

Strategic workshop

9/12/2019

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Project background

Istria County is currently most recognisable as a vibrant tourist destination. In addition to the tourism sector, it also has a group of companies from the ICT sector that have a global success in the business area in which they operate. Companies have realized that they share similar challenges and have decided to form an association with the ambition to support each other and to encourage future growth.

In order to meet the challenges, the ICT Association wants to analyze the position of the ICT sector in Istria and highlight the ICT industry as an important pillar of economic development in the County of Istria, that can bring significant added value. The Association consists of

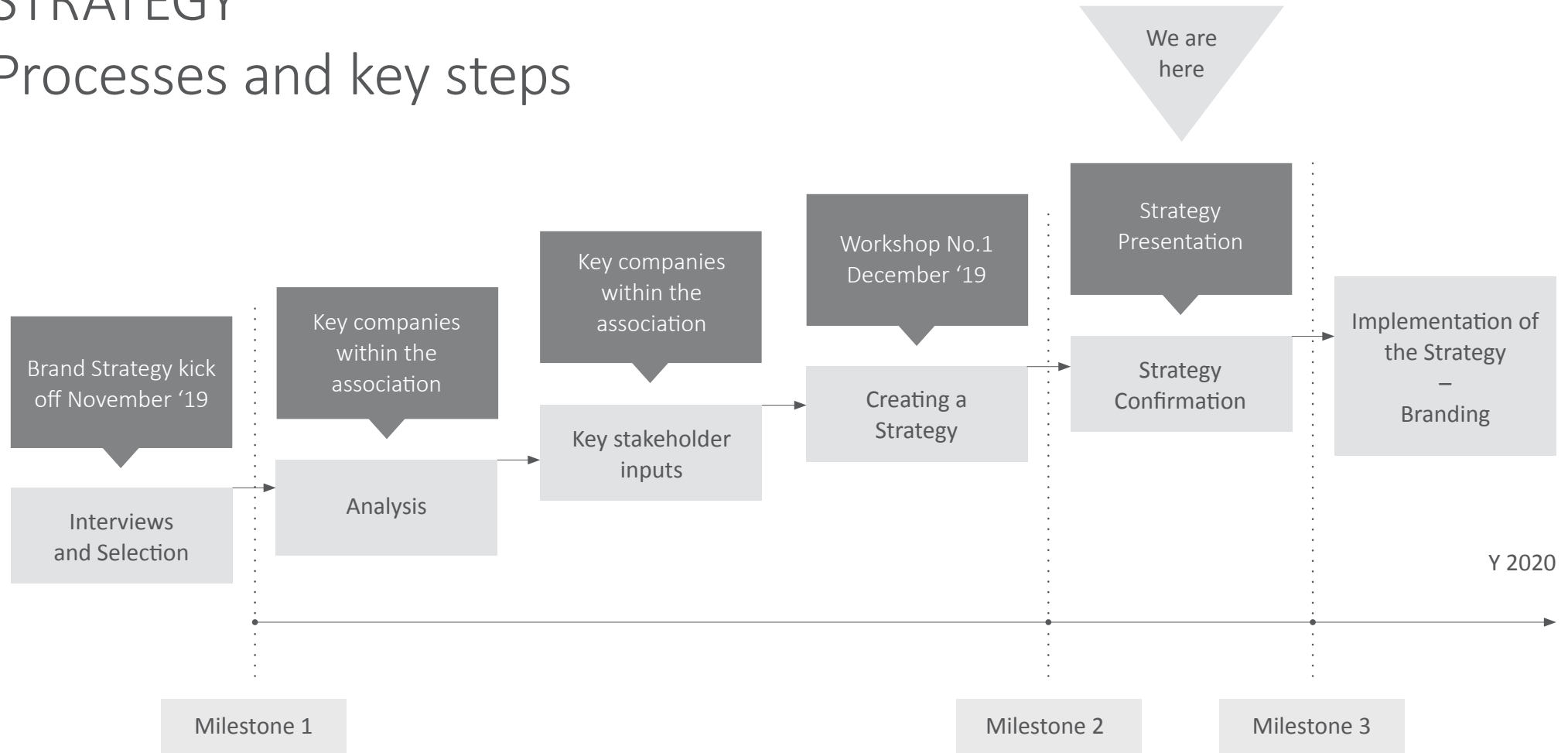
approximately 100 ICT entities from Istria, of which the preparation for the workshop was done by:

Agenor, CMG Croatia, Consonna, DHH, Faculty of Informatics, HKG - Croatian Chamber of Commerce, Infobip, Infosit, Intersoft, Istracom, Istratech, Lloyds, Penta, University, SysBee and Tri M.

It is necessary to find a common denominator and goals whose implementation and realisation would bring together as many actors in the ICT scene in Istria, and which would benefit both ICT companies in Istria and Istria in general.

