of University, Industry, and Government. The cross tabulation method was selected because it helps in demonstrating the similarities and differences that have appeared from different interviews, since one category may be applicable or appeared from two respondents’ views (Ghuri et al, 1995).

With regard to the Triple helix elements, Industry will consider the interviews done by the companies, and Government will be reflected by the interviews from the municipal and governmental bodies, whereas the interviews with the higher education institutions will be dealt under the element of University.

6. EMPIRICAL FINDINGS

This thesis aimed at answering the question *“what professional qualities are necessary for international students to participate in the Finnish regional development responsibilities?”* The perspective of the regional development participation in this thesis is considered in the aspects relating to, participation on projects and other research activities that companies are running with the Universities, while the students are not yet the graduates, or participation in the Finnish labour market after graduation.

With regard to the participation in the regional development tasks, there has been a variation of perspectives from the respondents (Figure 3). Main emphases were given in relations to economy, Knowledge and skills and cultural enrichment. In relation to economy, aspects such as labour migration, networking for business competences and efficiency development were among the core factors. Furthermore, Knowledge and skills were emphasized while thinking of the internationalization of the region whereby aspects such as competitiveness, innovativeness, and gaining international markets were highlighted.

In addition to knowledge and skills, the argument regarding the Universities' evaluation approach was mentioned to be as a good tool to measure the internationalization success on the higher education based on the outcome of international students in relation to their contribution to the labour market. That is to say, the evaluation of the number of graduates alone may not portray the HEIs contribution of its international students for the regional development. Rather, the consideration could focus on how many students have been employed or participate in the professional field accordingly.

With regard to cultural enrichment as a part of the internationalization the respondents had also referred to that as something that can enhance regional development. This was explained to be through increasing awareness and changing the individuals' attitudes - by understanding the foreign cultures as well as learning English and Finnish in order to be able to communicate and share common good in the companies

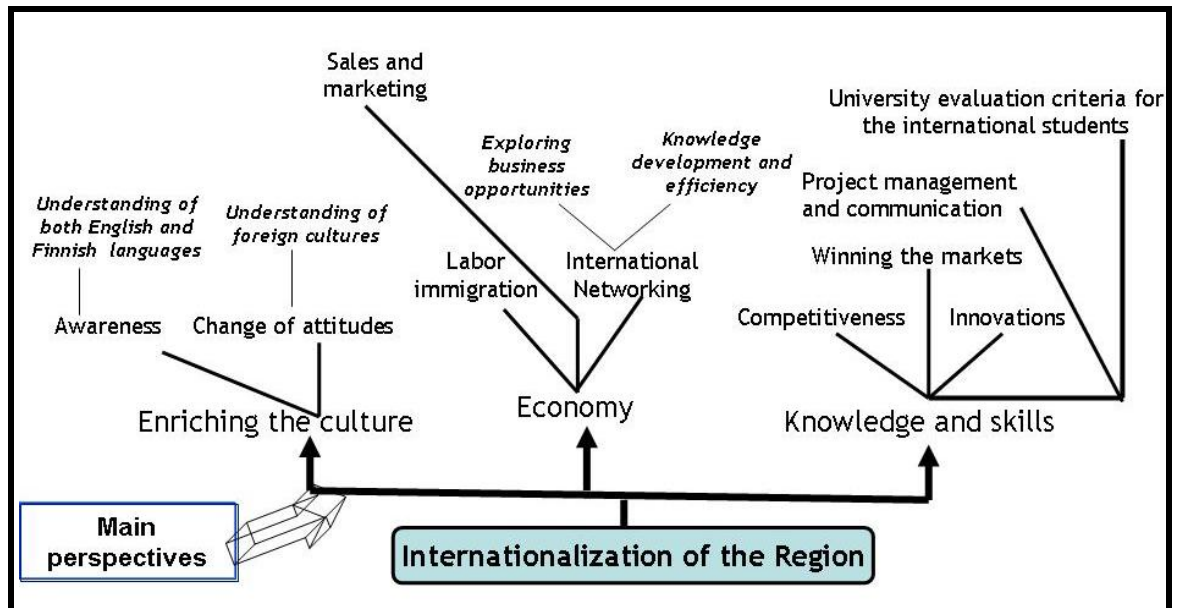


Figure 3: Respondents perspectives based on the internationalization of Finland

6.1. Selected categories for analysis

The overview of the respondents' perspectives is presented in figure 3 to reveal the differences that occurred from their considerations of the research problem. Nonetheless, these perspectives are entwined in the categories which were chosen during the research process. The chosen categories are Internationalization as a gateway to regional success, International students as the potentials of Finland, and University as a company. All these categories have been cross tabulated by three elements of the triple helix which are University, Industry, and Government as illustrated in table 1. The sign [X] is presented in the area that corresponds with the respondent's emphasis in relation to the selected categories.

Table 1: The respondents perspectives based on the selected categories

Elements of the triple helix and the Categories for consideration	The extent of consideration	
	Highly emphasized	Somewhat emphasized
[1] Universities [Academia]		
Internationalization as a gateway to regional success	X	
International students as the potential of Finland	X	
University as a company	X	
[2] Industry [Companies]		
Internationalization as a gateway to regional success		X
International students as the potentials of Finland	X	
University as a company	X	
[3] Government [State]		
Internationalization as a gateway to regional success	X	
International students as the potential of Finland	X	
University as a company		X

The considerations of the qualities necessary for international students to participate in the Finnish regional development tasks have implicitly been explained in the above mentioned categories. These qualities were either directed to the students themselves, or to the perspectives of the Universities, or the professional societies, who are responsible for either training or accommodating international students.

6.1.1. Internationalization as a gateway regional success (IRS)

This is the first category selected for the analysis of the interviews. In this category, respondents' considerations on the importance-, usefulness-, and the potential resource of the internationalization will be considered. In addition, this category reflects the

respondent's perception in relations to the internationalization as an attribute to regional development.

With regard to the respondent from the University, the question regarding to attitudes have been mentioned as one of the things that Finland has to consider in order to be successful. With regard to capturing the market, the respondent has revealed that Finland has to see the whole globe as a market for it is a small country with no market. The need for the younger generation to strengthen their internationalization capabilities was expressed as important. The respondent had outlined that, there is a need to find the beauty of the internationalization, and hence develop the networks for successful job creations that will benefit the whole nation.

“If we don't have the international capabilities we will be left outside all those [international] networks, where the progress takes place. And it is those networks that give us the opportunities to create those jobs. Finland is too small region it has no market at all. We have to have the capability to see the entire globe as a market, and then we have to be connected with the best friends all over the world. [...] and I can not understand why we can not make it more attractive. I think we have to find the core, what is the benefit to us, if we don't find that, we shall not motivate the people.” [R 1a]

In coordination with that, another respondent from the university level who is pioneering the learning through the interaction with the companies' degree had mentioned that, there is a need to get support from the experienced organizations in addressing the usefulness of the international resources in the region. He mentioned that companies such as Technopolis ventures or Otaniemi Marketing which are the companies that lend a hand to other companies, “could take more active role” in letting the companies know that there are international students in their region [referring to Laurea] that could serve as a potential for the growth and development of the small companies in the region.

