

Ostrava

Talents in Focus!!!

Integrated Action Plan for Attracting Talents to Ostrava City



EUROPEAN UNION
European Regional Development Fund

★URBACT
Driving change for
better cities

In focus
SMART SPECIALISATION AT CITY LEVEL

OSTRAVA!!!

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In focus

SMART SPECIALISATION AT CITY LEVEL

EUROPEAN UNION URBACT PROGRAMME

A word from Tomáš Macura, Mayor of the City of Ostrava

The City of Ostrava is experiencing historic economic growth and nowadays, we have the best opportunity to invest in new ideas and technologies. We would like to put Ostrava and the Moravian-Silesian Region on the world map and become easily recognized for our great potential. We believe in our firms, engineers, and scientists in the region.

On the other hand, we have been facing what can be termed a 'brain drain' in recent years, with talented and qualified people moving to other cities in the Czech Republic, such as Prague or Brno, or to other places in Europe, because of better salaries or opportunities. The firms lack a skilled and qualified labour force. There is also

a low level of entrepreneurship in the region. Universities lack more innovative researchers and innovators and talented students. It is becoming very hard to go against the flow and attract highly educated people (scientists, engineers, etc.) to come and work here. We want to change that.

We need focused cooperation in the main segments of the economy, where the gap between the demand and supply of a skilled and qualified labour force is the biggest – advanced manufacturing, the automotive industry, the ICT sector, energy, etc. The RIS3 approach, applied through the partnership of the Moravian-Silesian Innovation Centre and the local innovation ecosystem, will help focus on the specific needs of the companies which are looking for new human resources, especially talented people. Combining the partnership within the URBACT IN FOCUS project and the newly-formed community within the Moravian-Silesian Innovation Centre helps when searching for the best-suited projects and services, while guaranteeing that the programme and the planned projects will be implemented and sustainable in the future.

Among the main priorities, there is also a strong emphasis on a better image and coherent brand management and the marketing strategy of the city and the region, and the attraction of new investments, but also workers and young people. The attraction of talent management has thus become an essential part of the new Ostrava City Strategic Development Plan (2017-2023), as has the creation of a friendly city environment that attracts talented people. With local stakeholders involved in the URBACT IN FOCUS project, we are now preparing activities for welcoming and soft-landing newcomers to this region. For many people, Ostrava could be the city where their new stories will begin.



Tomáš Macura

A word from Pavel Csank, CEO of the Moravian-Silesian Innovation Centre

The Moravian-Silesian Innovation Center in Ostrava (hereafter simply referred to as the MSIC) is an “economic development company” in which the City of Ostrava and the Moravian-Silesian Region are the main shareholders. The mission of the MSIC is to support entrepreneurship, innovation, and the coordination of the “Regional Innovation Strategy” (RIS). The key challenge for the RIS is to stop the two and a half decades of the loss of talented and active people from the Region.

None of the services and interventions in support of entrepreneurship and innovation will have the necessary long-term impact on the economic development of the Region without a resolution of the problem of selective migration. For this reason, I consider the inclusion of Ostrava in the IN FOCUS project to be a highly beneficial strategic decision.

I would like to emphasize what I see as being the project’s benefits within the framework of my personal involvement in the project. First, highly relevant cities across Europe have been chosen for the project and Ostrava has received a lot of valuable experience and inspiration from them on how to resolve our needs. Second, the methodology of the process which has been used to realize the project here in Ostrava has contributed to the construction of a valuable

partnership. Third, the partnership that has been created has prepared a range of specific tools within the framework of the project with which it is possible to contribute effectively to tempting a number of successful locally-born people back to the region and using their experience, knowledge, and contacts for the development of the local innovation ecosystem.

I personally consider the most valuable contribution as being the fact that the cooperation process created throughout the course of the project will continue and that a fully-fledged working group for the Region’s new innovation strategy will gradually arise from this cooperation. This working group will continuously prepare strategic projects aimed at meeting the goals of the RIS in the area of working with talented people and it will be in direct interaction with the Council for Innovation of the Moravian-Silesian Region, which is the supreme formal body for the administration of the RIS. On a personal level, I would like to thank all of the project members in all of the cities involved. I am of the opinion that, in addition to the defined goals, the project has also contributed to strengthening the perception of Europe as high values and alternatives to provincialism.

A word from Ladislav Glogar, Executive Director of the Moravian-Silesian Automotive Cluster

Focus means international success in the automotive industry – the Ford Focus.

Young people today are not only looking for an interesting job and professional success or the ability to live life to the full. In this modern world full of rapid changes, they want to bring everything together and to have time for everything! In order for that to succeed, it is necessary to find a place and an opportunity and those are usually greater in areas where something new is being created and where whoever arrives first has a greater chance of succeeding. And just such a place is being created in the region of Ostrava, in the City of Ostrava itself!

It is being created because the enthusiasm and hard work of the local people have come together with a new, modern automotive industry based on the connection

of progressive technology with the ICT sector and on technical education supported by cutting-edge computer technology. This is also based on the fact that Ostrava is becoming a place and a centre for research and development for a large number of top international companies in the automotive supplier sector. It provides an opportunity to start up, succeed, and excel not only locally, but also on a European or international scale thanks to the centres which are located right here.

However, this is not only about jobs, but also a parallel lifestyle based on a place which lies at the crossroads of the Moravian and Silesian cultures. A place where the Czech, Slovak, and Polish nationalities merge. It is a place for work, for entertainment, and for sport. It is a place for life and for young people!

Executive summary

1. The goal of the URBACT IN FOCUS project

Companies, entrepreneurs, and public institutions in Ostrava have decided to engage in the competitive struggle for talented people with cities and regions from all over the world within the framework of the URBACT IN FOCUS project. The goal of the project has been to coordinate the local players, in particular the Statutory City and the Region, to cooperate on activities which are meant to attract and keep talented people in Ostrava and the Region and to support the innovative performance of companies and institutions in the Region. Eight working meetings were held in Ostrava, while nine international meetings were held with partners from ten European cities within the framework of the URBACT network to this end. The local and international cooperation resulted in this action plan which mutually links the projects of the city, the Region, the universities, companies, and non-profit organizations with the joint goal of attracting and keeping talented people in the Region and creating the conditions for long-term cooperation in the Region in the future.

2. The “OSTRAVA – TALENTS IN FOCUS!!!” integrated action plan

The integrated action plan entitled “OSTRAVA – TALENTS IN FOCUS!!!” (from here on simply referred to as the IN FOCUS action plan) is the first document of its type in the Ostrava area. It uses the international methodologies of the Tendensor Agency for “Talent Attraction Management”, it is structured into four phases of attracting and keeping people in the Region on the basis of 10 attractiveness factors which the city and the Region use to attract talented people from all over the world, and it identifies the joint activities and projects which are to be initiated and realized for the target groups in four phases in the years to come. The project partners agreed to four main target groups and their needs during the course of the project. These are qualified labour force, creative class, innovative researchers and excellent student.

3. Linking the IN FOCUS action plan with the strategies of the city and the Region

The planned activities of the IN FOCUS action plan build on the main goal of the strategic plan of the City of Ostrava for the period 2017-2023 (fajnOVA), which involves halting the negative migration balance and the departure of high-

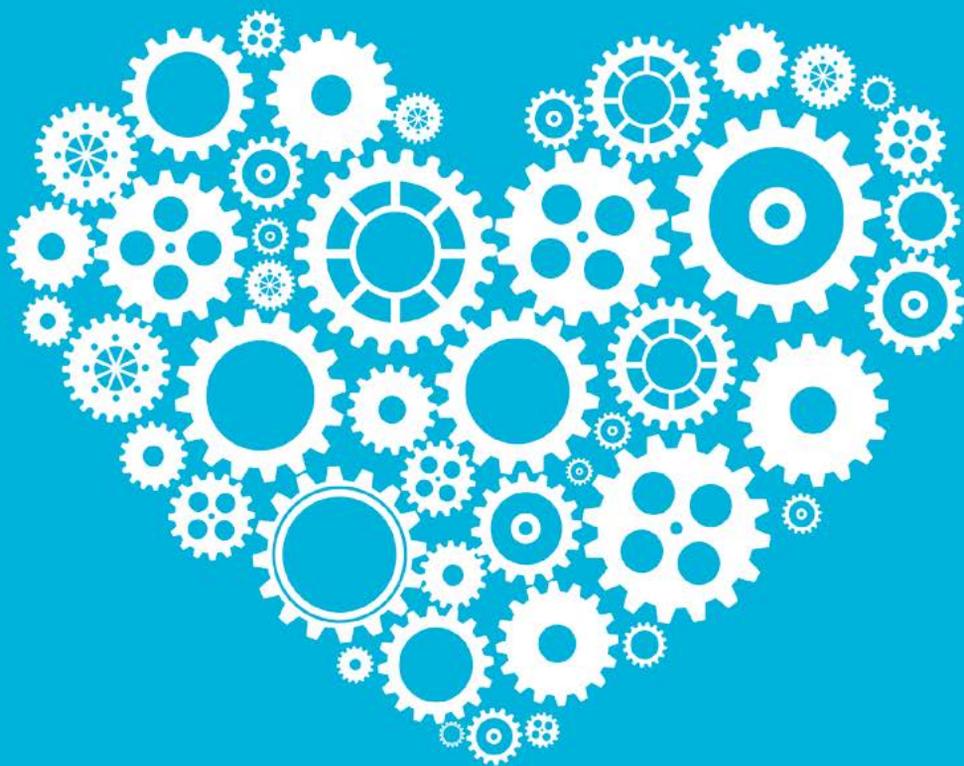
quality, talented people from the Region, and it defines flagship projects and sub-activities to be implemented by 2023 within the framework of seven strategic goals. The role of the city will mainly lie in the construction of a high-quality, welcoming environment and in the quality and responsiveness of the services provided to citizens and businesspeople. IN FOCUS is one of the strategic plan’s flagship projects.