STRATEGY

Processes and key steps



Focus question

Task

Focus question



Workshop

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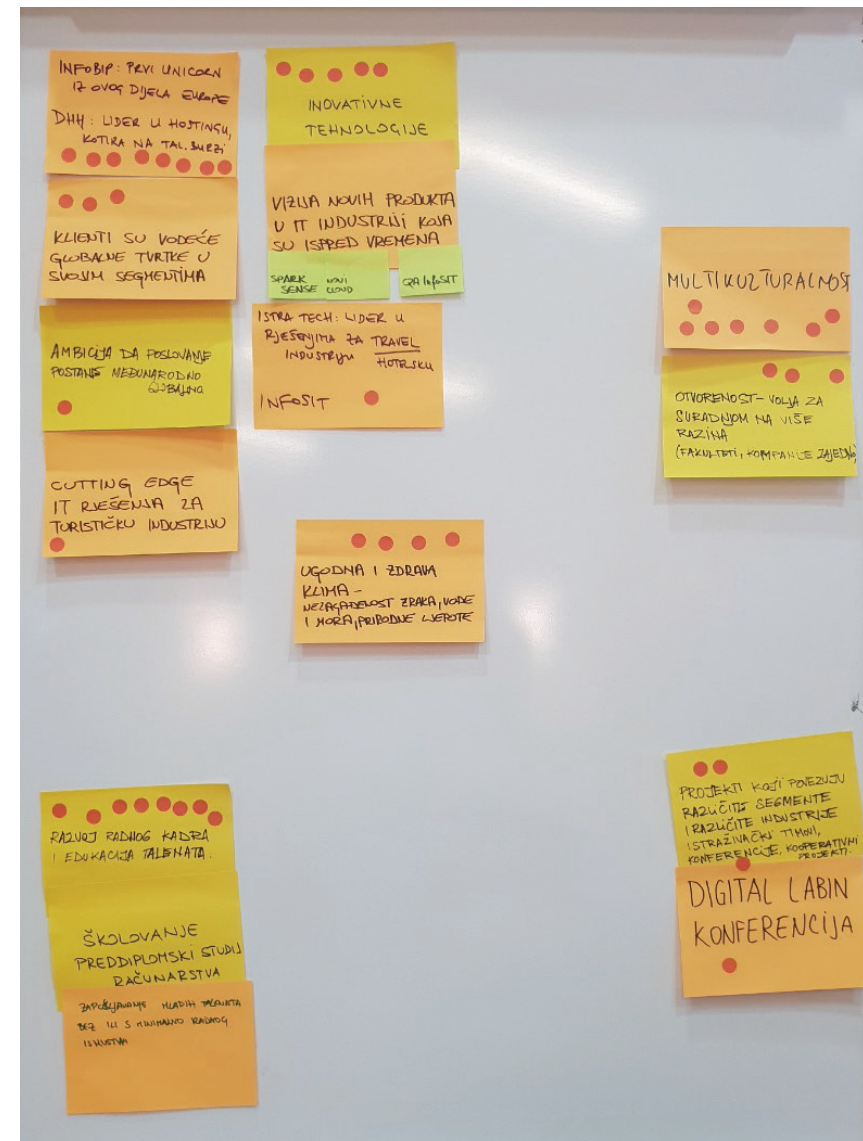
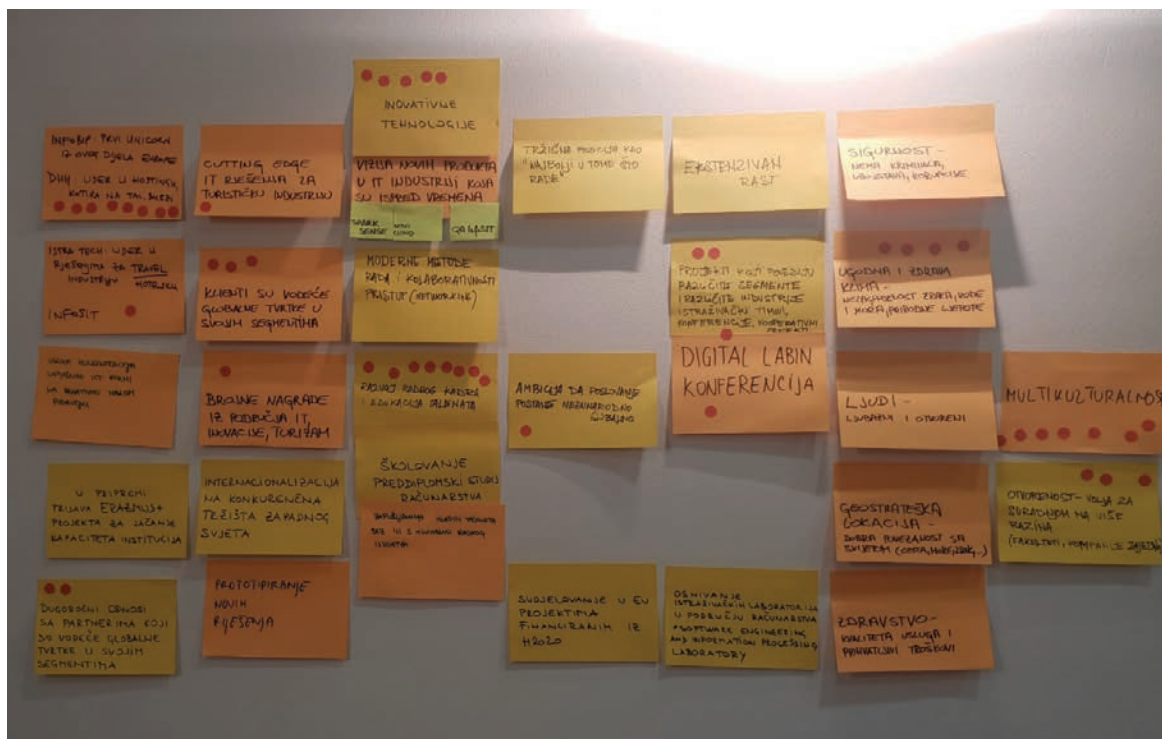
“Hero achievements” →
brand values

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Brand values are based on Hero achievements

Brand values

Hero achievements are used to define the brand value and are a guarantee of **relevance** in the market. It is essential that values have **credibility**. They are also the key to be able to differentiate ourselves from the competitors.