Research and development in the region were viewed as the resource for the regional success and especially when international students take part in them. This could be understood when the respondent from the government body pointed out on the plan that the government is having, on putting more efforts and resources to enhance the projects conducted by the polytechnics and universities in order to help the companies. [R 3a]

With regard to the Uusimaa regional council, the matter relating to internationalization for the regional success has been named as important. Despite the fact that an interview was conducted in Helsinki metropolis, a wake up call for the whole country was given, for the

internationalization to take charge. The respondent had emphasized on not only the understanding of the process of the internationalization, but also for the regions to do something about it, due to the growing international community in Finland. The director pointed that:

“I think it [internationalization] is very near to the top of our agenda and becoming more so. And I dare to say that it should be the case in the rest of the country, and especially in this region where the internationalization be it the companies established here, or the immigration here, is an important phenomenon in any case. It is not whether we choose to have it or not; but whether we choose to understand or do something about it. About half of foreign born citizens and immigrants reside here in the metropolitan and also all the major companies have their main regional offices here in the capital region. So it is not for us to choose whether we internationalize but it’s for us to choose whether we do something about it.” [R 3b]

Additionally, the same responded was asked on the question about importing labour from other countries while in Finland itself there is sufficient number of the educated people without jobs. The respondents revealed that, there is a need to make sure that the number is enough whenever the new labour force is needed and therefore being active in inviting labour from abroad and making sure that the internal labour is gaining employment is necessary. The respondent mentioned:

“Choosing single one hand is not an option you have to strike a balance between these two. Today, this very day, of course, one will be much wiser in concentrating on integration of people already here, but every down turn and every recession have so far followed by rapid upswing and then you put the emphasis on the other hand. There is no one correct answer but I am realizing that they are both.” [R 3b].

This point could be clarified by the statement from the director of the technological SME who had pointed out that, skills are more considered than personal background. He had highlighted the need to invite the skilled workforce from other parts world to come to Finland, but on the same juncture, he admits the difficulties, that, international professionals have, while searching for jobs in Finland. He said:

“[...]. I think the issue is that for some reasons Finland is till so young in accepting work or some company to accept a different race. I think it is a shame that even in

Finland and in Helsinki which is international, that it is still difficult for the foreign person to get work.” [R 2b]

Despite the emphasis on the required skill, the respondent from the big companies that works hard to nurture the talents of the small businesses had emphasized that, the companies in Finland require international people. The effectiveness on improving sales and marketing as well as the communication skills was outlined as needed in the Finnish companies. Those skills were mentioned as weak in the Finnish companies. The call for more investment in the sales and marketing skills was emphasized by the respondent. He pointed out that:

“The problem is, there is no systematic effort. And of course with the recession problem where is the money going?-Infrastructure development, where should the money go?-developing sales and marketing skills: That’s what we need. There is a shame associated with sales and marketing. With that attitude we are not going to solve the problem.” [R 2a]

Regarding this category and in relation to the research question, it can simply be realised that, there is a need to realize the potential of the international resource in the country is important. Nevertheless, the skills necessary for the work in specific places may be useful to be recognised.

6.1.2. International students as the potential of Finland (IAP)

This is the second category which reflects to what extent the respondents have perceived international students as the potentials in the contribution of the Finnish regional development. This category considers respondents views on usefulness of the international education in Finish higher education institution, international students in Finland, and Finnish students with the international education.

Among others it was mentioned that international students are important for the international knowledge exchange to the Finnish companies. Not only was it mentioned that this importance will not be in the support of English language alone, but it will also support the intercultural knowledge and awareness. Nevertheless the question of language was emphasized as a key point for this importance to take off, whereby more English and Finnish education ware emphasized. The director from the higher education had mentioned that:

“We have to study English, and then we have to study Finnish and both should take place simultaneously. That is where I believe that we should utilise the

students' excellence to educate the company staff in matters relating to not only the language but to train their skills concerning cultural knowledge - so that we could open the eyes and realise that we have got the excellent opportunity that we need not to travel abroad if it is not possible [refer to matters relating to family] ... but we have already so many people here why don't we warmly invite them to participate in whatever we are doing in order to get that knowledge [international] and simultaneously provide - because it is always collaboration." [R 1a]

The question of English language studies was mentioned for the Finnish students and likewise was Finnish language emphasised to international students. Contrarily, the English language was emphasised to be thought much clearer for international students, whereby the level of English seemed insufficient for some of them [international students] and especially in dealing with the team works or company collaboration. This matter was emphasized by the respondent from the higher education who is pioneering the idea of learning through the interaction with the companies. This respondent's perspective, however, relies on finding a way to enforce English speaking in the companies so as to ease the collaboration between the companies and international students. Therefore, it can be assumed that, the respondent calls for the quality in language in order to motivate whichever company that will rely with the idea of utilising English as a medium of instruction while collaborating.

In addition, the same respondent had referred to international students as the network that the region has, for the contacts, cultural understanding and for the companies international expansion. He portrayed that:

"When come to school, we have students from different countries and that might be a great opportunity for Finish companies, for they [international students] understand the culture and ways of doing business there [at their home countries] also contacts [...] that kind of cooperation - to help Finnish companies to go abroad can be very beneficial for the Finish companies. [...]. if international students come with the home country company contacts may be a source of the contacts to the international projects." [R 1c]

Usefulness of international students and graduates in Finland was counteracted by the respondent from the large company. He outlined that a few number of the well educated people in Finland, may be a barrier towards lobbying or articulating their needs. Nevertheless the respondent strictly pointed out by that, international graduates are totally unprepared for Finnish labour market.

“They [international students] are totally unprepared to work for Finnish companies-“They totally.” They don’t know anything about Finish culture, history or language and as far as I am concerned they are not interested. [...]. There is a lot of talk about this [...] crying, mourning and groaning about racism and about poor language teaching [...] I don’t think the international people are articulating their demands.” [R 2a]

The question of the importance of international students in Finland was taken to a new level when the director of the Technological SME referred to the needed skills for the person to be offered an employment in his company for example. “Hands on experience” was emphasised as a key to recruitment in the SME level of the company, since SMEs have no resources for training. Nevertheless, the respondent had clearly highlighted his experiences with international students’ despair while looking for jobs, something that enforced some of the international people to apply for any jobs regardless their competences.

“I think it’s essential in the way that all students will have the hands on experiences as soon as possible. [...] I will never hire a person who is coming direct from the school without having any experience. [... ...]. I want to emphasise that when we have the job open positions in the internet when we advertise those technical positions - it is that some of international people in Finland are kind of desperate that they don’t find the job and the they apply for any job - You are looking for the nuclear sciences and then someone without any nuclear science, experience is reading an article about nuclear science and apply for this position - I understand that they are desperate and looking for the jobs and they would be a great employees, but if you don’t have skill level or the right level of education, then it just doesn’t work.” [R 2b]

In addition to the experiences, the respondent from a big company had clearly pointed out that, there is a need to possess experience, substance [truth, sincerity and professionalism] and skills to become a member of the staff [in his company]. He had called for the trustworthy and consistence. This was pointed out as an example of the employees who have all the required skills but can not be consistent in their statements as well as efficiency such as time keeping.

Regarding innovation and internationalization, the respondent from the government level had portrayed the importance encouraging international students in the HEIs, due to the need to obtain the latest innovations from other countries. Furthermore, the respondent had emphasized that, the potential of all of the international activities done in the HEIs, is to let

Finland known around the world and also is the only way to attract the international investments in the country. Nevertheless, the question regarding language as a difficult was portrayed as the matter that is to be emphasized in the higher education institutions (HEIs). Furthermore, the call for the model formation that can support international students in getting involved in the Finnish research and development as well as the practical training have been mentioned to be included in the strategy. The respondent pointed that:

“[...] everything is linked to each other therefore it is a very good thing that we can handle this internationalization of higher education here in Finland. [...] OECD analyses advise Finland to get more international - its is really one of our weaknesses, so partly its is because of that [OECD advise], partly it's because we know what's going on, this is why we want to publish this [internationalization] strategy.

