

Fast, Creative & Impactful, Helsinki Partners Strategy 2025–2027

Approved 14.11.2024

Helsinki

Helsinki Partners

Contents

Our Strategy

Our Mission

Our Vision

Our Goals

Breakthrough Initiatives

Our Strategy



Our strategy for a changing operating environment calls for bold actions



Navigating the Geopolitical Landscape

- The Russian war against Ukraine ended Helsinki's long-standing position as a key gateway for companies between Russia and Europe and weakened its flight accessibility.
- Finland's NATO membership and the rising importance of the defence industry have opened new opportunities in dual-use technologies.



Competing for Tech Innovations

- Locations rapidly building hubs in emerging tech (quantum, AI, semiconductors) are winning the investment race in the constantly declining trend of FDI in Europe.
- The green transition is fuelling innovation in clean energy, batteries, and the circular economy.
- Global political support for subsidising investment is on the rise.



Capitalising on Sustainability Opportunities

- Climate change could make Helsinki more attractive as other locations face greater climate challenges.
- The rise of eco-tourism aligns with Helsinki's commitment to sustainable travel options.



Addressing Visitor and Talent Shortage

- The hospitality sector in Helsinki is facing a crisis due to a visitor shortage.
- Helsinki's shrinking domestic workforce demands greater reliance on international talent.
- Foreign investors in Helsinki need assurance of talent availability in the future.

Helsinki Partners must develop new investment strategies, drive innovation hubs, and creatively market the city to attract visitors, talent and investments. It should establish itself as a trusted advisor to the City of Helsinki by fostering dialogue on effective growth and impact strategies.

Our strategy 2025–2027 in short

MISSION

Attract people and investments to Helsinki, globally,
for sustainable growth and prosperity

INTERNAL VISION

To be fast, creative & impactful

STRATEGIC GOALS

Fire up Helsinki's
attractiveness

Seek and attract investments that
leave a legacy for Helsinki

BREAKTHROUGH INITIATIVES

Focus on Happy Helsinki
concept in all target
group marketing

Intensify partner
cooperation impact and
co-financing activities

Intensify sales efforts for
investable initiatives and
foster collaboration to drive
growth

KPI

- Economic value through overnight stays
- Aided recognition of Happy Helsinki
- Helsinki's positive brand image improves and supports attraction of new visitors
- Likelihood of relocation to Helsinki improved

- Economic value through events, FDI-created jobs
- Increased amount of venture capital in Helsinki capital and private equity to Helsinki
- Increased work based migration to Helsinki (joint KPI with Business Helsinki)

Our Mission



Our mission

Attract people and investments to Helsinki, globally, for sustainable growth and prosperity



Our mission

Attract people and investments to Helsinki, globally, for sustainable growth and prosperity

Attract

Helsinki Partners draws attention, interest, and engagement to Helsinki through targeted marketing campaigns, PR work, strategic partnerships, initiatives to attract people and investments.

People & Investments

"People" include skilled talent, visitors, business professionals, and congress delegates, while "investments" refer to financial capital and international events. These pillars drive Helsinki's economic growth, fostering job creation, innovation, and sustainability, making it a competitive global hub.

Globally

Helsinki Partners' core purpose is to attract people and investments to Helsinki. To stay competitive globally, Helsinki Partners analyses market signals and competitor trends to make data-driven decisions on target markets.

Sustainable growth & prosperity

Helsinki Partners promotes sustainable economic growth in Helsinki, enhancing the city's prosperity through increased tax revenue and jobs. Our communication focuses on raising global awareness of Helsinki as an attractive sustainable city for international talent, businesses, and visitors.



Our Vision



Our vision

To be fast,
creative
& impactful



Our vision

To be fast, creative & impactful

Fast

Helsinki Partners stays ahead of the competition by quickly identifying and seizing opportunities. This agility builds trust and makes Helsinki the top choice for visitors, investors, and talent, offering timely solutions and quick responses to global trends.

Creative

Creativity sets Helsinki apart globally. Through innovative initiatives, marketing strategies, and cross-industry collaborations, Helsinki Partners attracts global attention. This approach emphasizes the human element, focusing on creative solutions that benefit people, communities, and businesses.

Impactful

Helsinki Partners is dedicated to creating measurable, long-term value by attracting high-impact investments and boosting tourism. As an advisor, it guides businesses, investors, and events to opportunities that support the city's sustainable growth.