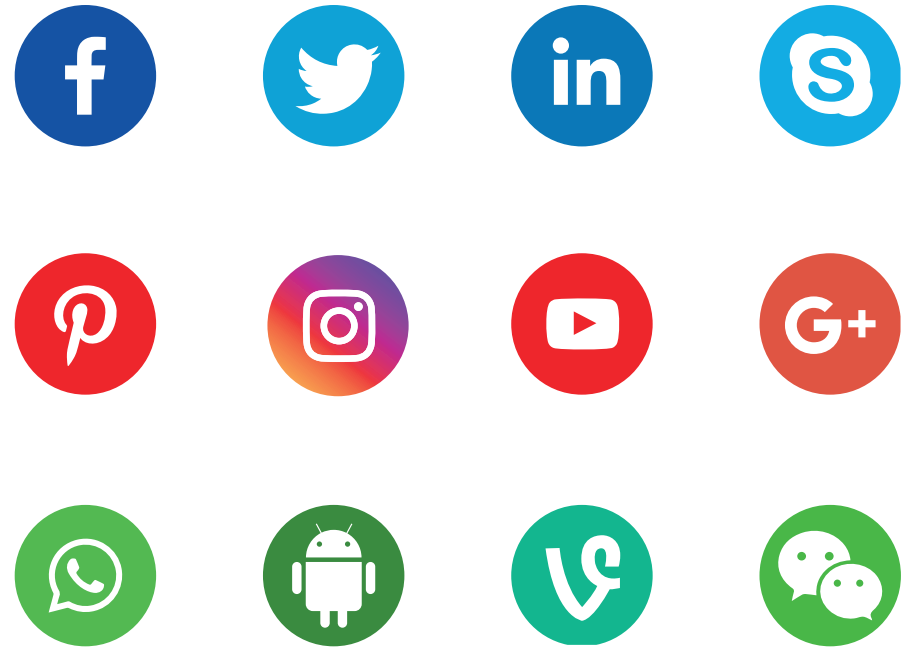


1. Bold

Confidence, courage, fearlessness

Young, very professional in education & skills and eager to reach for the best. Where they come from, there is no limitation for global ambitions. They don't work to be best; rather, they do every day their best and that is what enables them to reach the top. Confident, but not arrogant. Ambitious, but not for every price. Not afraid to see themselves on the top.

"Clients are leading companies in all segments"



T-Mobile

UniCredit

2. Best in class

Only the best is good enough

Not bigness but greatness, best of its kind.

Best in class is not about size. It is about quality and focus. Focus on customer needs to provide solutions, they don't even realize are needed nor think are possible. Focus on uncompromised quality. The best in class don't work toward that objective – they believe in what they do with objective, to make an impact and leave something meaningful behind. And that makes them best in class.

“600+ direct contracts with Telecoms worldwide”



3. Homegrown

Expect and respect, do it yourself

Istria is all about growing from its own seeds. Like world-famous Istrian truffles - they only grow and evolve here. Were not brought into, can't be taken out. An understanding, that if „you don't have it, you grow it" is how people have always approached life. Homegrown is authentic way of addressing the shortages and involves a key differentiations – by home growing you learn „how to". And that is a lasting value.

“People Development - From Graduation - Junior positions, to date → partner in the company”

“Setting up an undergraduate degree in computer science”



4. Openness

Openness in handling and behavior

An honest way of talking or behaving in which you do not try to hide anything. Being open is not a learned trait but rather a state of mind, driven by the surroundings of endless sea, embracing the peninsula. For centuries, people from this area had a need to live with each other, work together and, in course of history, also adapt to different authorities. That opened their minds and established an open, trustworthy and caring attitude toward each other. A value with globally increasing importance.

“Established cooperation and practice with leading universities (EFRI Rijeka, FET Pula, FER etc.)”