I guess the language barrier is the thing [...]. It is suggested that in the strategy that companies and umbrella organization such as EK, could actually cooperate to find a model to get international students involved in the R&D and practical trainings [...]. We do not have any ready made model for that how it should be done [...] we really encourage the higher education institutions to take initiative on how they can support this.” [R 3a]

In addition to language aspect, the respondent from a big company had mentioned it as a resource that international people who are willing to stay in Finland should learn. It could be realised from the respondent that, the inner motivation to develop ones language skills is important rather than continuous complaining. In his perspective he clearly spelled out that:

“[...] if you don't have the language skills is a problem. Language is culture and culture is language. [...]. People have to be excited and interested in it. The attitude of complaining has to be replaced by the attitude of understanding and appreciation [...]. There is no Eden.” [R 2a]

This respondent had precisely clarified on what he meant while speaking about language and communication. He said that, when speaking about language, it does not imply the memorizing of few vocabularies of the language - it is about language immersion. Regarding communication the respondent made clear that, it is all about structuring the information that is clear logical and persuasive. That skill is needed in everything you do” [R 2a]. In this regard, the respondent consideration may have been thought to be originated from the real life experiences, whereby the considerations given, may be assumed to be well able, to enhance internationalization of the region.

Regarding this category and in relation to the research question, it can simply be realised that, there is a need for international students to become conversant with not only Finnish language but also English language. Having hands on experience is mandatory in relations to the SME, something that may be a greatest target for the new knowledge. Self expression and confidence in job market are among other few examples that have aroused from this section.

6.1.3. University as a company (UAC)

University as a company is the third category in the analysis in this thesis. It is among the most referred categories by the respondents in the sense that, the university was considered as the key point that enhances internationalization in the country as well as producing the work force. In addition, some of the respondents wished for the universities to act as a recruiting agency for obtaining the skilled labour force that will fulfil the companies' needs. Concisely, this category will associate respondents' ideas relating to the source of new knowledge and networks creation, the universities' ability in knowledge creation, as well as aspects that demanded the universities to become the pre -selectors of the high quality graduates for the companies.

With regard to the network building, the respondent from the higher education institutions had stressed on how the region could utilise the universities at their best in generating international networks. This respondent, who has the prime experience in the knowledge creation and innovations from different world's leading hubs, had stressed the need of having universities as hubs for the networking and knowledge sharing between Finland and the rest of the world. The respondent had stressed, however, the importance of the universities and other sectors to be open with their useful international contacts, so that they may be useful for the benefit of the whole region. By referring to Laurea, the respondent had articulated that:

"The expenses are huge in creating the network, but that network hasn't been used for the best of our students, for other colleagues, or companies in our region [...]. Having the idea about the networking, for example Laurea is the body in Helsinki region who knows most people in Cambridge, so whoever wants to know about great Britain and especially about Cambridge - call to Laurea they can put you in contact for Cambridge: or if you want to go to China go to Laurea because they have been active there, but then if you want to go to USA you should call to some other university of some other company. - I

believe that is the best way to do it - if it is wholeheartedly considered by all parties that owns useful contacts." [R 1a]

In supporting the idea of collaboration in order to attain useful ideas, the other respondent from the Higher learning institution added on the need for inter-university collaboration in the region, so that there will be a shared knowledge and development of new inventions. In this regard, collaborating business students and technological majoring students was referred as the key to effective sharing of expertise and hence useful results to the region. It was moreover emphasised that the need for the international marketing to gain motivated students and the competence in doing things differently [for example in Laurea], could not only lead to the international recognition of the university, but also it could lead to the effective knowledge production for the companies. The respondent had outlined that:

" [...] may be the collaboration with the Helsinki University of Technology might be good, as there could be some bright engineering students from other countries who have nice inventions, and they can have a joint project with our business students so that they may work in the commercialization of that invention. [...] Also one thing that comes to my mind is how to do the international marketing [...]. I am sure somewhere in the world they are very bright people who are motivated to study and who can speak English fluently [...]

[...] [the study program] that we are doing here, works quite differently from other universities, may be this could be something that Laurea could in a wide scope do so that, if for example, Nokia or a company hires a student from Laurea they will think that, well the respective student had contacts with the real companies or real projects and therefore she/he has also contacts with the companies and know how the companies work. But in order to get it work, we should have motivated degree students and who can speak [good] English." [R 1c]

This idea of university collaboration can as well be assimilated with the comment given by the respondent from a large company who called for the effective communication in order to have a product development result that suits the market. He mentioned that "you first need to be market oriented to develop product in a market oriented way" [R 2a]. In this regard, the market oriented mindset could be assumed to come from the business studies of Laurea whereas the product development could be enhanced by the technical university students. This respondent nevertheless added on the importance of the effective project management to facilitate high quality results.

This idea was furthermore highlighted by another respondent from the higher education stressing the importance of the students and teachers to reveal their networks in order for the universities to create a huge contact that can be useful. In support of the internationalization at work, this respondent who is a pioneer of the useful international project that leads to the aged immigrants in Finland, had highlighted the need for a follow up at work places where two cultures interact. The respondent mentioned that, that follow up could be done in order for the universities to act as a goodwill facilitator, through the support relating to the discussion on cultural meanings and differences at the companies where those problems transpire [R 1b].

Considering the HEIs comments from the three respondents, the cooperation and sharing of the potential knowledge and contacts among the university students and lecturers, universities vs. other universities, universities vs. the regional sectors, as well as the universities vs. companies, have been highlighted as the key for letting the Higher education become a hub for the needed knowledge for the region, locally and internationally. This aspect might have an implication that fulfils the requirement that higher education have from the Government. It was pointed out by the respondent from the government that:

“The biggest thing we can do is to encourage higher education institution to define their role in their structures as well as define the role of the staff. [...] each and every higher education needs to find their role” [R 3a].

In an interesting scene, the aspect of the university as a company was directed in to a different direction whereby the need for the university to act as a recruiting agent was presented. This was especially mentioned when the respondent had to answer their interest in collaborating with the Universities in research and development matters. When the university makes the profiles for students, could help the companies and especially the SMEs to see and select their potential candidates who could be collaborating with them (companies) as for example junior professionals.

“[...]in a way I would expect that institutions are active so that they make decision possible for the employer to have these students recruited in the company - so the effort that is needed from the companies is minimized.[...], Each person will have a profile so that when the companies are looking for the employees the university can send the profile of that student - like in the normal employment office where they normally hire people - So I would expect same level from the universities, it does not have to be complex,[...] there will be certain things about the persons personality and then there will be some lines from the teacher as well or some responsible person to tell how this

person is. (University as a company) - Again you have difficult questions." [R 2b].

On the same juncture, the respondent from the large company had stressed on the need for formulating a project that can help the companies in search of talents. This matchmaking project was highlighted to be a potential business for the University for Example, which could be effected in the web 2.0 mode, so that the companies in need could be able to find the potential talents that match their needs. This interactive and well screened database was referred to be useful for the SMEs who are the future of the region, and a prime target for matching the supply and demand. [R 2a].

Due to the emphasis of the multiculturalism and the need for the multidisciplinary research studies, it was mentioned by the Government respondent that, HEIs have been realised to be one of the potential hubs for the internationalization, in support to multicultural societies in the regional level. The respondent added that HEIs could help the SMEs and the local companies with the useful idea for becoming international.

"It actually opened my eyes and realized that the HEI network is one of our strength and we should utilize it too, and I really do hope that companies especially SMEs who do not have measures to get international on their own, they could find the way to get international via HEIs." [R 3a]

Additionally, another respondent in the regional administration level had clarified the needs of the region by simply outlining their role in the collaboration with the universities.

"Our task is to say, try to figure out what could be the future needs of this region via Education, and then to communicate these regional needs to central government and also of course, to get the municipalities together and discuss on how we can develop their own interests along with ours." [R 3b].

Nevertheless, the triple helix collaboration in the Uusimaa region was explained to be obvious, although its (triple helix's) emphasis has not been formalised as for example in Oulu region where triple helix is a formal way of the regional operations.

