



TECNOTREE

Powering the digital marketplace

International Talents – building a multicultural workplace. Case Tecnotree Corporation

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About Tecnotree

- Tecnotree is one of the leading providers of integrated revenue and customer management (IRCM) solutions and value added services for telecom operators worldwide
- The company was formed following the merger of Finland-based Tecnomen and India-based Lifetree Convergence in 2008, and is listed on the Helsinki Stock Exchange
- Tecnotree supports over 460 million active subscribers on its platforms for 78 customers across 58 countries
- Strong presence in emerging markets such as Africa, the Middle East and Latin America
- 700 employees across seven locations around the globe

Tecnotree Development Center, Tampere

- Tampere was chosen as the location from many options on the basis of strong R&D, high tech heritage, universities (availability of workforce) and the vibrancy of the city
- Established in 2015 to boost new R&D initiatives and bring out new innovative products to customers faster. Also focus on product quality, on 'in-house' development instead of subcontractors
- Extraordinary opportunity to build a working community from scratch
- Recruitment focused on technical skills, personality and mind-set, not on nationality or diversity of the workplace
- End of 2015, the Tampere headcount was 35 (over 150 interviews and countless applicants), about 30% of applications from non-Finnish candidates, roles include software engineers, technical leads, scrum masters, team leads, directors
- 30+ employees representing nine different nationalities → → Tecnotree has an international customer base so the diversity offers synergy



Building a multicultural workplace

Recruit international talents early on but with a focus on **talent** and **skills**, not nationality or diversity

Organic growth:

- Organization has to have a genuine desire to be international (not just on paper or out of desperation for talent)
- Think about how the organization needs to evolve in order to foster a multicultural working community
- Appreciate the value to the company/customers that a culturally diverse work force can bring

Move away from 'we have always done things this way' mindset

- Broader skills sets, different views of the world = fresh perspectives on products, sales, services
- Diverse workforce is better at recognizing and responding to business and market challenges markets as well as identifying new opportunities

International talent attracts other international talents

- cooperate with university, offer traineeships, take part in international gatherings, build your own international talent network, brand your work place as multicultural so talents feel welcome and want to apply

Key factors to consider

- The flat organisation structure/ lack of hierarchy in many Finnish companies
- In IT → Agile development (openness, progression, planning of tasks)
- Finnish punctuality, straight talking (you say what you mean) and modesty
- Trust in the employee
- Team before individual
- Building trust (that employees feel that their knowledge matter, opinions can be expressed to superior without consequences)
- Practical matters (visa, social security, family members, schools)
- Integration (not just employment)

The tools for success

- Be a workplace that people generally enjoy working in
- Good induction program, a buddy in the workplace
- Availability of HR support (help matters such as tax, visa, social security, family benefits) → Go for extra mile, it pays off
- Communicate, explain, include
- Flexibility in the organisation (vacation times, understanding of the family dynamics)
- Awareness of national or religious holidays, special dietary requirements, attitudes towards alcohol and promoting cultural awareness among the entire staff (Friday talks, local delicacies from trips home)

The tools for success (continued)

- Lead by example (inclusion, communication, curiosity)
- Focus on the team, team work and team building as a whole and not just with the international members
- Avoid stereotyping
- Employee led communication (e.g Slack), low threshold channel for communication
- Resolve conflicts immediately (sometimes conflicts happen and for reasons that cannot be foreseen e.g. nationality or historical events)
- Motivation and drive to make multicultural workplace work
- Retention → Competition of IT talents is fierce → How to keep the talents



Thank you!

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