5. Life simplified

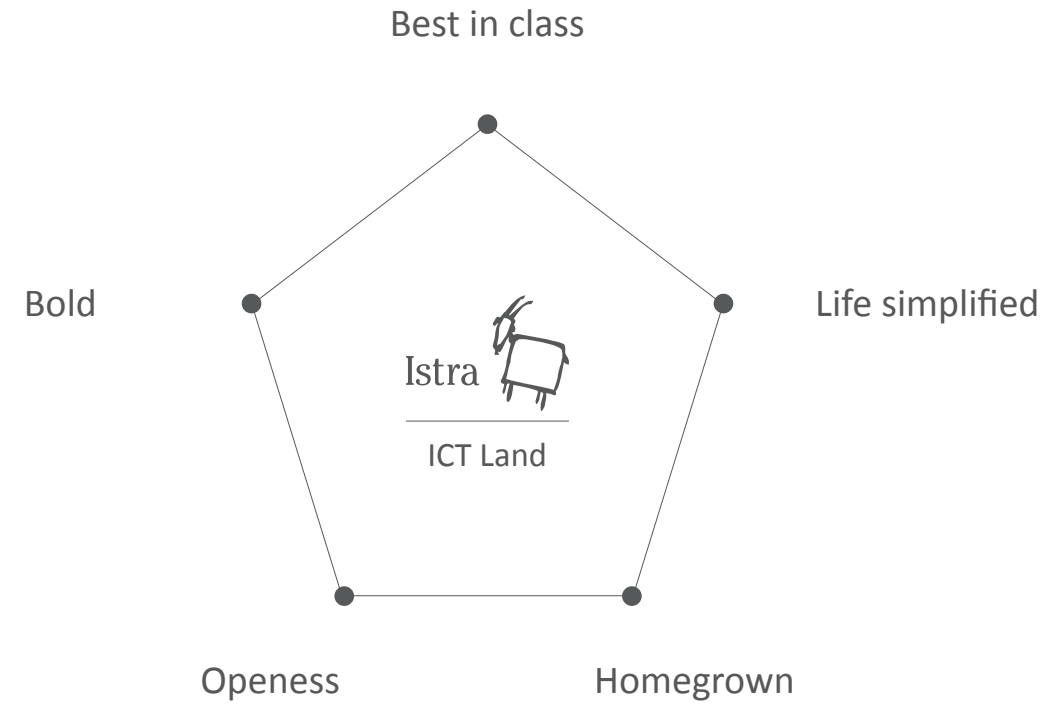
Work-life balance in cosy environment

People from the western world not only care for why and what they do but also where they work. Morning traffic jams, afternoon rush hours, air pollution and high concentration of humans in urban areas seem to be reaching its tipping point. Quality of life, in its wider sense, is becoming a globally increasing value. The more we are aware that time is a limited asset, the more we appreciate 360 degrees well being – from morning breakfast through the working day, to afternoon family time and evening leisure.

A pleasant and healthy climate. Not contaminated air, water and sea. Natural beauty.



Brand values

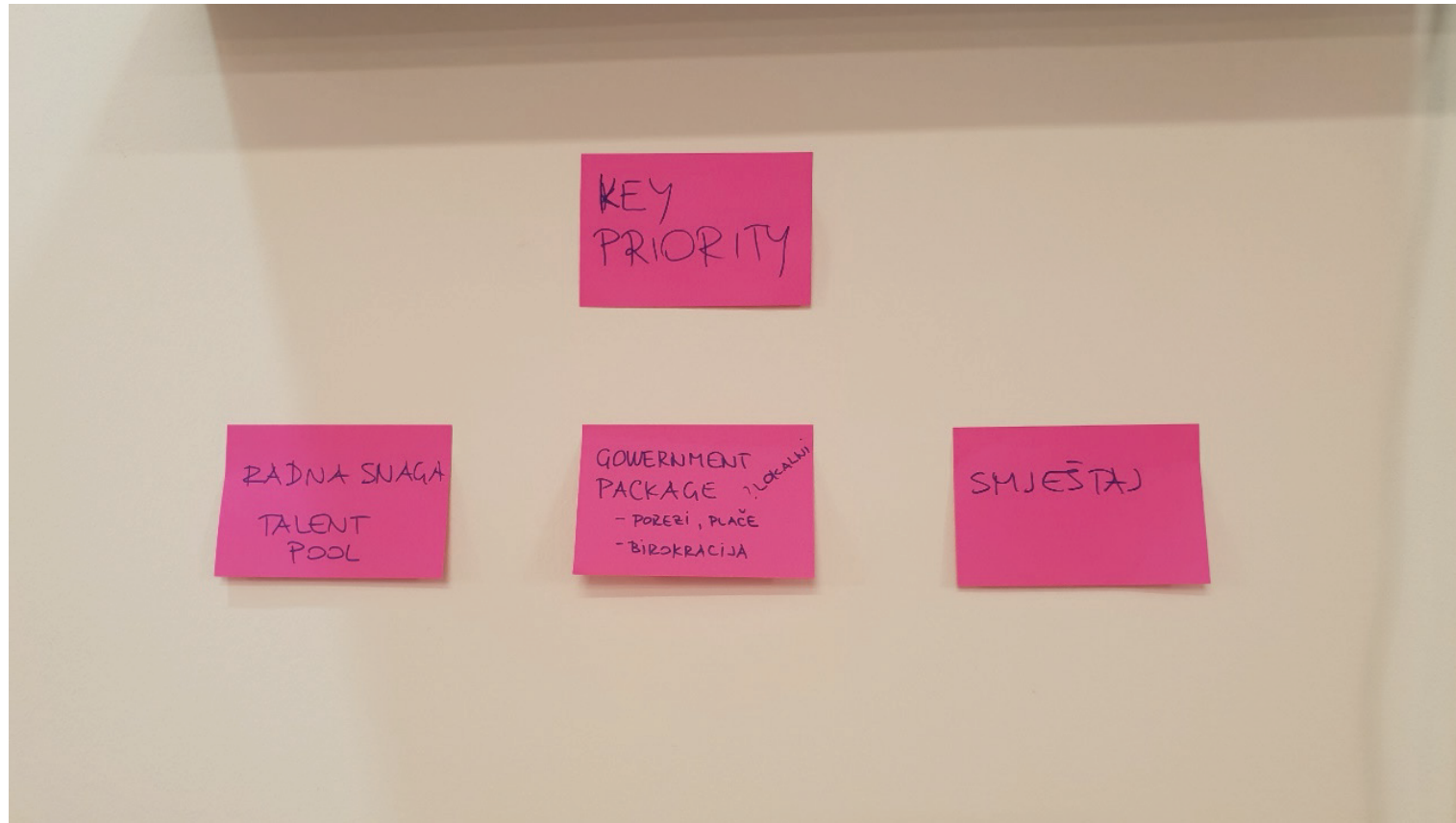


Pain points

Task

Checking all the pain points, defining the most critical issues and ranking the problems by importance