Regarding this category and in relation to the research question, it can simply be realised that, for the universities, there is a need for the strong university network, international marketing for effective and high quality international students, sharing of the useful contacts and knowledge for the regional success, enhance effective project management and sales and marketing education, as well as becoming active. With regard to international students and

with an exception of the strong language skills, Motivation is the new quality outlined by the respondents.

6.1.4. Summarizing discussion on the empirical findings

Based in the empirical findings of this research, the respondents have come up with many different perspectives on their responses in regard to the Internationalization. It could be seen that, the emphasis on the qualities to be improved by international students had not in a large extent mentioned by the respondents however the implication of the university to become a Hub was a key element for the discussion by many respondents. Nevertheless, aspects of the internationalization may sincerely been seen as given to the universities and therefore speaking on the qualities that universities have to improve to find a way for their international graduates and students could be seen clearly.

The government has portrayed its role as a supported to the universities and their practices. Furthermore, developing the strategies necessary to support the internationalization could be anticipated from the respondents. Companies' need to international workforce in order to get their businesses move forward had as well been a key discussion. Providing opportunities for experienced students had as well come up in the research findings

With regard to the universities, the need to define their role in enhancing the internationalization was crucial among the needs from the state and the companies. The need for the universities development to reach the needs of the companies such as through preparing portfolios for their students to help the SMEs was among the new outcomes that were not familiar but pointed out by both respondents from the company level. In addition, the university take initiative to generate own projects for the companies could be clearly been seen as well as to be active in finding out what is not existing in the region for the regional success. Furthermore, the international marketing in search of high quality talent (students), becoming Active in network developing are among the mentioned facts.

With regard to international students in specific, the competence in Finnish language as anticipated was explained, although not in to a very great extent. Pertaining international students, the unanticipated finding was the need for the English language for international students. The need of improved the English language was stressed in support of the mission to enforce the companies in the region to use English. Matters relating to students own activeness and motivation in developing their own talents. Furthermore, developed skills and hands on experience for working reasons as well as the confidence in job market had come up from the respondents. With regard to the triple helix, the basic consideration of the findings

of this study is portrayed in the figure 4, whereby the qualities from the universities and responsibilities from the government and industry, are well illustrated.

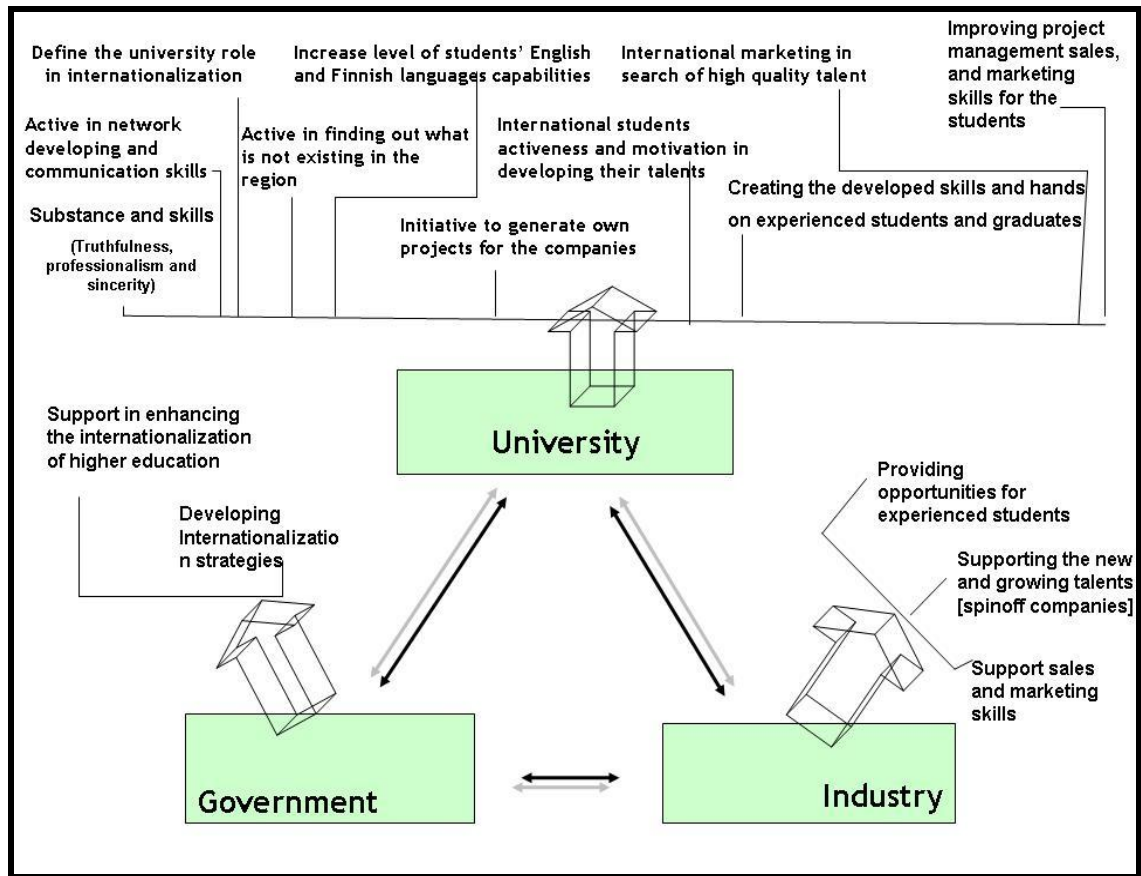


Figure 4: Qualities from the universities and responsibilities from the government and industry

Above all, the respondents' ideas have mainly been centered in the university (Figure 4). The respondents had reported that, universities have been considered as the gateway for the internationalization process in Finland. That could be one of the reasons as to why the pressure of the internationalization enhancement had fallen in to the universities. It had furthermore been reported that, internationalization is still a new phenomenon in Finland, whereby more efforts are been developed to enhance the process in its best practice. The ideas from the respondents could foster more qualities from the Government and Industry if there could be more respondents from the respective sectors. This thesis had one respondent from the Government body and two respondents from the companies - a sector that could raise more demands and qualities, since University students and graduates are the potentials for the companies.

After reporting the empirical results, the discussion of the thesis findings will be carried on to develop the arguments and further implications of this study, from the researcher's point of

views in relations to the supporting literature. Towards the end of the discussion section, further developments of the elements of the triple helix which are embedded in this study as a whole will be presented. These elements may form what may be utilised as the initial framework for the International triple Helix of University, Industry and Academia.

7. VALIDITY AND RELIABILITY

The validity and reliability of this thesis process was examined from the respondents' point of view, whereby the actions and answers given were assessed. This thesis could be well benefited if the number of respondents was big enough to grasp the multi perspective ideas. Nevertheless, the respondents of this study were people who face similar challenges addressed by this study as a part of their everyday life. Most of them are even the first hand in dealing with the solution pertaining the internationalization and regional development. Therefore, the study validity and its reliability are assured by the ideas and comments presented by the respondents, which to the eye of the researcher seemed sincere and honest. Further development in this topic could lead to more reliable results from more diversified ideas, presented by a bigger number of the respondents.

8. DISCUSSION AND CONCLUSIONS

8.1. Reflection on the research requirement

This thesis had intended to answer the question *“what professional qualities are necessary for international students to participate in the Finnish regional development responsibilities?”* From the findings of this research, the research question was responded in the way that the qualities needed had not only been directed to international students themselves, rather, the university has been a key institution that was referred as a “Hub” to foster the internationalization activities as well as developing different competences for the students to be able to participate in the Finnish labour market.

The role of the university in this thesis was given a large consideration however the companies and government were not portrayed to a great extent, their role in enhancing the internationalization capabilities in the university. This may be due to the structures of the country's functions, whereby different sectors are independent in planning developing as well as implementing the processes. This could be seen since the internationalization of the region in this regard was formulated in a way that universities have to define their roles for the internationalization whereby institutions such as the government are responsible for the

support of these activities, and make sure that the universities are standing out for the internationalization of the region.