The action plan also builds on the Region’s Innovation Strategy (RIS3), which focuses on eight vertical domains – priority areas of economic specialization in which these fields are to be supported with specific projects and activities. The topic of attracting talented people is an important part of the RIS3 strategy in the horizontal “Human resources” sphere in two specific targets; “Increased mobility of human resources from international knowledge institutions and companies to the Region” and “Increasing the number of graduates in the technical and natural science fields and the identification of technical and natural science talent”.

4. Obliging the Moravian-Silesian Innovation Center and its partners to continue the project

A number of the activities from the action plan already have their implementers and sometimes even a budget. The Moravian-Silesian Innovation Center (MSIC) was jointly established in Ostrava by the City of Ostrava, the Moravian-Silesian Region, and the universities in the Region in 2017 in order to support innovative entrepreneurship. The MSIC is ready to continue initiating and supporting projects in support of activities aimed at attracting talented people to the area and keeping them in it, as well as in support of the image of the city and the Region. Thanks to this, even greater emphasis will be placed on the area of talent management in the Region’s newly-prepared innovation strategy, with a vision of securing long-term institutional support for the future. The MSIC management has promised that the activities and projects will not remain just “on paper”, as both the local working group from the IN FOCUS project and the planned activities of the IN FOCUS action plan realized by the working group for the Region’s brand and image, which will be created in the first half of 2018, will be used within the framework of the preparation of the new innovation strategy. Therefore, a significant benefit of the project lies in the mutual agreement on the priorities and on which activities need to be realized.

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OSTRAVA!!!

URBACT at a Glance – “Drive change for better cities”

For about 15 years, the URBACT programme has been the European Territorial Cooperation programme aiming to foster sustainable integrated urban development in cities across Europe. It is an instrument of the Cohesion Policy, co-financed by the European Regional Development Fund, the 28 Member States, Norway, and Switzerland.

URBACT’s mission is to enable cities to work together and develop integrated solutions to shared urban challenges by networking, learning from one another’s experiences, drawing lessons, and identifying good practices to improve urban policies.

URBACT uses resources and know-how to strengthen the capacity of cities to deliver integrated urban strategies and thematic measures according to the challenges they face. The main target participants include practitioners, city managers, elected representatives, and stakeholders from other public agencies, the private sector, and civil society.



URBACT network: IN FOCUS (Smart specialization at city level)

IN FOCUS is a network of cities that are willing to enhance their competitiveness and job creation capability by positioning themselves in the new economic landscape according to their specialization strategies, which are each currently focused on a variety of different productive backgrounds and sectoral priorities. The key challenge to be addressed by this network is to develop better and more efficient urban policies in order to reinforce and create economic activity in prioritized business sectors. This means facilitating the identification and capturing of new emerging sectoral opportunities, but it also embraces cross-cutting features such as talent development and entrepreneurship, innovation, or branding and marketing the city as a business location, among others.

The implementation period for IN FOCUS is September 2015 to April 2018. IN FOCUS provides a cutting-edge peer learning itinerary, which includes a baseline study, a series of five thematic workshops, a peer review exercise and a workshop, a final conference, and a final report. A roadmap aims to crystallize locally an Integrated Action Plan produced by each of the participating cities in close collaboration with their local stakeholders.



Project partners:

Bilbao – Spain (Lead Partner), Porto – Portugal, Plasencia – Spain, Ostrava – Czech Republic, Bucharest – Romania, Bielsko-Biala – Poland, Frankfurt – Germany, Bordeaux – France, Grenoble-Alpes – France, Turin – Italy.

Work Plan:

Workshop 1 – Connecting RIS3 to the City: a two-way bridge – Ostrava – September 2016
Workshop 2 – Cluster-based local economic development in the context of RIS3 – Frankfurt – November 2016
IN FOCUS peer review exercise and workshop – Bucharest – June 2017
Workshop 3 – Boosting the local entrepreneurial scene: maximizing the ecosystem approach – Turin – September 2017
Workshop 4 – Spaces for smart specialization: shaping the new urban workspace – Bordeaux – November 2017
Workshop 5 – Attraction of investment and knowledge: branding and marketing our pathway to smart growth – Grenoble – February 2018
IN FOCUS final conference – Bilbao – April 2018



The network of European cities involved in the cooperation within the framework of the URBACT IN FOCUS project

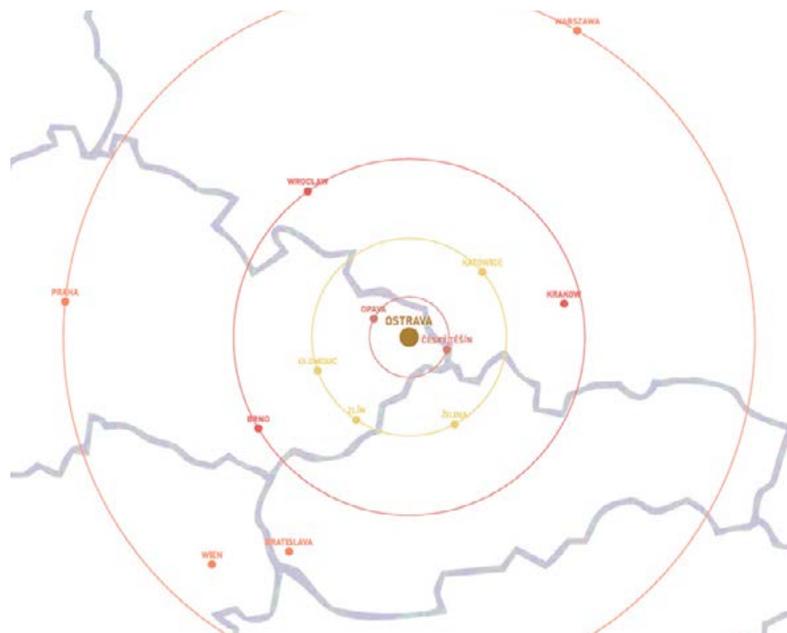


Ostrava city background and today's challenges

1. Basic information

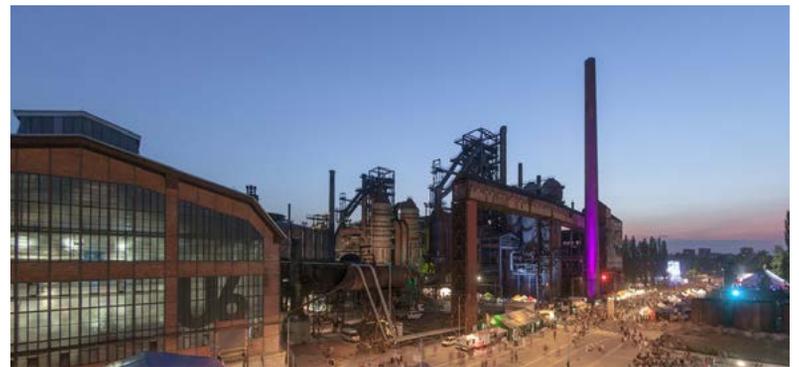
Ostrava is the only metropolis and the most significant agglomeration (1 mil. inhabitants) of the Moravian-Silesian Region. The region as a whole accounts for 10.2% of the Czech Republic's total GDP. Since the start of the millennium, the local economy has shifted and expanded rapidly into high-tech sectors, including precision engineering and manufacturing, automotive, research & development, innovation, and a full range of knowledge-based industries.

Ostrava is the city with the third biggest population in the Czech Republic, with 300,000 inhabitants, and the largest city of the Moravian-Silesian region. Ostrava has a very advantageous strategic location not far from Prague and Vienna, close to Poland and the Slovakian border. An international airport is situated 25 km from the city centre and is the only airport in CEE countries connected by train. With its long runway it can easily deal with heavy air cargo. Since 2017 new private investment has breathed life into a project for a new railway terminal which is now being built near the airport.



2. Heritage of coal mining and industrialization

Ostrava is known for its rich industrial heritage – together with the neighbouring cities, it comprises the country's most important industrial agglomeration. For two centuries, coal mining and subsequently metallurgy, the chemical industry, and heavy engineering and power generation industries developed in the region. In combination with the restructuring of the 1990s, the overly one-dimensional economic structure of the region brought about a high rate of unemployment and social problems.



The first wave of industrialization took place from 1869 to 1950, resulting in the most rapid population growth in the city. The deindustrialization process (in the 1990s) led to a decrease in the population from its maximum of 330 thousand to the recent figure of 300 thousand inhabitants. That was caused by emigration (mostly of a brain drain nature) towards areas with better prospects.