Pain points



Pain points

Government package

Taxes
Insufficient salaries
Bureaucracy that is not a service to the business
All ICT Companies compete for the same talent pool

Work force

Lack of a competent ICT workforce
Talent migration

Accommodation

Lack of accommodation
Lack of long-term rental offer

Traffic connection

Lack of high-value top projects

Co-working spaces

Insufficient number of ICT seminars, education...

Legal aid for social issues

Lack of research centers

Pain point No.1

Lack of workforce

The lack of ICT professionals, mostly software developers, but also project and product managers, sales experts and others that would work in ICT companies in Istria. This is a global problem, not specific to Istria only, although here it is tied to a specific mix of causes. The young talent has the tendency to leave Istria for good STEM education (available primarily in Zagreb) and not come back to live and work here after graduation. Options offered at the local university still do not attract top talent to a greater extent.

Secondly, those ICT professionals that work and live in Istria will also sometimes leave for better opportunities in Ireland, Italy, Germany and elsewhere. Thirdly, bringing in the skilled workforce from abroad is complex due to state-level regulation and limitations, and can't fill in the gaps. As a result, all ICT companies based in Istria are competing for the same talent pool, which is quite small and calls for various ways of expansion.

Pain point No.2

Bureaucracy challenge

Challenges in labor, tax, police, housing and other legislation (state-level, regional and local) that affect the ability of ICT companies to offer better compensation packages and work/life conditions to their employees. High payroll taxes result in huge differences between employee net and gross salaries. This impacts the ability of ICT companies to pay higher net salaries. Furthermore, the net salaries of ICT professionals in Croatia are still significantly lower than in Western Europe or the USA.

In many cases, public authorities are not seen as a service to ICT businesses, in the sense that they don't have sufficient understanding of needs or adequate processes to address those needs. An example often mentioned in ICT group meetings includes police authorities in Pula when dealing with foreign nationals applying for work permits. Other examples have been described as well.

Pain point No.3

Living space shortage

Lack of accommodation units (houses, apartments) in which ICT professionals could live all year round. The majority of properties in coastal areas of Istria are not available for long-term rent, as they primarily function as holiday accommodation for tourists in summer. Cases in which landlords ask renters to leave apartments for two or three summer months are not uncommon. This impacts the readiness of ICT professionals to permanently relocate to jobs in Istria.

Pain point No.4

Transportation, connection & others

Lack of **frequent and accessible flights and train connections** to business hubs in Europe, primarily in Italy, Austria, Germany, UK, Serbia, and BiH.

Reaching Zagreb from Pula remains a matter of almost 3 hours.

While it is true that Istria has some of the infrastructure (Istarski ipylon highway in great condition, local airport close to town), actual connections are bad. Airline travel to and from Pula airport is tailored to seasonal holiday travel, and not to the year-round regional and international business travel needed by many ICT companies. In winter, international flights to Pula airport are few or non-existent, so business travelers use Venice, Zagreb, Trieste or Ljubljana airports. Train lines – commonly used in Western and Central Europe for affordable and convenient business travel – are not available.

Public transportation in Istrian towns does not exist outside of Pula.

Lack of an open **coworking office space** that would be available to local developers and entrepreneurs, as well as to freelance ICT professionals and digital nomads from around the world for their occasional working stays in Istria.

Lack of high-worth **ambitious ICT projects** (top, complex projects) for motivated professionals to work on.

Lack of **research labs and research centers** that would give an additional impetus to collaboration; relatively low research activity; lack of an office for technology transfer

Legal assistance and expertise specific to the needs of ICT companies

Lack of **seminars, education**, meetups and opportunities for further learning of ICT professionals.

Cost and availability of **funding**.