It could vividly be seen that the thesis topic was so wide and the aspect of internationalization was defined differently as viewed in the findings section. Nevertheless, the wideness of this topic was a wake up call to realise the actual internationalization that Finland requires today. International companies, networking and international competitive labour were the best considerations, however, when the perspective is in those aspects, another question of why should the universities become international remains unclear. Particularly, that was the main reason to formulate this thesis hypothesis, in viewing whether these international students have an implication to the expected international Finland. Regional development was chosen to address one key area where the results of internationalization can benefit. The theoretical section gave some of the key points to prove the applicability of the phenomenon of this thesis, whereby some of the elements were clearly apparent.

8.2. The triple helix pertinence to the Finnish Regional Development aspects

In this category, the consideration will be taken in to individual elements of the triple helix, in identifying the collaborative nature amongst them. The real collaboration between University, Industry and Government in this thesis could be seen through the credibility that each element shares with the others. It can however be articulated that, the respondents of this thesis were enthusiastic in this collaboration however, the ballpoint of how, could this collaboration be benefitted by all sectors was still in question. The role of the university seemed to embrace all the requirement of the internationalization of the region, something that can traditionally be anticipated, whereby in reality, even the internationalization of the higher education institutions alone requires more practical support from the government and companies.

It can be understood that, universities themselves are depending on the institutions such as public sectors and companies of the region. The need for this cooperation to enhance internationalization of the region is obvious. In relation to the summary of the basic consideration of this thesis (see figure 4), it is clear that the support on one hand may not be a great idea, since it is obvious that universities, as the Hubs of the internationalization have to be precisely linked from the beginning. Regarding for example, to what extent are the universities collaborated in the (1) internationalization strategies creation-, (2) as the initial points for the companies networking processes-, (3) research and development actions in revealing competent international labour force within the country before going out of the

country-, could not be found clearly in this thesis - something that could portray a collaboration in both ways as well as the clear understanding of the situation from the grass root (i.e. from the lower level to the government level).

Along side this aspect, it can be revealed that Coats (1999) definition of internationalization as a process of "exerting an influence on the international development or branches of the science, as well as importing and/or exporting scholars for the development of an international labour market," was one of the considerations for the respondents of this thesis, however, the clarification of the real angle where the internationalization is to ahead has not been clearly pointed out.

The role of the companies in this category is important for the provision of challenging tasks for the universities to solve and develop new products. The idea of having experienced international workforce was mentioned as a key. Nevertheless the essence of obtaining the experience required for the universities was not clarified, especially with the SMEs and big companies. Despite the opportunities of the universities to generate own projects, the effective collaboration could be well responded when the question relating to how should the companies support the universities was verified. This could not only foster practice to the universities, but it could lead to the development of the students' talent, something that could as well answer the question of the experience needed by the companies.

With regard to time [which was a main barrier to company university collaboration], the projects could be supervised by lecturers and the discussions of the findings could be discussed by the companies whenever time has allowed them to do so. It is obvious that, when the end results are feasible, there will be a company success, while for the university the reward could be the student's expertise. This can be associated with what the most important qualities of an innovation hub namely; quality of life, opportunities to specialize, and a reputation for tolerance (Kao 2007). When this aspect is successful, then the hope from the Government, and University respondents of letting the universities become a HUB for the region could be uttered.

University and the Government collaboration had clear wishes for collaboration to enhance internationalization in the region. The support as well as the development of the internationalization strategies that the state agency is generating, could lead the process to the next step. Despite the support being in the resources such as finance alone, further practical support could be useful for the state to not only acknowledge the Universities proposals on their internationalization processes, but to be aware of the overall situation that universities and companies encounter. It is in my believe that, through such a collaboration, legal actions that can bind the aspects of internationalization at home (i.e. the

internationalization within Finland), could be manifested. Nevertheless, this aspect can be even further complicated if the Government is not an affiliate of the companies in the region in a great extent.

If the whole of the triple helix three elements are associated, strengths, weaknesses, opportunities and demands of each sector could clearly be outlined and hence creation of a concrete strategy could cover all the needs of the region. Hoffman (2007) has presented how the migrants perceive their careers in Finland and how are their expectations for the future. Despite this research being associated those immigrants who are in the labour market; there was already a point of the fact that, some felt that their scientific competences are not appreciated (Hoffman 2007). These things are among the others, that universities could be useful to be associated with, for the strategies to be developed in bridge the gaps that will lead to tolerance of diversity and talent development (Florida, 2005). Different publications such as latest Finnish innovation strategy proposal (2008), without forgetting Sabel and Saxenian (2008) have portrayed the need for Finland to become international and the role of international students in this country. But the question as to how should the Government take a role in opening up the companies to join the universities is remains vague.

The supply and demand of the competent work force could be fostered in a successful way, if the universities industry and the public sector could clarify their stand in this collaboration. It may be seen that the labour force potential from the International graduates in Finland is obvious. However, since grounds that prepare the good workforce to work in the country are not clarified, most of them are going to other developed countries where they think that their excellence may be appreciated. The Hoffman's (2007, 109) respondent's gave a thorough example to this statement however this thesis' perspective relies on student/graduate perspective. It is clear that the aim of the internationalization of the education here is to lead a student to help their home country after the graduation; nevertheless, this is not a case to a great extent. It could be wiser if graduates could use the knowledge financed and supervised in Finland to their home countries since they could be fulfilling the mission of the Finnish education policy, but if this knowledge will be utilised in another developed nation - which is normally a case, there should be a need to look for an option to secure this knowledge so that it can be used in the country, not only for its competitiveness but also for the international appeal.

8.3. The implications of this study to Laurea, Companies and Government

The implications of this study will be presented in relations to the aspects learned during the research process as well as the findings obtained from the respondents. This thesis was made in order to stimulate Laurea's initial practices for internationalization in the university as well as the region, therefore the implication of this study aim to focus at Laurea's competence development, the industrial sector in the region, as well as the Government as a whole.

Implications to Laurea University of Applied Sciences

With regard to Laurea, different things have already started to operate, something which is good, however, the international articulation of those areas is still minimal. In that regard, the first implication in relations to Laurea could be:

"to become the pioneer for the international connection as well as envisioning the projects that may turn to be the future companies of the region."

This implication can be clearly seen as a one of the advices that the respondents of this study had offered. Despite the fact that the comments were not only directed in the international markets, it could be useful for international students of Laurea to act as the correspondents and knowledge developers for the international networking and critical analysis of the usefulness of the networks for the Finnish Regional Development success. On the same aspect of the international networking, international students could be useful in the strategic management aspects of the same networks or of the Finnish networks to the international companies. This will lead to the second implication that could demand international students in the universities to:

"Develop an entrepreneurial strategy in order to enhance the collective efforts that may lead to detain of the local and international companies for the networks"

This implication can stand as a result of the international networking demand, or the presentation of the new knowledge which is unique and not offered by any other universities. Therefore, through strategic planning and presentation of the unique opportunities to the companies the outcome may result to a new company of its own run by the universities. In this aspect however, Laurea has to stand as one: All units could aim at the selection of the high quality and motivated international and local students who can be the resource for the developing these kinds of projects. Working as a single unit, or as zone-specific units, may lead to a slow development of these aspects. This is because, talent is in each of us but the

high quality talent is in someone among us - those are found out of the big group and others can be the opinion leaders, something that is as well useful in generating ideas.

Notwithstanding, another implication will rely on the internationalization in relations to the professional development can as well start within Laurea. This is through including international students in the business as usual. This implication may be thought to demand:

“the inclusion of Laurea’s international students in the administrative correspondence and management of the internal resources.”