Main factors involved in the brain drain:

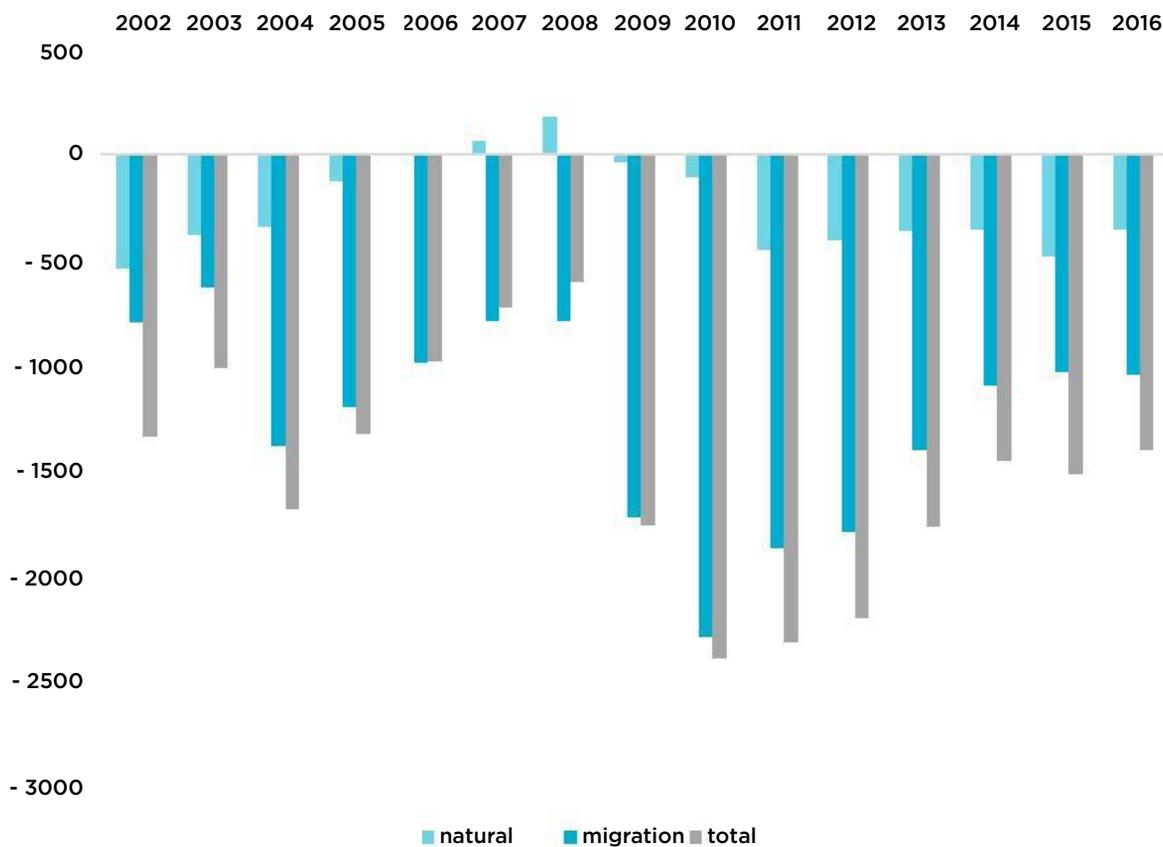
- The lack of a skilled workforce in the Czech Republic – this has a strong influence on other factors; the demand in the capital city is so high that it greatly exceeds the capacity even of the national labour market
- The relatively lower average monthly income compared to Prague and other economic centres in Europe
- Relatively fewer opportunities for a career with prospects in multinational corporate companies, national bodies, headquarters of financial institutions, or new technological sectors with prospects compared to the capital city
- Relatively worse air pollution in the region
- The former strongly negative image and non-existence of effective communication of new opportunities (such as the relatively lower costs of living compared to good life quality)
- Socially excluded localities in the region (close to the city centre)

In 1994 coal mining was terminated in Ostrava; metallurgy

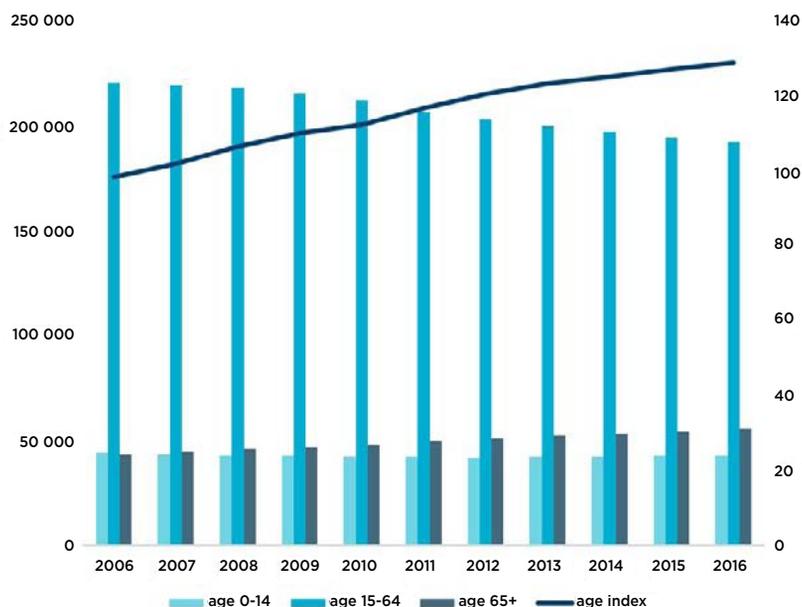
and heavy engineering continued to dominate in the area of Ostrava, and in the course of time were complemented with the production of motor vehicles and other means of transport. However, these industries are undergoing major transformation and restructuring changes, compensated for by new acquisitions in the manufacturing and service sectors, as well as the development of new technologies.

Main characteristics of Ostrava was always perceived and labelled as a “black city, city of coal, etc.” Even though this negative image has been changing slowly, the city has to face challenges stemming from its history: empty factories, pollution, high unemployment, the brain drain, an unattractive city centre, many vacant plots, etc.

Halting the loss of population is one of the main goals of the City Strategic Plan (2017-2023) and responds to the long-term trend related to the restructuring of the economy of Ostrava after 1989 and the loss of jobs in the mining and metallurgical industries. Ostrava is depopulated, and over the past two decades the city has lost thousands of economically active people.



Population movement (increase/decrease) in Ostrava (2002-2016) (source: Czech Statistical Office)



Population, age structure, and age index (Population ratio over 65 years old to population under 14) in Ostrava (2006-2016) (source: Czech Statistical Office)

Some of them have moved to suburban areas, while most of them have left the city for new job opportunities, especially to Prague. A lower population in an uncontrolled shrinking process can have a negative effect on business activity, the birth rate, tax revenue, property prices, urban and community life, and a number of other performance indicators of the local economy, including the quality of life of the population.

The population has fallen by more than 5% over the past ten years. This is a long-term trend that has lasted since 1989. The negative migration balance is shrinking, but the trend is still negative (although it is slowing) and currently stands at -2.4% per 1,000 inhabitants.

The proportion of the population aged over 65 is also increasing. The Moravian-Silesian Region has the fourth lowest level of economic activity of the population (it expresses the share of the number of employed and unemployed – the labour force – in the number of all people aged 15 and over) compared to other regions in the Czech Republic. This means that in the Moravian-Silesian Region, and also in terms of the transformation of the demographic structure, it is one of the highest shares of the population who are not part of the labour market and thus do not participate in economic performance. This

largely reflects the economic performance of the Ostrava agglomeration.

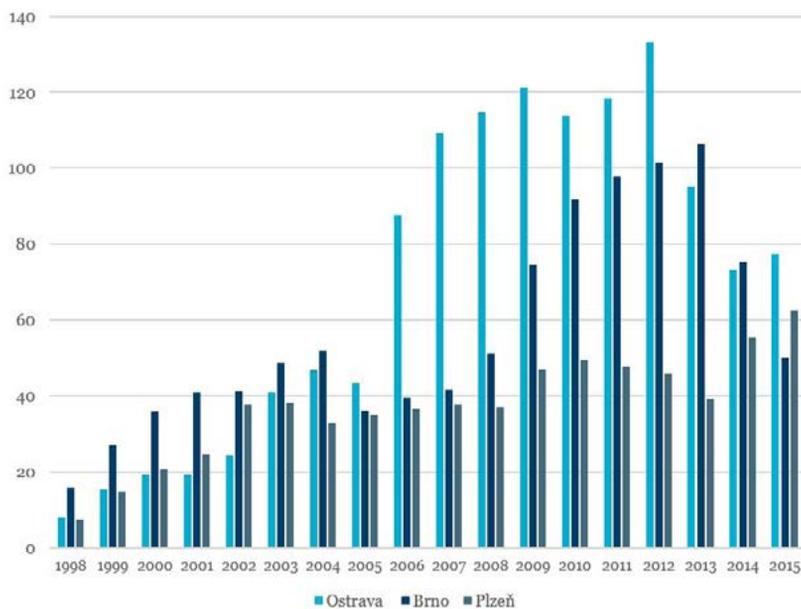
Since 2011, the proportion of university-educated people in Ostrava has increased, but the number of university students in Ostrava is decreasing and Ostrava is aiming for this negative trend not to be reflected in the structure of the education of the population as well.

The aim of the Ostrava City Strategic Development Plan (2017-2023) is to achieve a zero or positive migration balance and a long-term increase in the proportion of the population under 15 and the population aged 15-64 in the total population by 2030, as well as the current share or a higher one of the university-educated population in the total population.

3. Rising levels of foreign direct investments with high added value

In the period before 2008, Ostrava experienced a huge economic boom and investment in industrial zone. Many renowned global companies have been housed here, and many have already taken advantage of favourable offers to invest in and around the city (e.g. Hyundai, Multi Czech Republic, CTP Invest, PEGATRON Czech, SungWoo Hitech, ArcelorMittal, and Tieto Czech). For example, Job Air has built the largest air service and repair centre in Central and Eastern Europe near Mošnov airport. There are top-class clusters in the region, e.g. automotive, IT, and engineering clusters, etc.