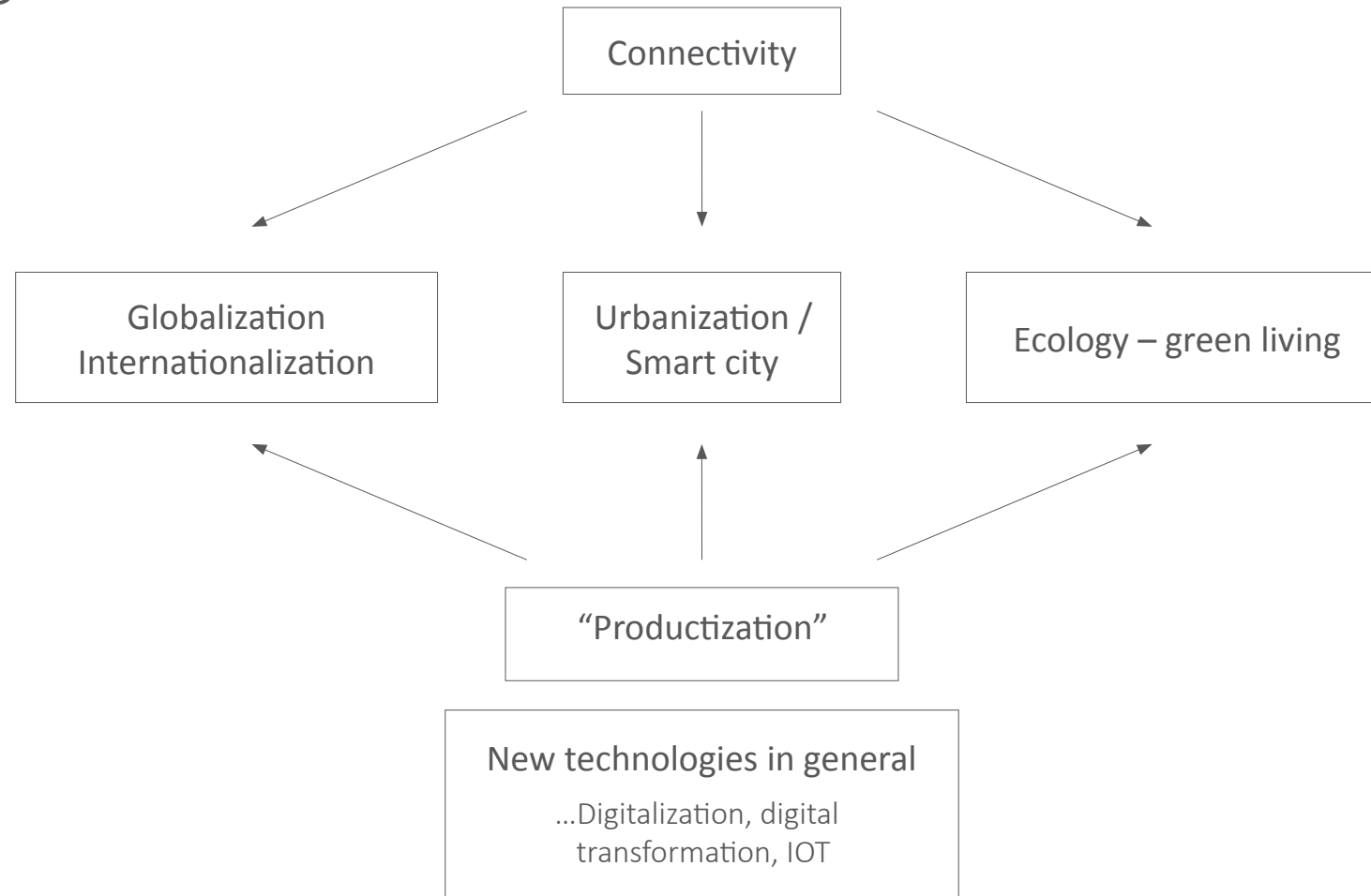
Trends

Task

Getting to know trends

In the future, it is important to consider which trends are important for the ICT industry.

Relations between selected global trends



Connectivity –

Humanity is organized into networking, communication is more open and digitized. Smart devices are becoming a part of everyday life.

This trend is the essence of the ICT sector itself. ICT companies are living it on a daily basis and it is the main trend.

Globalization

INTERNATIONALIZATION

Progressive globalization and internationalization of markets have a growing effect on social opportunities.

From the education sector, to private lives and relationships.

Attention to US & China.

Public cloud is an industry trend.

Changes in life opportunities and habits are easier. And there is more mobility for lifelong learning as well as mental flexibility

Urbanization

SMART CITY

Urbanization – For the first time in history, more than half of humanity lives in cities.

Cities thus become multicultural, more connected and more vibrant. Globally, cities are increasingly mobile, which not only relates to the transportation of people, goods and information, but also to the increased flexibility in job search.

Ecology

GREEN LIVING

Green Living and Ecology goes beyond classic conservation and combating exploitation.

More and more consumers will choose brands that offer more than just a product - but the promise of contributing to the lives of their consumers and society in general.

This trend is crucial for the promotion of Istria as a destination for living and working