This implication calls for a very strong internationalization in the university itself. It can be resulted from the comment that required “hands on experience for the international graduate to easily develop the skills for the labour market in some companies. This experience may lead these students not only in their own studies competences, but also in the confident interaction with Finnish administrations elsewhere, ability to discuss and evaluate administrative matters, as well as ability to view the cultural dimensions in a different ways. One of the things that international students fail in the country as reported was the willingness to adapt. Therefore if these students and their teachers work as one, there will be a new atmosphere that can lead to the whole new perspective regarding the internationalization.

This aspect may as well not be able to accommodate all students. However, having few among the group who can act as change agents to others is possible. From my own working experience within the administration, I believe, I was not only changed by the atmosphere at work, but I as well changed many of the colleagues. For both me and other colleagues be it teachers or directors of the university, we had gained a new trait that tells that internationalization in the university is possible. But the question as to what extent are the teachers and administrators willing to take this challenging responsibility remains vacant.

The last implication focuses on the university and regional networking in relations to cultural competences and professional confidence. This implication may require professional interaction as well as the intrinsic motivation not only from the students but also from the Lecturers. This implication may demand:

“a strong development towards mixing students in lectures within and outside the university as well as for international students to take part in different conferences, seminars and projects that are organized by the Finnish municipalities and authorities”

This implication may seem simple and unnecessary, but it may be from here where the internationalization of the region will take off. This is because through participating in those seminars accurate information on potential knowledge that may assist the region can be found. It can be so that most of the people in the important places are attending them, therefore seeing the difference could be a wake up call that something has to be done. When international students attend those seminar regardless in which language they are, they may ask for the paper presentation in relations to the matters as well as the possibility to use translator In case their Finnish is not applicable. The presentation of quality matters will lead to the next invitations and possibly the collaboration in case there is a project. As international moreover, they could associate their strategies on the internationalization aspects or matters relating to their expertise. This is possible however there is a need for a key person who can be active enough to find out those happenings and lead the information to the students who can be the participants along others.

In relations to improving the project management- as well as sales and marketing skills, Laurea itself could be the host of different seminars, conferences as well as project in such an organized way that people from different sectors of the region (i.e. companies and public sectors), could be invited to hear and challenge the students. These activities could be made from the real life work projects, or theses that were done with companies as well as other projects that may have erupted from Laurea's own initiatives. These activities could be made in a way that both local and international students participate in the whole process from preparations towards the resources management of an event. In assuring the participations, it could be so that the students are awarded with credits and the lecturers ensure that the approved conferences or seminar has an implication to the students own learning. Furthermore, the support from the administration in attracting people from other parts of the region may be seen important in this aspect. This may be a challenge due to the overwhelming work load in other similarly important activities. However, the priorities could be given to the internationalization matters, as it is now in the hot spot of the agenda, as articulated by the regional development respondent.

Participation of the companies and other sectors of the region will enhance a new perspective from the company's point of view as well as stimulate the companies to point out critical issues that they could expect more from the students. For the case of this thesis the critical issues have been outlined but the companies' motivation to participate in the universities activities have not been motivated to a greater extent.

Implications to companies

The second part of implications of this study will be directed to the companies. It is obvious that the companies in this thesis were mostly demanding from the universities but their contributions to enhance these demands were not expressed to a great extent. This may be due to the time factor that company may dedicate in the collaboration processes since making money was the main aim.

Nevertheless, it could be seen that the motivation of the companies towards internationalization was maximum. However, the need for competent and skilled labour force seemed important. The challenging question in this matter could be "how can the universities produce the killed labour force if the companies are not near to nourish students skills while at the universities? This question could enforce the first implication, which may call for the companies to:

"define their role regarding the collaboration with universities in relations to research and development, traineeship as well as other small projects."

Through this aspect, the universities will be able to accustom their students with the reality of the companies' life. Through strong challenges from the results of the work accomplished by the universities, there will be a development of the critical thinking and the management of effective evaluation. With the mix of international students in between, there may be more to be learned by the companies. With regard to the language problems, there could be a mix of students who can speak the local languages and the ones who can evaluate critical problems- something that will not only solve companies problems, but also will increase the efficiency and development.

The mixing of local and international students may seem to be already a complicated aspect in the universities [personal experience], however, when the companies and universities come together with the requirements for their projects, that will favour the multicultural groups for the companies works, it is obvious that students will abide and work together. The main incentive on this aspect nevertheless, remains in the hands of the companies' willingness to support the universities by deciding important matters together. With regard to the resources, companies that have thought of collaborating with the universities could deal with the lecturers in the familiarization of the company's processes and ways of working, so that the lecturers could be the respective company's representatives in their universities. Regarding the international lecturers residing in Finland and in relations to this matter, the pairing of local and international lecturer could become useful in support of the networking and awareness of the Finnish ways of life. In so doing, the companies will have no much time

lost for dealing with the universities since there [in the university] will be a person who takes care of the processes until the presentation of the results of a specific project.

Furthermore, it could be useful if both the companies and universities could see this collaboration as a fruitful one. This aspect may enforce the second implication that may demand the companies:

“to view the universities as a part of their daily activities, as well as the resource that may offer them a new perspective in their practices”

It could be made through providing an opportunity for the students for example to develop different strategies such as the companies social responsibility, regional development competences through the international comparisons, investors speculation for different areas of specialization and many other related areas whereby international students could present something different to the authorities and companies to decide. This will enable the students to share their international aspirations - an aspect that will lead to the diversified results that may be useful for the region. These projects may be already done by the universities; however, their end results are not designated to reach responsible bodies (i.e. companies or public sectors). It may be so that from similar projects that result from the study units, the international conference, seminar or activity will be presented for the presentations and challenges to the respective matters.

With regard to this thesis companies could not be more supportive than strengthening their collaboration with the universities. This could result to the internationalization and the acquisition of the hands on experiences, project management as well as sales and marketing skills as required. It is obvious that, the work life changes rapidly and the ones realising that are the companies. Therefore sharing the new challenges with the universities will support in the creation of the qualities needed by the companies. Moreover from international students' contributions, the companies may find themselves even more challenged with the very new information that could be useful.

Implications to the Government

The implications to the government will be considered important since the government comprised of the law making body. It can however be mentioned that, these implications do not necessarily have to violate the regulations of the country. They are rather derived from the ideas received from the respondents from that sector, which in large extent, were the respondents personal views. The government is the body that had viewed this internationalization in different perspectives and for that regards its implications to

internationalization may embrace the whole scope from the universities to the companies. Therefore, the first implication for the government may call for:

“connecting of the region with its companies and universities in order to develop laws that may enhance to the profitable internationalization”

From the results of this thesis, the need for the international Finland has been articulated by both respondents from the government category (i.e. from the ministerial level as well as from the region development level). The development of the internationalization strategies could call for intensive participation among the companies and universities for the concrete points of views that can favour the internationalization which originates from the needs of the universities and companies in particular [profitable internationalization].

This is because, by having concrete view points from HEIs and companies, the results can be acceptable and viewed reasonable by all parts of the country. This may have been done already now, however, not appeared in the findings. The ideas from the companies' respondents in this thesis had precisely shown that there is a missing link in relations to the strategic planning and interests of the internationalization of this region, whereas the universities have precisely shown their demands not only from the companies, but also from the public sectors. In so finding, it can be said that the need for “all inclusive” nature of ideating the needed internationalization is viable.

Nevertheless, interviewing more respondents from the government could assist in making a clear line of the status of the internationalization in Finland. In this concern, the second implication could call for:

“Inter-ministerial collaboration in finding the concrete scope by which the country may require in relations to the internationalization.”

This implication could simply rely on the first one. However, the emphasis here is that, the coordination among ministries could sort out the specific needs from different sectors. For example the ministry of labour could know more about the labour migrants and companies wishes, whereas the ministry of education could contribute on how do the universities do in regard to the internationalization, so as the ministry of foreign affairs with the external business and investors expectations.