In the past, Ostrava prepared and built and now sells land to investors in the industrial zones of Mošnov, Hrabová, and VTP Ostrava and the Hrušov zone. It is in the interest of the city to attract investors to these areas to create new jobs, which increases employment across the region. In a comparison involving the cities of Brno, Pilsen, and Ostrava we can see that recently foreign direct investments have been highest in Ostrava. In Ostrava FDI were increasing until 2012, when they reached their maximum of 5.29 billion EUR. Filling up the industrial zones and reducing the unemployment rate have recently led to additional pressure for wage increases.



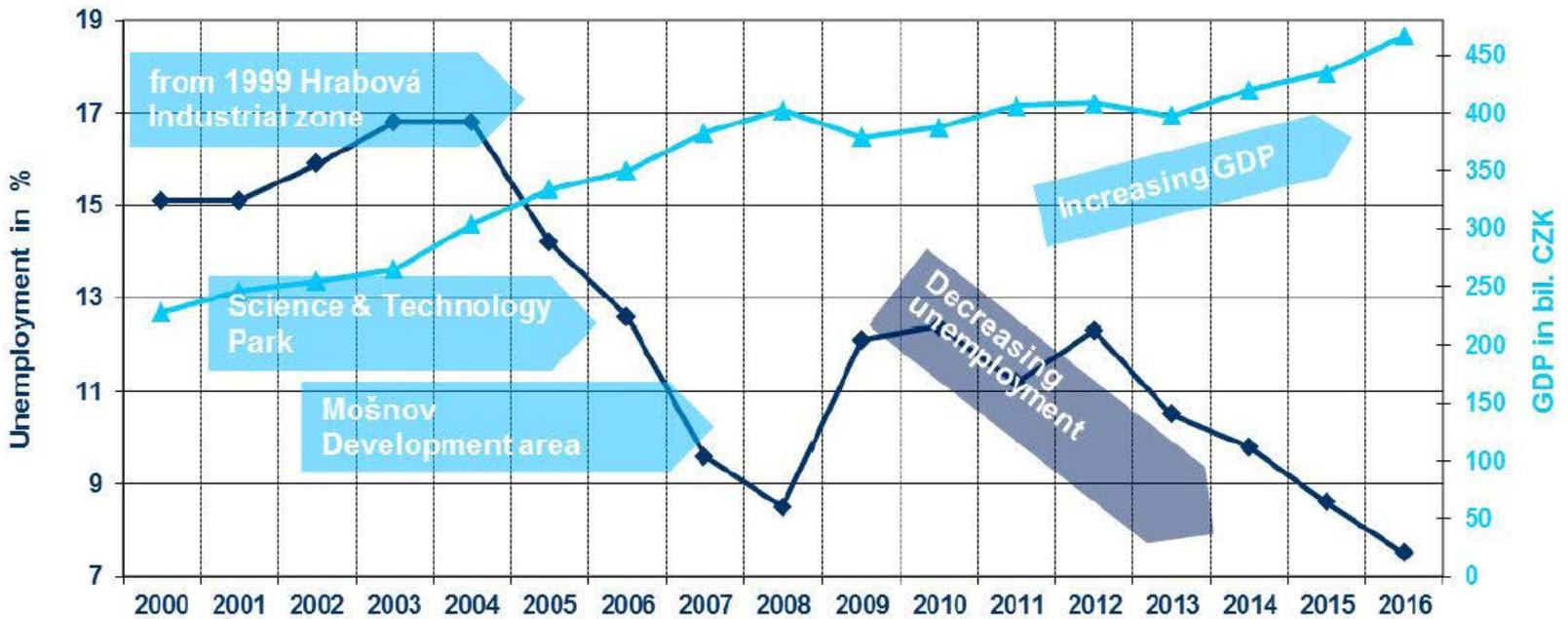
Amount of FDI in Ostrava, Brno, and Pilsen from 2000 to 2015 (source: Czech National Bank)

With high levels of FDI, Ostrava is a key development pole of the Czech Republic. The volume of investment in the Moravian-Silesian Region is the highest after Prague. In 2013 it represented 20% of the share of the whole Czech Republic. The Financial Times Group with independent experts comparing the climate for FDI in various European cities ranked Ostrava among the top 10 most attractive middle size cities in Europe.

4. Low unemployment and shortage of skilled workforce

The line chart shows the unemployment and GDP rates (%) of Ostrava. The GDP rate is increasing slightly; meanwhile, the unemployment rate is fluctuating. At present, the unemployment rate shows a declining tendency; the value in 2017 was below 8%. As we can see, increasing GDP and employment values are influenced by investments in the construction of industrial zones and the science or technology sectors. The aim of the City of Ostrava is to focus on value-added fields in the technology sector.





Unemployment and GDP in the Moravian-Silesian Region from 2000 to 2016 (source: authors' own processing)

In the recent months and years the performance of the economy in the Czech Republic and Moravian-Silesian region itself has been growing. Since unemployment in the Czech Republic and the region is at its lowest level in recent years and is still falling, employers feel that there is a shortage of skilled workers, which is forcing them to attract high-quality workers from abroad so that the shortage of employees does not hinder the development of their companies. In its strategic plan, Ostrava has identified

as one of the goals attracting people from the Czech Republic and from abroad and offering them attractive job opportunities. An increase in the number of foreigners living and working in the Ostrava region is therefore expected.

5. Role of universities

In recent years the region's dynamic growth has been spurred on by foreign investments of major international companies, support for science and research, and assistance for SMEs, particularly with regard to innovation through the Technical University Campus, the Science and Technology Park, and the supercomputing centre IT4Innovations, etc. but also property development, hotels, and other sectors.

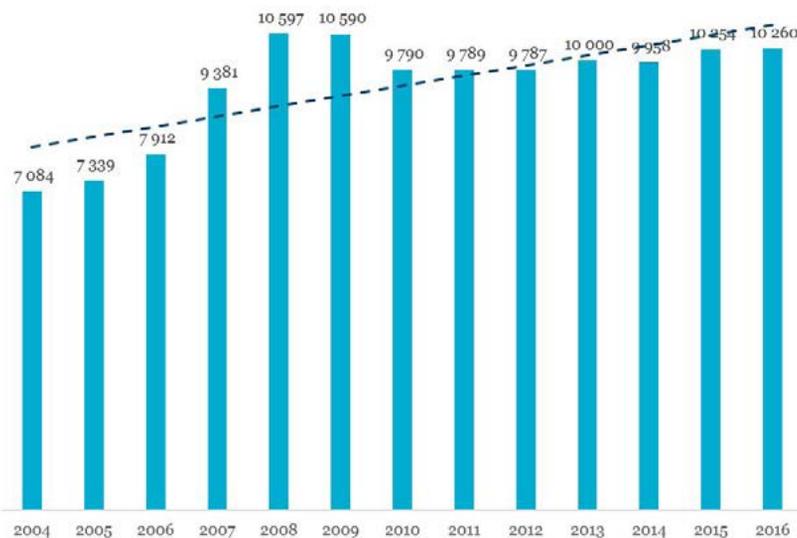
In recent years universities have increasingly been adapting their study programmes and preparing attractive PhD programmes, many of them in English, in an effort to adapt to the needs of employers and the market. Nowadays, there are more than 36,000 students at four universities in the region, with at least 10,000 new graduates every year.



6. Increasing number of foreigners

The attractiveness of the Ostrava metropolitan area is a prerequisite for an increasing number of foreigners, while boosting the performance of the local economy. It is in the interest of the city to increase the number of foreigners in Ostrava, as it will help to slow the population decline, improve the demographic structure, and respond to the needs of companies for a skilled workforce.

Over the past 12 years, we have seen an increase in the number of foreigners living in Ostrava from seven thousand in 2004 to more than 10 thousand in 2016, which is 3.2% of the population in the Ostrava city district. The strategic plan sets the target indicator of the increase in the number of foreigners as 15.5 thousand in 2030.



Number of foreigners in the Ostrava city district (2004-2016) (Source: Czech Statistical Office)

7. Current state of play with regard to talent attraction management

Strengths:

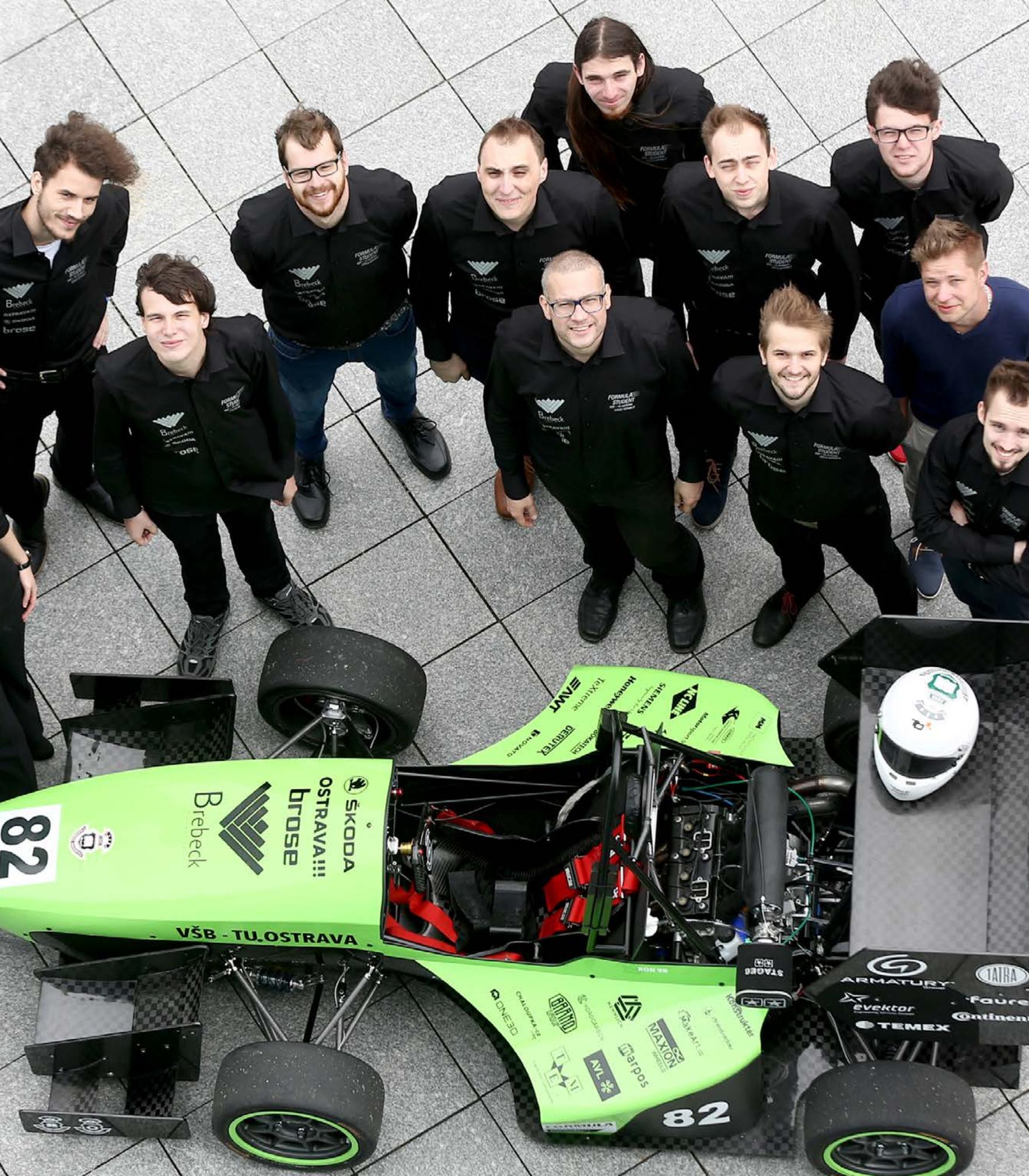
- **Successful creation of business parks and industrial and revitalization projects** – two of Ostrava's largest projects for potential investors can be found in the city's strategic industrial zones – Hrabová and Mošnov, as well as at the Science & Technology Park Ostrava. There are also interesting investment opportunities

in the many brownfield sites in the centre of Ostrava and the outlying districts.

- **Unique knowledge and skills concentrated in traditional industries** („coal-steel-machinery“ value chain) with potential for use in new fields (advanced materials, mechatronics and robotics, environmental technologies, energy savings, etc.).
- **Growing diversification of the economy, also because of foreign investment** – some foreign investors invested in activities with higher added value, including innovation activities and cooperation with local universities.
- **Diversified infrastructure to support businesses and entrepreneurs** (innovation centres, clusters, incubators, industrial real estate)
- **The presence of a large Technical University** with a high potential for applied research and the newly built research infrastructure (research centres, including the IT4Innovations supercomputing centre of excellence).

Weaknesses:

- **Ongoing selective migration** – the outflow of qualified people to other regions (brain drain). Lack of a technically and linguistically educated workforce at secondary school level and universities, including a lack of skilled manpower in R&D (especially for the needs of the new research centre at the Technical University of Ostrava).
- **A small number of innovative SMEs** – low willingness to engage in innovative entrepreneurship, including low-intensity development of new start-ups and spin-offs.
- **Untapped potential for cooperation** in applied research between universities, research centres, and companies (because of a lack of motivation on the part of researchers and R&D services offering knowledge institutions, in-house research of large companies, and limited innovation activities of SMEs).
- **The still-prevailing negative image of the region (lack of attractiveness)**, especially in the field of the poor quality of the environment, with the consequent negative impact on the development of FDI.



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Why is Talent Attraction Management a “Top Topic” for Ostrava?

Regional Talent Management is a strategic effort to attract talented active people, employees, and entrepreneurs to the city or region.

1. Awareness of talent attraction management has risen

Talent attraction management as an integrated scope of activities focused on a limited number of priorities has not yet been systematically planned and implemented in the Moravian-Silesian region, even in the city of Ostrava, as stated by the local authority's representatives at the working group sessions.

No local authority or any of the intermediary organizations has set this topic as a strategic goal so far. There are uncoordinated activities in different types of organizations



which claim to tackle the issue of the reduction in the population/labour force, but a united approach is lacking. The activities are not yet coordinated or planned in a focused partnership, and nor are they aligned in such a way as to achieve the most efficient way to address the right target groups in the best way or manner.

Most of the local, territorial, or city strategies, programmes, or projects are designed mostly to attract new investment in the region, in order to offer new and better jobs as the main attraction factor. However, most activities are focused on investors as economic actors with specific needs,

such as tax or financial incentives, prepared industrial zones or commercial buildings, an accessible labour force, developed infrastructure, a stable political environment, etc. There is no further target group-oriented approach among the local authorities.

2. Brand management and image promotion have become a priority

Since the start of the project the city of Ostrava has started the process of a significant local project, called “fajnOVA” (meaning something like “Ostrava – a fine place”), which was the process of developing a new strategic development plan for the city. During several working groups and discussion with experts and citizens, it was established that one of the main priorities for the city of Ostrava and its metropolitan area (80% of the population of the Moravian-Silesian Region – 1 mil. inhabitants) is to tackle the issue of population decline as a main strategic goal for the metropolitan area. Among the main priorities, there is also a strong emphasis on a better image and coherent brand management and marketing strategy of the city, and the attraction of new investments, but also workers and young people. Talent attraction management was lately added as one of the priority projects in the action plan of the strategy, specifically as the result of this IN FOCUS project.

There has also been a new mind shift concerning a systematic approach to brand management and marketing at the regional authority, which is mostly responsible for the implementation of RIS3. Since the elections in autumn 2016 the new political leadership has stated the strengthening of marketing activities as one of the new main priorities and formed a new working group to deal with this matter and during this year is preparing a concept and organizational conditions for the implementation of new activities. The IN FOCUS project and its focus on talent management are taken into account and discussed on a regular basis. The city's project team and the working group are in regular contact, sharing information, inputs, and outputs and looking forward to cooperation on the integrated action plan.

3. Announced change in the institutional background for RIS3 implementation

Since the start of the project, the RIS3 process has developed further. The RIS3 manager – the team built around the Regional Development Agency – has started a project called Smart Accelerator, the purpose of which is support for the development of new research and innovation projects, as well as the promotion of regional R&D potential and assets.

The strategic document has not evolved since, but it has been announced that the organizational background of the implementation of the strategy will go through major changes. One is the beginning of the establishment of a new regional agency focused on innovation – the new Moravian-Silesian Innovation Centre.

4. The two-way bridge between the city and RIS 3 has been confirmed

In further discussion among the political representation, the present RIS3 team, and possible new RIS3 management, it has been confirmed that there is a gap in the RIS3 document; while it promotes and supports further economic development based on innovation, R&D,



and strong economic sectors, there is a weak focus on attracting human resources in different fields and this gap can be filled in cooperation with the city of Ostrava thanks to the IN FOCUS project, which will also help to fulfil the mission of the IN FOCUS project.

On the basis of proposals and ULG (Urbact Local Group of stakeholders) discussions, it was agreed to focus on four target groups for the talent attraction management:

1. Qualified labour force – a lack of a skilled workforce in the region
2. Creative Class – the potential of local communities and creative quarters (Lower Area of Vítkovice, etc.)

3. Innovative researchers – the potential of R&D infrastructure and cluster initiatives, private sector demands for excellent research and development capacities

4. Excellent students – attractive interdisciplinary fields of university study, lack of excellent PhD students



The two-way bridge between the needs/priorities of the city concerning talent attraction management and vertical priorities by the RIS3 strategy can be illustrated by the following scheme. It is necessary to find appropriate actions in each of the cells and cluster them according to the financing priorities, capacities, implementation scheme, etc.

S3 vertical priorities	Qualified labour force	Innovative Researchers	Excellent Students	Creative Class
Materials Engineering				
Specialized Machinery				
Mechatronics				
Regenerative Medicine				
Processing of Mineral Resourcing				
Smart Grids and Smart Cities				
Integrated Security Systems				
Supercumputing Methods				
Creative Economy				

Crossed segmentation: matching main target groups with priority domains (author: Miguel Rivas – URBACT IN FOCUS Lead Expert)

Talent attraction management is also a relevant issue for the RIS3 strategy in its horizontal priorities:

Horizontal priority B: Human Resources

Attraction of excellent and qualified researchers

Based on the needs for talent in companies and research facilities

Specific goal B3: Increasing HR mobility from knowledge institutions and companies abroad into the Moravian-Silesian Region

Specific Goal B4: Talent identification: talent identification – technical and natural sciences

The two-way bridge paradigm is useful in this case, because the Integrated Action Plan for talent attraction management in Ostrava will become complementary to RIS3, where there is a lack of activities concerning the factors of attractiveness and challenges.