Produktization

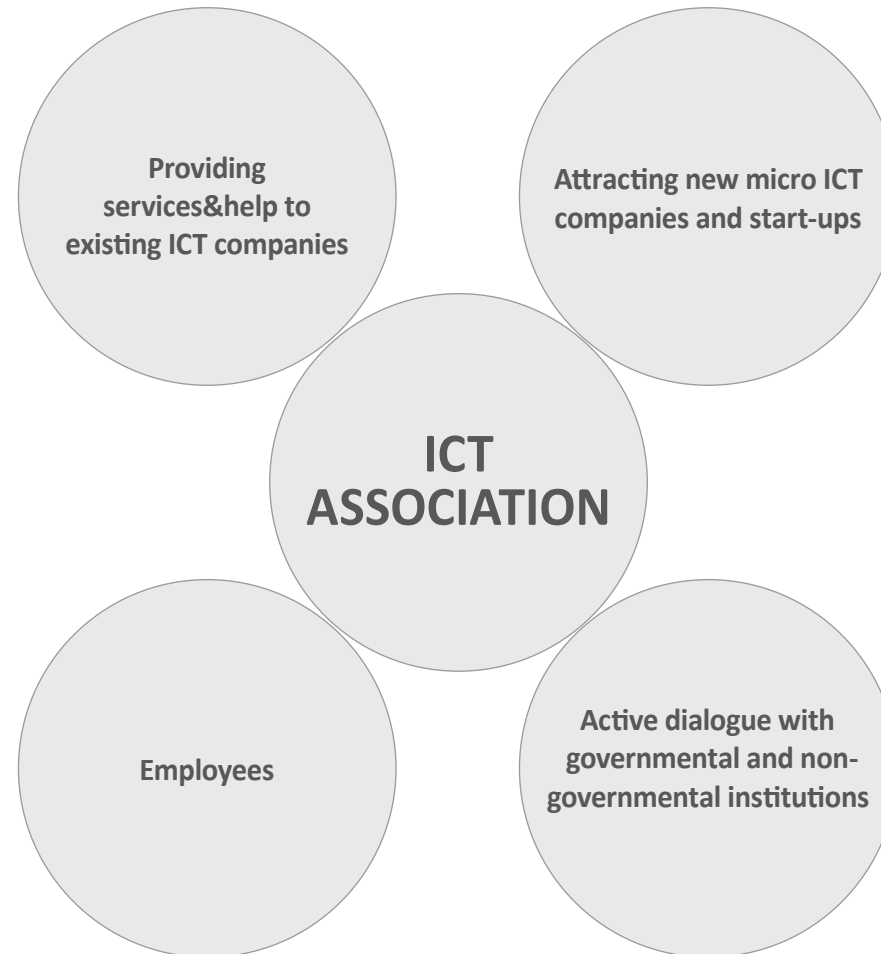
New technologies in general

Who is your “client”?

Whom are you speaking to?

Target group of ICT Association

Priority No.1 → Current & future workforce



Target group

Priority No.1 → Current & future workforce



Students and future students



ICT Experts



ICT Experts with families



Non-ICT profiles with the
ambition to work in ICT

Do we know their decision factors? Their life shortages?

Target group desires? What are they missing?



GROUP
WORK



What is our target group looking for?

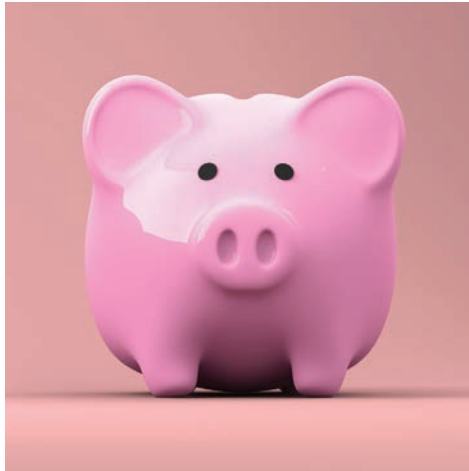


Solid salary (11) (value refers to the value spent for living)
 Making impact (8)
 Personal development (7)
 Vibrant destination (7)
 To be challenged (4)
 To be loved / Real relationship at work & in personal life (4)
 To be valued (4)



Positioning
 Brand image
 Communication

Target group desires? What are they missing?



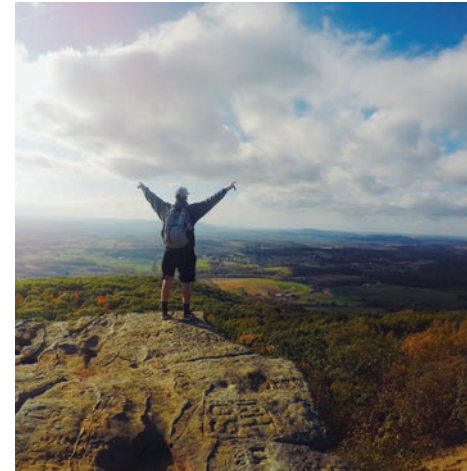
SOLID SALARY

They understand that abroad can be earned more and are fine with that, as long as salary and benefits enable normal life.



PERSONAL DEVELOPMENT

Having an opportunity for further education, personal growth, and, in a broader sense, to develop yourself in every step on the way.



MAKING IMPACT

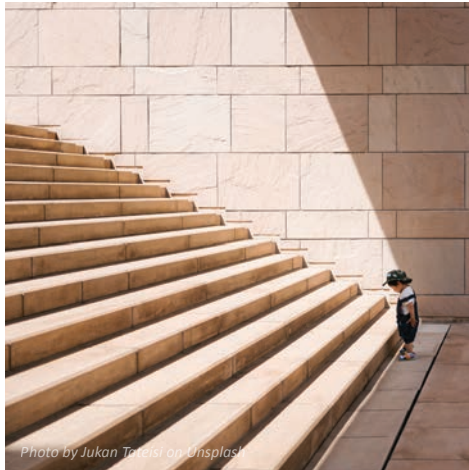
Work is not only about earning money. It is also about making a difference, giving contribution and having an opportunity to be part of a successful story.



VIBRANT DESTINATION

After work activities, they want sport, concerts, festivals, parties... Those activities are very important, in order to live a fulfilled life.

Target group desires? What are they missing?