Above all, the implications save the best of the data collected in this thesis. Some of the practices implied in the implications may already be the case, however, to what extent have they been emphasized remain a big question. These implications furthermore, call for more

unity and support for all parts of the triple helix of university, Industry and Government elements. These implications all together, can be classified in formulating the triple helix with the components affiliated to internationalization (Figure 5), which may in some cases assist in the creation of the international triple helix in the future.

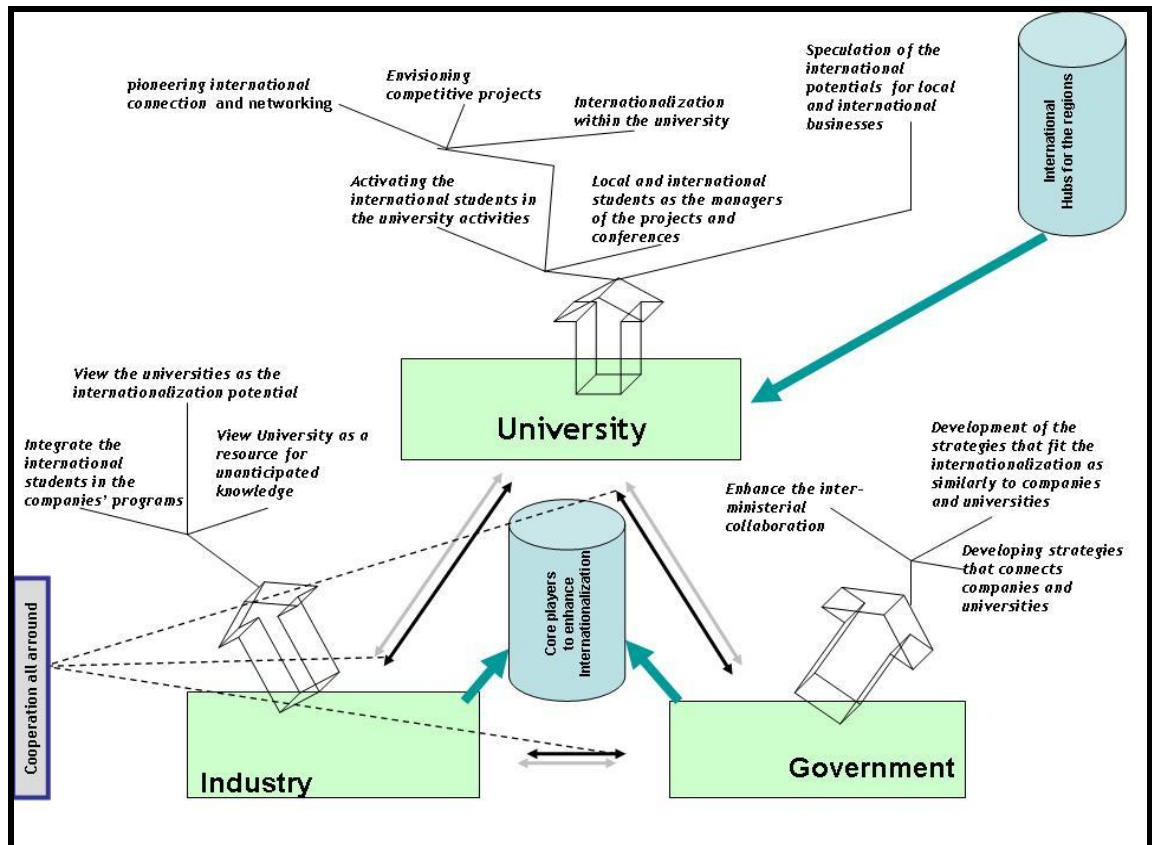


Figure 5: The triple helix with the components affiliated to internationalization

8.4. Concluding annotations

From the aim of this thesis on examining the qualities necessary for international students and graduates to participate in the regional development responsibilities, the respondents of this thesis had an overall look of the matter, and answered the question relating to the qualities not only to for an individual international student but for the universities which were believed to be as the initial Hubs for the internationalization. This result was very useful for this thesis, since it had brought a new perspective [university] which was considered by the respondents as important.

It can be concluded that there is a need to re-think the internationalization of the region and especially the internationalization within. This is because; the utilization of the potential

graduates had not been clearly mentioned by the companies, who are the drivers of the regional development. Despite for the aspects of the internationalization being relatively new in Finland, the respondents' perspectives have covered different areas that internationalization may be useful in this country. The qualities mentioned in this study were directed merely to the HEIs and students. Companies, who are the key, seemed to require the ready skilled graduates.

The results found in this thesis could favour the beginning of the next thesis since the respondents' ideas have been valuable and were presented with enthusiasm. The implication for the further research will be to assist the process in its definition, so that it can reach the precise focal point on how can Finland manage to internationalize itself with the resources already in the country, and how could the emphasized internationalization in the universities become the internationalization with benefit, the internationalization that brings high quality knowledge, the internationalization that will be useful for both companies and universities as well as the public sectors, and above all the internationalization that will lead the universities to become the Hubs for the regional development practices.

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Appendices 1-5

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Appendix 2: Respondents' codes

code [R]	Respondent domain	Brief description
R 1a	University	Director of the internationalization in higher education institutions
R 1b	University	Pioneer for the internationalization of social services and healthcare
R 1c	University	Pioneer for the learning through real life experiences
R 2a	Industry	The director of the large company in support to the development of the spin-offs
R 2b	Industry	Director of the technological international SME
R 3a	Government	Special Advisors in regional development aspects - a correspondent on the internationalization strategy 2008
R 3b	Government	The director affiliated to the regional development tasks in one of the regions in Finland
[R] = Respondent		

Appendix 3: Important comments from the respondents

<p><i>This table comprises some of the comments that respondents of this study had referred during the data collecting process. These comments are edited direct citations. Some of them may not have been used in the thesis due to the restrictions of the research requirement. These comments may assist the next researchers in clarifying their research problems in favour of Internationalization of Finland. The comments may as well act as a wake up call to the government, companies or universities in realising new issues that may be important for the strategic development as far as the internationalization is concerned. The names of the respondents in this regard remain anonymous.</i></p>	
Dimension of the comment	Comments from respondents.
Internationalization in general	<p>[...]I believe that internationalization in connection to the regional development is pretty unclear [...] It may be also that it is easier to forget it [.....] internationalization is not that obvious in Finland, that it will be easier to forget it in our minds[...].</p>
	<p>I don't like that vision that internationalization is through giving cheap labour from Poland to the building industry or that will get cheap nurses from China [...] I am afraid of having the similar internationalization as the one in Germany. [...] We should do measures that are making it attractive. [.....] to find the beauty of internationalization, and then try to apply that beauty when we are speaking about it or when we are attracting people [...].</p>
	<p>[...] keep an effort to some educated people from Africa or Middle East or Eastern Europe to come to Finland, I think it's really rally - and that's the only way how we can keep things running [...].</p>
	<p>[...] I think it is a shame that even in Finland and in Helsinki which is international that it is still difficult for the foreign person to get work [...].</p>
	<p>[...] It really requires the re-thinking of the certain issues, that you really need to see a foreigner as a resource. When comes to companies we have been asking why they don't take foreigners in these practical trainings - it's the language. I think language may cause some problem but I think the whole working culture may get richer, and the new kind of thinking such as innovation is very crucial for that [...]</p>
	<p>[...] Well the optimum solution could be for all degree students to speak Finnish but I don't see that as a realistic because if there is long time to learn Finish language, the easier way to do it is to change the attitudes of the companies so that they can use English, and then use it as a working language [...]</p>
	<p>[...] We have the problem with the Degree students, since some of the companies prefer to work in Finish and therefore Finish students have more choices, but degree students don't have so many projects, that's one problem [...]</p>
	<p>[...] there is a problem that there is some Finnish student who does not</p>