It should also be highlighted that there is a positive development related to the policy framework, which is a positive background for any future branding and marketing activities between the city of Ostrava, the regional authority, and the universities. There is a strong link between strategies – the Ostrava City Strategic Plan (fajnOVA), Integrated Territorial Investment for Ostrava Agglomeration (ITI Ostravsko), and RIS3 – Moravia-Silesia, also including the recently-added new element



of the Moravian-Silesian Innovation Centre (MSIC). It is perceived as a strong linkage helping to facilitate a talent management scheme for the future.

5. Why Talent Management in Ostrava?

Low birth rate, aging population

Labour market demand and supply mismatch – risk of

firms leaving, risk of lower attractiveness for new investors looking for high-quality human resources

Low levels of entrepreneurship

The growing role of innovation, creativity, and knowledge

as key factors of competitiveness – depends on people

Fits into IN FOCUS topics (Entrepreneurial Talents, Brand Management)

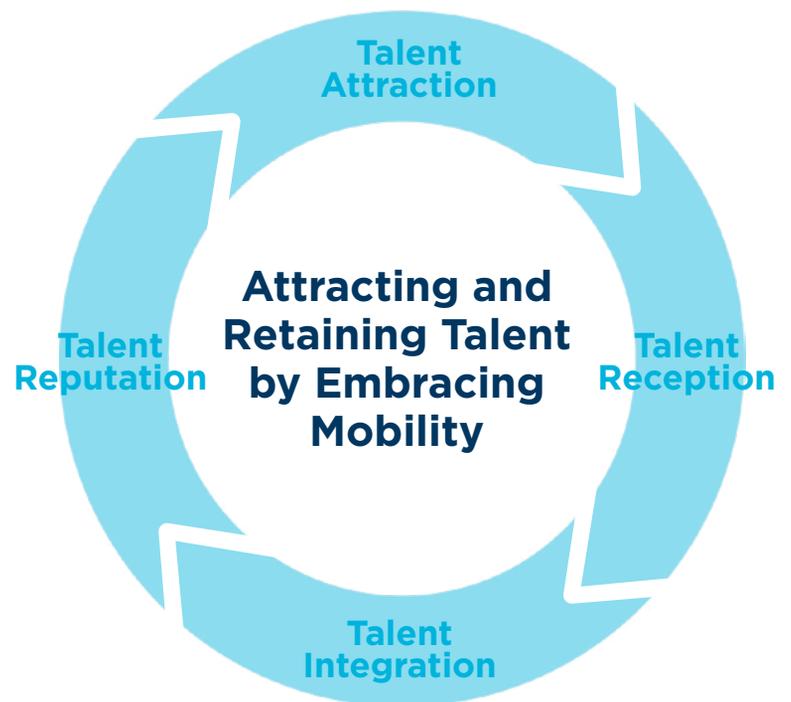
Also fits into the city's priorities from the 2017-2023 Strategic Plan

6. Basic elements of Talent Management

Talent Attraction: the city manages and implements specific marketing and personnel activities and services
Talent Perception: „the city welcomes you, wants you, and is ready for you on arrival – the first impression and first steps will enthuse you“

Talent Integration: specific activities helping talents to settle and develop over the long term (networking professionals and engaging in social life)

Talent Reputation: talents engage in place branding and branding of local employers, models of city ambassadors, places



The cornerstones of Talent Attraction Management (source: Tendensor – Tools and Strategies for Innovative Talent Attraction and Retention)

7. Benefits of Talent Management for the city:

Diversity of ideas, people, and activities fosters innovation
One job in high-tech sectors with high added value creates five additional jobs in standard services (law, finance, hairdressing, education, etc.)
More taxes
More foreign direct investments

8. Expectations from the creation of the Integrated Action Plan for Talent Management:

Higher motivation for the implementation team and partners involved – meaningful, attractive, and up-to-date topic
Design of concrete activities, specific services, and specific projects
Increased motivation to cooperate and involve stakeholders from all sectors of the economy in a common and understandable goal – easier management and organization of Urbact Local Group
Marketing Potential – selling Ostrava through personalities that make it a unique personality
Involving talents in Ostrava directly into Talent Management – they know best what attracts them: Networking;
Greater understanding of foreign markets; Intercultural understanding; Language learning
Meaningful inspiration from cities as part of an international project – we will know what we are looking for
Fulfilling the strategic goals of the City of Ostrava

The topic of the project is a bridge between RIS3 and the role/competencies of the city. The topic fits perfectly into both and has not yet been systematically worked out. At the same time, the City of Ostrava is already working on unifying the image of the city with the Moravian-Silesian Region – the aim is to identify the region's DNA, its unique characteristics, the story, and the product that the region offers now and wants to offer in the future, with a specific focus on talented people, whether here or elsewhere.



Top 10 Talent Attraction Factors in Ostrava

„Fifteen years ago, 80 per cent of people said they chose the company before the city. Today, 64 per cent choose the city before they choose the company or the job,” Charles Landry, an internationally recognized authority and author of a number of publications on urban development.

A short description of the state of play and challenges based on the top attractiveness factors for talent, which are the basis for the further discussion of ULG groups and workshops for developing and providing new integrated activities.



STRONG REPUTATION

Strengths

Successful exporting companies. Industrial heritage combined with creativity and culture. Famous events (Colours of Ostrava, Golden Spike, NATO Days), strong culture of partnership and cooperation. Successful logo – Ostrava!!!

Challenges

Weak place branding, image, and marketing. The way the city and the region are perceived – an industrial historical context with a bad environment and high unemployment – reflects the past and is incomparable with the present.



ATTRACTIVE JOBS

Strengths

Successful process of restructuring. More diversified economy, mostly second-tier companies. Attractive employers in industry. A lot of vacancies. One of the lowest rates of unemployment in the EU. Emerging start-ups scene. International companies. Start-up jobs.

Challenges

Slower growth of innovative industries, creative industries, and industry 4.0.



LIVEABLE CITY

Strengths

New cultural and creative communities, a lot of events and institutions for leisure time. Many sports facilities and events for children. Clubs, bars, restaurants, traditional food, good prices, best beer in the world.

Challenges

Lack of a stronger creative class, combination of culture and new technologies.



SUITED HOUSING

Strengths

High standard of living in many parts of the city, affordable housing, good prices, top public transport system. Accessible services. Safety in most parts.

Challenges

Some parts of the city are not eye-friendly and not friendly to sustainable mobility. The market in houses and flats was frozen by aggressive investors; the city needs its own portfolio of housing to be more flexible. The presence of some excluded sites. The city centre tends to be more attractive, but changes in the mindset as to how to work with public spaces are slow or non-existent.



GLOBAL CONNECTIONS

Strengths

Airport, new subsidies, links to London, Paris, and Milan. The airport has strong competition in Katowice, Krakow, Prague, and Vienna, but it is also a strength for those who want to travel, as the airports are close. Top railway connection to the capital city, Prague (fast, wi-fi, free water, bar). Highway. ICT technologies are of the best quality, higher prices compared to other countries.

Challenges

The highway needs reconstruction and more responsible supervision by the investor (Ministry of Transport) and locals next time. There is a lack of fast trains to Krakow, Warsaw, and Vienna.



HEALTHY ENVIRONMENT

Strengths

The city is close to the countryside. Mountains an hour away. A nature reservation next to the city. A lot of greenery, trees, forests, parks, and water areas. Relatively low crime levels.

Challenges

Presence of drug dealers. Presence of casinos and loan sharks who are parasites on the poorly-educated class and their social benefits from the state. Air pollution in some areas and during climatic inversions and bad wind conditions - bad statistics, but the image is worse than the reality.



TOP PUBLIC SERVICES

Strengths

Awarded governmental programmes and projects. Integrated safety centre. Top hospital service, enough hospitals. Top emergency systems. New smart cities and smart region (application of ICT) developed. New innovation centre started. Support for new SMEs, networking, grant schemes, non-governmental organizations. Social services for the ageing population are accessible.

Challenges

Better quality of services – client-oriented, more friendly and simple, more transparent, more understandable and accessible and better communicated.



OPEN SOCIAL CLIMATE

Strengths

Open society. Friendly people. Many societies. Cultural events of many influences. Minority-friendly. Most beautiful girls in the world.

Challenges

Second foreign language at every basic and secondary school, but the level is not sufficient. Inadequate education system in terms of strengthening soft skills and competencies (entrepreneurship, self-confidence, working with information, arguments, problem solving, thinking systematically, teamwork). Rising influence of extremist political parties.



CO-CREATING FUTURE

Strengths

fajnOVA brand – accessible and open project for communication and participation of citizens in the realization of the city's strategic plan. Participatory budgets in some districts, grant scheme for revitalization of public spaces by communities. New open programmes for innovations in the region. Many NGO workshops and projects.

Challenges

More transparent and better systems of communication and participation in more districts. More creative ways of involving citizens in the city's future. More networks and opportunities for citizens to meet politicians, stakeholders, and influencers.



PERSONAL CONNECTION

Strengths

Many ambassadors with good personal connections, memories thanks to universities, a lot of events, work opportunities.

Challenges

Better place brand and image, many people don't have enough information on the strong position of the city and tend to criticize from the point of view of their personal impressions.



ENERGIE ENERGY

From Vision to Specific Activities

Vision

- Competitive environment full of opportunities for talented people who have the potential to foster future growth and help to co-create better living conditions in the city of Ostrava and the Moravian-Silesian Region.