TO BE CHALLENGED

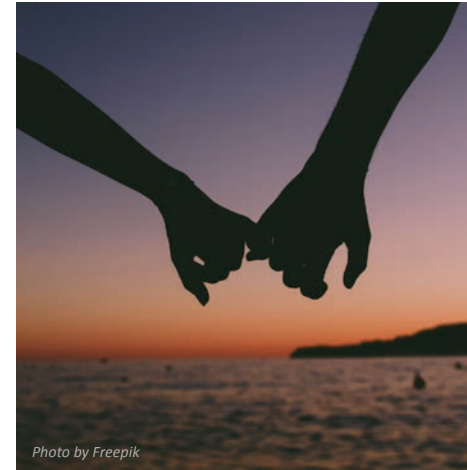
They don't feel emotionally fulfilled if they are always in comfort zone.

Big projects with new challenges are important driver of satisfaction.



TO BE VALUED

A two way communication, where they need get a feeling they are valued and their work and contribution is noticed.



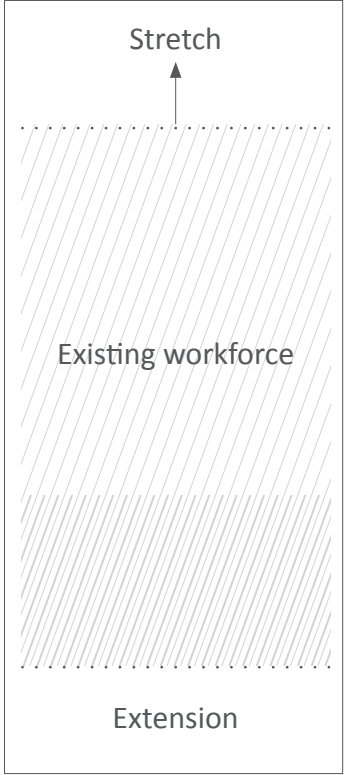
LOVE & RELATIONSHIP

Love is an important emotion.

Having the ability to find a partner and establish a relationship matters.

Regional Trends as a breeding ground for potential stretch

Workers in other Industries



Consumer Pool

Students





Foreign ICT Specialist





Consumer trends & People's desires as a breeding ground for potential extension in workforce profile

Target consumer group within **extended** and **stretched** consumer pool







People who find his or her personal development at work at high priority for self. Has desire to create added value, and does not mind to be challenged.



Associations: respect, trust, security



Target group

Added value
Personal development
To be challenged
& valued



← **WHY**



← **HOW**



Life Simplified
Openess
Bold

Approach target group desires in connection with your values as breeding ground for growing the workforce profolio

Brand positioning



Vision

.....

Istra ICT region

Istria - land of choice for ICT professionals from living, working, to studying.

Mission



Istra ICT region

Our mission is to foster business friendly environment for progressive ICT firms through development of Istra as region of endless opportunities & welcoming space for ICT professionals.

Photo by Alexis Antonio on Unsplash



Moon Shot

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By 2025 Istria is recognized as home for ICT professionals with best life-work balance.

(From living, working, to studying).

Brand positioning

Greatest
Of
All
Times



ICT Land

Enabling ICT professionals to grow their business
potential in friendly environment

Pain points – recommendations

A key priority for growth is the acquisition of consistent workforce. Since there are many opportunities for development, the problem should be approached methodologically, within defined time frames.

Has to be addressed:

- Bureaucracy – Regional as in cluster (stronger together)
- Living spaces – Regional as in cluster (stronger together). Influence on region to identify the possible parts in the county where the living spaces can be rented throughout the whole year
- Year long – vibrant destination – use the knowledge in cluster to digitalize and connect all points of “happenings” in Istria. What to do / where to go at your fingertips.

It is not urgent, but it would be good to consider:

- Infrastructure / logistics links: With the increase in the number of people, the need for better transport links will increase. It is worth emphasizing at the regional level the need for better road and air connectivity.
- Public and social spaces: common spaces for young students and ICT professionals operating in the County.

New workforce – will come as a result of all these activities. The best way is targeted communication at the county level, encouraged by the ICT Association and all the entities that make it. → One unique and one-size-fits-all message that you ALL communicate outwards and towards your future workforce will have a significant effect. The key is focus and consistency

Next steps: from strategy to execution

Item	Content	Deliverable
STRATEGY CREATION		
	Preparation of compact presentation form of Brand Strategy	Unique and differentiating positioning statement, vision and mission
Brand Manual	Creation of Visual / Verbal Brand Identity	Visual / Verbal Brand Identity made according to the key determinants of brand strategy. Brand Manual and Elements for basic use of identity provided to the Association and its entities for use (for corporate purposes, MKT, HR ...)
Strategy	(Option) Strategy revision (recommended annually)	Review of major actions and activities of the cluster (internal & external) Recommendations to enable sharp and consistent activities aligned with the strategy
STRATEGY IMPLEMENTATION		
Strategic Planning	Plan for each of 4 pain points (or 5P) how to reach goals with determination of quick win	Internal plan with key programs, activities, deadlines, responsibilities and indicative budgets
Innovation Workshop	(Optional) Based on Mission & Vision, the values, but most importantly the pain points constructive development of opportunities which are at later stage turned into projects to address all needs in a structured way	Outlined strategic directions of work for cluster, with defined & well described opportunities which should be addressed. Clear roadmap with foreseeable timeplan will be developed.
Implementation Tactics	(Optional) Detailed tactic for each program / opportunity with description of brand touch-points	Drill down action plan for core opportunities with enabled resources

Contact / Q&A



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