Our Goals



Helsinki Partners' Goals 2025–2027

GOAL 01

Fire up Helsinki's attractiveness



GOAL 02

Seek and attract investments that leave a legacy for Helsinki



Fire up Helsinki's attractiveness

Key Objectives

- Business and leisure visitors are contributing to a **thriving hospitality industry in Helsinki**
- **Happy Helsinki** concept is widely recognised
- People interested in **work-related** relocation identify Helsinki as an attractive option



KPI by 2027

- Economic value from 3.3 million international overnight stays reached **EUR 1.52 billion**
- Aided recognition of Happy Helsinki reached **20%**
- Helsinki's positive brand image is perceived and improved among visitors target group to be **50%**, which is a **10%** growth from 2024
- Likelihood to relocate to Helsinki improved in focus markets to be **27%**, which is **17%** growth from 2024

Seek and attract investments that leave a legacy for Helsinki

Key Objectives

- **Helsinki is recognised** as the hub for emerging technologies (quantum, AI, semiconductors, dual-use, or similar)
- The total amount of foreign venture capital **investments** to Helsinki has increased significantly
- Supporting companies in Helsinki to **attract talent** in high value, knowledge-intensive or other sectors of labor shortage
- Helsinki is recognised as a **winning destination** for congresses and corporate events



KPI by 2027

- Economic value of congresses and corporate events is **EUR 124 million**
- The economic value of FDI-created jobs is **EUR 37 million**
- Venture capital and private equity investment increased by **EUR 150 million**
- Number of foreign talent in Helsinki reached **4.201**, which is 20% growth from 2024 (base number 3.501)

Breakthrough Initiatives



Breakthrough Initiatives

2025–2027



Focus on the Happy Helsinki concept in all target group marketing

First Steps

- Implement Helsinki's brand strategy/ Good Life into a target group-wide Happy Helsinki concept
- Immediate start of implementation



Intensify sales efforts for investable initiatives and foster collaboration to drive growth

First Steps

- Clarifying roles and structure for impactful collaboration
- Increasing the active dialogue and insight into global market trends and customer needs for ecosystem development
- Intensify collaboration with the key partner to identify investable spearheads



Intensify partner cooperation impact and co-financing activities

First Steps

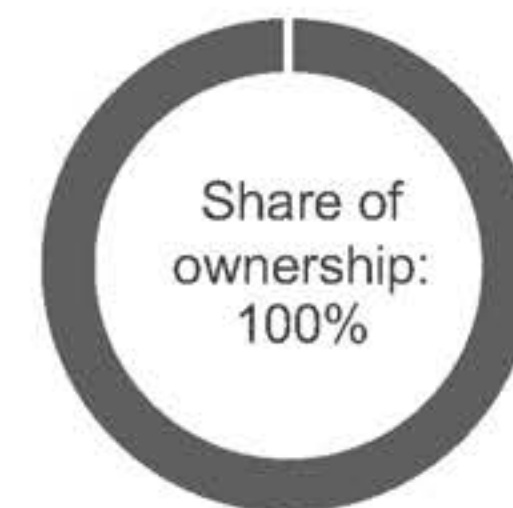
- Naming and segmenting potential partners
- Building cases together with partners for shared engagement and co-financing

Appendix



Helsinki Partners' ownership strategy over the next 5–7 years

Ownership	Mission	<ul style="list-style-type: none"> The purpose and mission of the company is to enhance Helsinki's international competitiveness and attractiveness based on the City Strategy and the objectives laid out by the City. The company promotes the sustainable growth of Helsinki, attracts investments, experts and visitors, supports the city's international sales and marketing, enhances international awareness and builds the brand. The company operates within an extensive domestic and international ecosystem and conducts and develops close network cooperation both within and outside the City Group.
	Ownership structure and organisation	<ul style="list-style-type: none"> The City of Helsinki has a strategic interest in owning the company. The company is a key tool in achieving the City's goals of international competitiveness and attractiveness, as well as vitality. The purpose of the company is not to generate a profit or to distribute a dividend to its owners. Instead, any profit shall be used to support and develop the company's own operations, taking into account the goals set for the company by the City Group. The City's ownership in the company shall be maintained at its current level. Within the City organisation, the company shall be part of the Mayor's Division.
Vision	Objectives	<ul style="list-style-type: none"> The company successfully attracts companies, investments, experts and visitors, as well as B2B events, to Helsinki. The company successfully builds Helsinki's international attractiveness and brand. The company's operations are consistent and clearly in line with the goals and priorities that guide the implementation of the City Strategy.
	Development guidelines	<ul style="list-style-type: none"> Awareness of Helsinki internationally grows significantly. Helsinki's international attractiveness and competitiveness improve as measured by the number of investments, experts moving to the city, visitors and international events.
Governance	Competence requirements	<ul style="list-style-type: none"> The collective competence requirements of the Board in accordance with the Local Government Act and Group Guidelines International business and investment attraction, sales, marketing and brand building Customer relationship and network management, building ecosystems Investor cooperation Digital business
	Remuneration	<ul style="list-style-type: none"> The company shall be included in remuneration category B.



Non-market entity

Main objectives and indicators

Building attractiveness and awareness

- Building awareness of Helsinki within selected target groups, segments and geographical areas
- Total value of investments
- Number of jobs created as a result of the company's operations
- Number of international events
- Financial value of visits

Customer focus

- Regular customer and stakeholder surveys

Implementation of Carbon-Neutral Helsinki 2035 Action Plan

- A set of indicators in accordance with the company's own implementation plan

Adequate solvency of the company

- Minimum equity ratio 10%