Main indicator of success:

- Expected target value: a zero or positive migration balance and a long-term increase in the population aged under 15 and the population aged from 15 to 64 as a proportion of the total population by 2030. The aim is to achieve a long-term increasing trend of the migration balance, positive population growth in the long run, and in the medium term slowing the negative trend and a zero migration balance by 2023.

Main Goals

- Foster growth and innovations through talented people on the labour market (Target Group: Qualified Labour Force)
- Improve the city/region's socio-economic environment with creative and talented people (Target Group: Creative Class)
- Strengthen the competitiveness of research and development thanks to talented students and researchers (Target Group: Innovative Researchers & Excellent Students)
- Improve the image of the city and the region and position them in the world (Target Group: Talents in general)

Focus

- New Arrivals/Return of natives/local “quality” people
- Talented People in four target groups or in general

Target Groups

1. Attract
More potential talents addressed, informed, and attracted to the city/region
2. Welcome
Get new arrivals excited about the city/region
3. Help & Co-Work
Permanently build up an environment of openness, helpfulness, and friendliness; offer enough opportunities for talented people to co-create and live a satisfying life in the city/region
4. Keep in Touch
Work on impressions and emotions and maintain a network of people who co-create a great image of the city/region.

Target Groups and their Specific characteristics

Target Groups	Why do we want to target them?	Examples of specific needs
Qualified Labour Force (top experts, motivators, leaders, knowledge leaders)	<ul style="list-style-type: none"> - attract from outside for jobs - fulfil the demand for a skilled labour force - increasing productivity (developing new activities and teams) - many investors do not come to Ostrava in the end because it is difficult to find high-quality employees - shared service companies have high staff turnover – employees come from outside, but soon leave the city for, for example, Brno or Prague 	<ul style="list-style-type: none"> - quality and flexible living - low price levels - leisure activities - high salaries - emotional bond to the region - a high-quality education system
Creative Class (active people, enterprising people, top artists)	<ul style="list-style-type: none"> - co-create quality of life in the city (sport, culture, creative industry) - they can attract other people to the region 	<ul style="list-style-type: none"> - contacts, networking - cultural diversity - progressive and quality services (gastronomy, music, events) - a welcoming environment for business and clusters
Innovative Researchers (researchers, scientists, inventors)	<ul style="list-style-type: none"> - the need for quality people in research and development - support for an innovative environment 	<ul style="list-style-type: none"> - presence of centres of scientific excellence - prestige and reputation of academic institutions - the presence of other talented scientists and researchers - the presence of high-tech companies
Excellent Students (high school and university students)	<ul style="list-style-type: none"> - the need of universities for high-quality graduates - the need of companies for top-level students at universities and in the education system - have the potential to revitalize the city, and at the same time to put down roots here and start their careers - there is an insufficient workforce with qualified language skills and good technical ability - students at the Technical University do not have a good English language level because they are mainly technically-oriented - the quality of teaching languages in the technical branches of secondary schools and universities is weak in Ostrava – only a few hours a week because they focus on technical subjects 	<ul style="list-style-type: none"> - university image - the quality of teaching - attractive study fields - international environment - the desire to build a career on a transnational scale - living culture and active community life in the city - student flats

source: authors' own processing, based on the information provided by ULG members

Specific activities: proposed projects in the area of attracting and keeping talented people in Ostrava/the Region

The following activities or draft programmes and projects have arisen from the cooperation between the partners which has taken place within the framework of the meetings of the IN FOCUS local expert group (the ULG – URBACT Local Group). Some activities already have implementers or investors, while others are still looking for them. This does not, therefore, represent a list of activities for the city, but activities for the city/Region. The City of Ostrava, as an international partner in the IN FOCUS project within the framework of the URBACT network and its implementer at a local level, acts in some of the activities as the implementer, the investor, a partner, or a party with an interest in their realization and it does so either directly as a subject or via its organizations (for example, the Moravian-Silesian Innovation Center).

Phase 1 - Attract

Flagship projects:

- The Communication Plan (part of the wider regional marketing strategy)
- Ostrava Land in Prague (to strengthen the brand of the Moravian-Silesian Region and Ostrava)
- Dream Jobs

Projects:

- A catalogue of centres of competence and centres of excellence
- International thematic accelerators

Phase 2 - Welcome

Flagship projects:

- The Expat Centre
- Buddies – local ambassadors
- The availability of good-quality housing

Projects:

- Contact Point (a one-stop shop)
- A handbook for newcomers
- Coordinated Soft Landing (+ Be Host)
- Friendly kindergartens + international schools
- Cities which accommodate the needs of entrepreneurs

Phase 3 - Help & Co-Work

Flagship projects:

- “Talent University” of the Moravian-Silesian Region
- An entrepreneurial region – PODREG (low-threshold support for entrepreneurship)
- Entrepreneurship and soft skills in schools
- InnoBooster
- Primary Schools for technical and natural science talents

Projects:

- Training and lectures at secondary schools by successful entrepreneurs
- The assignment of dissertations to students by companies
- Start Jobs
- The Foundation for the Talented
- Holiday workshops/Summer schools/Urban camps
- An entrepreneurship competition
- The Start-Up study module
- An accelerator for companies in the area of environmental technology
- The Centre of Industrial Competence
- Scholarships for talented PhD students
- Guaranteed loans for students and doctoral students
- FajnOVA work in a powerful workplace
- Networking activity associating research workers with the innovation requirements of public institutions

Phase 4 - Keep in touch

Flagship project:

- The living network of ambassadors



Great
to be
Home

Phase 1 - Attract: Marketing and Pre-Arrival Information

More potential talents addressed, informed and attracted to the city/region (information portals, information handbooks and tools, marketing, branding, peer-to-peer communication...)

The proposed performance indicators:

The number of marketing tools used in relation to the financial outlay.

The number of those actively reacting to the marketing tools used among the target groups that are addressed in relation to the financial outlay (the “lead generation”).

The quickness of responses to queries, active engagement, or an expression of interest in receiving more information.

The qualitative evaluation of the outputs by experts in international marketing – the assessment of the attractiveness and quality in comparison with the current trends.

Flagship project: The Communication Plan (part of the wider regional marketing strategy)

A brief description:

The development and maintenance of a comprehensive set of information for talented individuals. It contains information on the initiative for attracting talent, on the individual projects of the integrated action plan for Ostrava and the Moravian-Silesian Region (on those projects in the realization phase or in the late preparation phase just before realization), and on the services and products offered. Part of the work has been synchronized between the partners: the identification and description of the target groups, their needs, and the factors which may attract them, the corresponding proposal of the contents (the list of services, schools, hobby groups, projects, and so on for attracting talented individuals, the attractiveness, strengths, opportunities, and important information), specifications for the professional graphic and web design, the development of the pages, and connections with already-existing or newly-created websites. The precondition is continual systematic updating and continuous supplementation tailored to the needs of the users, including the existence of versions in several languages. This includes the measurement and analysis of

the visitor numbers and the behaviour and preferences of the users. A link to the summary of attractive job offers (for example, Dream Jobs), the centres of competence, etc. Adapted for use with a mobile device. Connectivity to social networks. A uniform visual with the brand of the city and the Region. Simplicity, attractiveness, a modern design, co-created with the target groups.

This involves a presentation of Ostrava and the Region as a high-quality place to live (the work-life balance, the price performance ratio, and so on). It is necessary to define the strengths and opportunities for newcomers and to advertise using various channels in selected areas of the world (social networks, companies, recruitment companies, embassies, and so on). Ostrava’s potential includes: a medium-sized city, an industrial heritage surrounded by natural beauty and mountains, high-quality services, culture and sport, the work-life balance, a wide range of leisure time activities with a relatively low cost of living – rents, real estate, services, restaurants, food, etc.).

Current status:

A new initiative (under preparation)

The expected results:

Increased interest in moving to the Region among international talented individuals. The creation of a website as an information portal and signpost for acquiring basic and other information (on the basis of the results of research among users and the current talented individuals).

The potential leader of the initiative:
The Moravian-Silesian Region, the Statutory City of Ostrava

Financing options:
The Moravian-Silesian Region, Ostrava, employers, universities

The target group:
Generally, people who are interested in moving to the Region, who are looking for a job or an opportunity for a life change. Talented individuals with a specific interest in acquiring more information about job opportunities, conditions, and incentives. Companies which are interested in cooperating on a joint offer of services to talented individuals.

The expert group's comments and recommendations:
- [#brnoregion](#)
- [Feel at home in the Czech Republic - comprehensive service for expats \(foreigners.cz\)](#)
- [Talent Tampere](#)
- [TalentScotland](#)
- [Talent Attraction Denmark](#)
- [Bizkaia Talent](#)
- [The Best & Worst Places for Expats in 2017 - 11. Czech Republic](#)
- [Where Working Expats Are Happiest - 1. Czech Republic \(A good work-life balance is the key to a happy career abroad\)](#)
- [Cost of beer - 1. Czech Republic](#)
- [The World's Most And Least Peaceful Countries - 6. Czech Republic](#)
- [Teleport](#) - Compare cities in terms of quality of life, cost of living, salaries, and more. Explore where to move on the basis of your personal preferences. (At the moment, Ostrava is not a teleport city!)

Flagship project: Ostrava Land in Prague (to strengthen the brand of the Moravian-Silesian Region and Ostrava)

A brief description:
A positive change in the image of the Moravian-Silesian Region and Ostrava is one of the most important directions to head in as part of the effort to increase the awareness of the Region and its attractiveness for domestic and international talents. The Identity (DNA) of

the Moravian-Silesian Region was created as the basis for the management of the brand (submitted at Čeladenka) at two stakeholder workshops in the spring of 2017. The other activities aimed at changing the image will build on the creation of the fajnOVA strategy in 2016 and the upcoming creation of the strategy for the Moravian-Silesian Region, which will be realized in 2018 with the wide involvement of the citizenry.