	wish to work in English, that's a problem. They prefer to work in Finnish language and they have a right to do that in the Finnish language [...]
For the government	[...]The Government has done a lot for the universities and they may add some indicators, to measure as to whether the universities are really international as well as publish them to see how each institution can evaluate them in order to be able to reform. don't loose the reputation [...]
	[...] therefore the most important thing that Finland can do is to support the SMEs, with the innovative ideas [...]
	[...] Probably the state should put an emphasis on the quality and not quantity. [...]
	[...] one thing could be to measure how many work places have their degree students can get after their graduation. Have they gotten the degrees that they can utilise their knowledge or are they doing works like cleaning etc [...].
	[...] Internationalization of all aspects of the society makes the international society. Cultural gap shouldn't be big [...]
	[...] the problem is since [main body] is not that keen on how the universities can keep their impact for regional development with their international networks- it does not really take place and we don't really know how to do that [...].
For the companies	[...] Those companies that are living in the international world, they should somehow help us who are lagging behind [...]
	[...] One thing in the work places is to be clear of the main rules, [...] some of them they have to be improved. Some of them are very close related to the Finish culture; [...] people have to be open to discuss about those norms or values which are there, and also to be open to that global network to see what could be the value of having a new person in the working place [...]
	[...] When knowing different theories about different cultures [...], it also helps in understanding what's happening in everyday life context. When it is new for the work place or studies, it does not help that always you just to keep them together [...], it could be good to have some kind of help from outside to discuss about those questions [cultural issues] [...]
	[...] Think internationally, pay attention to international stakeholders, also global sales and operations [...]

For the universities	<p>[...] We actually want them to think all kinds of dimension as well as discuss the dimension on how those key functions, how they are made international. You need to get the latest innovation latest innovations results from other countries therefore we need to encourage the higher education. [...]</p> <p>[...] want the higher education to become some HUBS of the internationalization at the regional level, so that they can allow local SMEs to become international [...]</p> <p>[...] we have already established network of Polytechnics and regional council - it is not yet the national overarching cooperation but its still comprises approximately 2 million people [...]</p> <p>[...] I would expect that institutions are active so that they make decision possible for the employer to have these students recruited in the company - so the effort that is needed from the companies is minimized [...].</p>
General comments	<p>[...] This study is very important to get the discussion in Laurea, and discuss more about the international issues [...]</p> <p>[...] how to do the international marketing, I don't know if that has been done so well at the moment. I am sure somewhere in the world they are very bright people who are motivated to study and who can speak English fluently but they don't know about [HEIs]. We need to have someone who can do that - the international marketing communications [...].</p> <p>[...] Here in Finland Alumni are not really a part of the higher education institutions. Somehow we would like to see the student group which can actually go together and make a difference, but they need the support from the staff [...]</p> <p>[...] Finnish students learn more when they have international people among them [...]</p> <p>[...] They are all together 19[internationalization strategies] and all of us have somewhat different emphasis [...]. There is consent of the internationalization strategies, they are updated, I think ours I have to admit that I fail to grasp what could be the single document to describe it but we are rather well onboard [...].</p>
international students	<ul style="list-style-type: none"> - Learn to be competitive, logical, and persuasive - develop classical rhetoric - rapid adaptation

Appendix 4: The interview questions.

Academia

- ⇒ How is the internationalization understood in your field of expertise?
 - In the University level
 - In the country level
 - *Municipal / city level*
 - *Regional development*

- ⇒ What efforts are done to improve/ foster internationalization from the university level-what is the role of the Universities in this aspect?
 - For the Finnish students and staff
 - For foreign students and staff studying and graduating in Finland
 - For the state and companies and universities collaboration
 - how can this affect or be affected by the upcoming retirement in the Finnish labour force

- ⇒ How does the Internationalization affect the University/ higher education field
 - In learning and development of ones career
 - In Finland's work life projects and employment after graduation
 - For the Networking

- ⇒ How could you comment for the further development of the internationalization in Finland - Considering
 - The knowledge produces in the universities,
 - The needs for the companies
 - The state regulations towards these activities

- ⇒ Is there another thing that you can comment on this matter (Internationalization and regional development?)

Industry

- ⇒ How is the internationalization understood in your field
 - In the company level
 - In the country level
 - *Municipal / city level*
 - *Regional development*
- ⇒ Do you have any international workers/network in your company
 - What could be the reason for your company to collaborate with non-Finnish employee
 - How will the international workforce influence your company (is there any value added)
 - *What is your perception to work with the Finnish graduates who have accomplished international degree, or who have attained the international work experience?*
- ⇒ How do you perceive the collaboration with the universities in the development of different companies operations
 - regarding research and development
 - Labour force
 - other
 - *What do you require from the Universities and higher learning institutions*
- ⇒ Does the state have any influence in your companies operations-
 - Regarding Internationalization and regional development
 - Other
- ⇒ How could the non-Finnish work force, assist in filling the labour force gap when Finland faces the employment crisis
 - Useful or not, (-why)
 - Apart from language skills, what could be the other measure
- ⇒ With regard to Internationalization and regional development, what other things should the company require (prioritize) towards the success of this process
 - *companies themselves*
 - *companies requirements from the state*
 - *companies requirements from the universities and higher learning institutions*
- ⇒ Is there another thing that you can comment on this matter (Internationalization and regional development?)

Government (State)

- ⇒ How is the internationalization perceived in Finland (own views)
 - Role of the state and internationalization
 - Role of companies and internationalization
 - Role of universities in internationalization
 - *Finnish and international operations*
- ⇒ How does the internationalization role in the regional development aspects perceived?
 - *To what extent is this role understood by the Finish industry and academia*
 - *How does the strategic aim and the plans enforce this collaboration*
- ⇒ What is the role of the International graduates/students in Finland
 - To Finnish municipalities and the country in general
 - *including companies and regional practices*
 - Their Role in the 2008 Finland's innovation strategy
- ⇒ Is there anyway, that Internationalization can be fostered, to fit in the Finnish labour Market?
 - How important is it for Finland
 - What are the support measures towards internationalization
 - What should be the requirements of the Finnish state, companies and universities in fulfilling this aspect
- ⇒ What other things could be considered important in the enhancement of the Internationalization in Finland
 - Generally
 - Considering the cooperation among companies, universities and government bodies?
- ⇒ Are there any other views relating to the internationalization and regional development?

Index 5: The press release

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PRESS RELEASE

INTERNATIONAL STUDENTS ARE UNPREPARED TO WORK IN FINLAND!

This headline is one among the comments given by the respondents in the Bachelor thesis study conducted by Conrad Lyaruu from Laurea Hyvinkää unit. The study deals with internationalization as a part of regional development. The respondents called for an attention towards persistence and motivation of the current international students and those who have graduated in Finland. Different comments entailed universities to provide their international students with a high quality education that will equip the students with hands on experiences.

The study addressed internationalization from the perspectives of government, industry and university. The main emphasis was kept on the role of universities, and particularly, how international students can contribute to the regional development tasks. The need for internationalization and the emphasis on facilitating universities to become "hubs" for the internationalization of the regions were articulated.

According to the study, universities play a crucial role in preparing skilled and committed professionals. The government acts as a supporter, whereby the industry provides opportunities for motivated and experienced students. The prerequisites for the future employees are motivation, confidence and self-expression. Indeed "hands-on experience," competence in; networking, sales and marketing, as well as communications, were highly stressed.

The author hopes that this thesis' findings will be taken into consideration at Laurea in developing internationalization strategy and other international activities. The study provides many opportunities for further research and new theses. The finding of this thesis however, is a challenge to Laurea University of Applied Sciences as well as other higher education institutions in general.

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