One partial and specific step for a change in the Region's image entitled "Ostrava Land in Prague" was proposed at Čeladenka. The basic characteristics for the further preparation of the idea are as follows:

- Buy a suitable building (for example on Dlouhá Street or on the Embankment or in another suitable area) and create "Ostrava Land" (a stylized cafe and pub) there in association with an information centre
- High quality is a precondition: the place, design, programme, and the connection of the offer with the Region
- Evenings with personalities from the Moravian-Silesian Region
- Joining up with Colours of Ostrava (intensively, ca. two to three months before Colours)
- Identity cards with the place of birth or residence - discounts for citizens of Ostrava
- The sovereign territory of Ostrava and the Moravian-Silesian Region in Prague
- Screenings of the matches of Baník (football) or Vítkovice (ice hockey)
- A place for business meetings of Ostrava citizens in Prague
- Down in the Mine - the extension of the pub into the cellar
- www.obsahova-agentura.cz - an example of the design
- The connection to fajnOVA

Current status:

A new initiative (cooperation is currently ongoing with a company which is interested in being active in Ostrava Land, during the search for a suitable building in Prague)

The expected results:

Continuous "operations" in Prague with the aim of gradually changing the image of Ostrava and the Region by means of actively "selling" the very best that we have in the Region

The potential leader of the initiative:
The Moravian-Silesian Region and Ostrava as partners:
interesting personalities from the Moravian-Silesian Region,
companies offering attractive jobs (a link to the Dream
Jobs programme)

Financing options:
The purchase of the real estate and its reconstruction as
Ostrava Land (co-financing from the public funds of the
Moravian-Silesian Region and Ostrava, possibly others) +
operational financing from the revenues and room hire +
sponsoring by partners from the Moravian-Silesian Region

The target group:
1. Talented individuals who have left the Moravian-Silesian
Region for Prague (attract them back);
2. Talented individuals from other regions in the Czech
Republic and abroad (attract them to us);
3. Tourists in Prague who visit Ostrava Land (attract them
to visit the Region), and
4. The media (the positive presentation of Ostrava and
the Region in Prague)

Flagship project: Dream Jobs

A brief description:
An offer of attractive jobs for capable professionals who
have left the Moravian-Silesian Region for Prague or Brno
in search of better jobs and a better life and who have
expressed an interest in returning. At the same time,
also for those who live in our Region and cannot find an
interesting job. In the next phase, also for people who do
not come from the Region, but are interested in moving
from Prague or Brno to the Moravian-Silesian Region. The
option of expanding into the adjacent areas of Poland
(Katowice, Krakow) and Slovakia (Žilina).

The companies in the Moravian-Silesian Region will
ascertain the offer of attractive jobs for this target group
(Dream Jobs) using the services of a professional agency
and web platforms. The target group in Prague (and
possibly also in Brno and other cities) will be addressed by
holding a Patriots MSK (Patriots of the Moravian-Silesian
Region) event in Prague and via standard communication
channels. The good experience gained from the Patriots
MSK event will be put to good use. The link-up of the
Dream Jobs offer (companies) with the demand for them
(those interested in returning or moving to the Region) will
be supported by a professional HR service.

The position that is offered must meet five criteria in order
for a company to be able to participate in the Dream Jobs
platform: the project involves a challenge with the option
of growth for talented employees, the employee has free
hands during work, flexible working hours (the work-life
balance), a strong company culture, and the provision of
the services of a mentor.

Current status:
An existing initiative – the first Patriots MSK event in
Prague was held for November 2017.
The expected results: “Brain gain” – the return and moving
of professionals from Prague (Brno, Katowice, Krakow, or
Žilina) to the Region, greater satisfaction of companies’
demand for talented people, strengthening the image
of the Region as one which is attractive for talented
individuals.

The potential leader of the initiative:
Tomáš Buchwaldek (the Patriots MSK, Right Indicada).
Strategic partner: Jindřiška Karásková (Specialist Service) +
Partners: the MSIC, the companies in the Moravian-Silesian
Region – directly: the Moravian-Silesian Region, Ostrava,
and the other towns and cities in the Region – indirectly:
(connections with events in Prague, promotion etc.)

Financing options:
Payments by companies for securing suitable people for
Dream Jobs.

The target group:
Talented individuals – patriots of the Region in other
regions of the Czech Republic and abroad

The expert group’s comments and recommendations:
- [Dakota Roots](#)
- Connect with “Career PLUS” = the largest job fair
in the Moravian-Silesian Region. Organized by the
Entrepreneurship and Career Department at the Technical
University of Ostrava

The project: The catalogue of centres of competence and centres of excellence

A brief description:
The creation and maintenance of a publicly presented
database in the form of an online database and a print

publication in several languages and also promoted using other creative marketing methods, with a list of top-flight workplaces in the Moravian-Silesian Region which offer attractive jobs, excellent teams, and working environments and conditions for talented individuals.

At the same time, another goal of the project is to promote the Moravian-Silesian Region externally and to provide clear information about job opportunities and the conditions for top talented individuals in the labour market and for researchers, but also for students and creative people.

The goal is to promote top-flight workplaces, teams, production operations, and projects in areas such as sport, culture, healthcare, social services, transport, and so on in addition to the area of top research and development at universities and in innovative companies with the greatest growth potential. Workplaces offering attractive jobs exist in a number of these areas, but they are not adequately promoted, despite the fact that they could constitute a significant attraction factor for talented people from outside the Region thanks to the favourable working conditions, unique opportunities, and the opportunity to apply one's skills and knowledge in practice.

Current status:

A topic for discussion, consider connecting it with the Dream Jobs project

The expected results:

A better image of the jobs, better information about the conditions and the environment in the area of top-flight technology, research, development, and innovation, better information about the top workplaces and the teams in other areas of the economy – sport, culture, healthcare, transport , etc.

The potential leader of the initiative:

The Region and the cities

Financing options:

The Region, the cities, companies, universities

The target group:

Talented individuals in general

The expert group's comments and recommendations:

- [Be Basque Talent Network](#)

The project: International thematic accelerators

A brief description:

The international thematic accelerators will be announced as opportunities for start-ups from all over the world, so that they can offer their solutions to themes (problems) defined by experts from companies and clusters or from the public sector in the Moravian-Silesian Region.

Current status:

The programme concept exists, there is a team for its realization at the MSIC, and the activities for the preparation of the first year have been commenced.

The expected results: As well as the solutions to the proposed themes, this programme will also support the development of entrepreneurship in the Region and to a certain extent will also contribute to improving the image of the Region at home and abroad.

The potential leader of the initiative:

The MSIC (a joint programme of the Moravian-Silesian Region and the Statutory City of Ostrava)

Financing options:

Funds from the MSIC for the provision of public services, EU funds (OP VVV) for the preparation of the accelerator concept

The target group:

Creative class, innovative researchers, excellent students

The expert group's comments and recommendations:

- the Technical University in Ostrava is organizing the Green Light accelerator for start-up entrepreneurs.



Phase 2 - Welcome: Welcoming and soft-landing

Excite new arrivals about the city / region

(accessible information centres for visitors, fast and simple access to public services, secured access to housing and schools, assistance with dual education, welcoming events and assistance, ...)

The proposed performance indicators:

The number of satisfied visitors and clients who have been provided with services and products in relation to the operating costs.

Flagship project: The Expat Centre

A brief description:

There is still mistrust of the Czech environment among foreigners within the framework of their integration into Czech society; this should be resolved through greater affability towards foreigners in the Czech Republic.

The programme helps to integrate foreigners into the ecosystem of the city and to guide them through life in the Czech Republic, it helps foreign experts to find a job and housing, provides them with translation services, organizes cultural events and assists informally, etc. The centre can also gradually help to support the international development of the city, for example when promoting investment opportunities in the Region or attracting talents from abroad.

Current status:

A new initiative

The expected results:

A specific willing person/team and web, a functioning network of cooperating individuals/organizations, a team consisting of partners from individual areas. The goal is an improved quality of life for foreigners and their families in Ostrava (leisure time, contacts, a feeling of acceptance and security, and so on) and a greater chance of them remaining in the Region (even in the event of a loss of employment). When moving away, make use of their positive experiences as local ambassadors.

The potential leader of the initiative:

Impact Hub Ostrava; the Moravian-Silesian Employment

Pact; Foreigners Ostrava; partners: the City of Ostrava, the Moravian-Silesian Region, the University of Ostrava

Financing options:

An impulse from the public sphere - the city and the Region (for example, 40% public funds and 60% private)

The target group:

Talented individuals in general

The expert group's comments and recommendations:

- Possible cooperation with compatriot associations as points of contact for the foreign community
- Thematic evenings and thematic trips for foreigners

- [The Brno Expat Centre](#)

- Welcome Expats to the Moravian-Silesian Region
- The benefits: The advantages of establishing a single point of contact: a feeling of security, acceptance, time savings, financial savings; the creation of the website, networking;

Communication & marketing: Specific stories, a well-signposted place (for example, already at the airport or the railway station upon arrival) - a functioning website, informative flyers, applications, cooperation with the Labour Office and asylum facilities

Linking up with the Erasmus Student Network; 90% of the students in Ostrava are from the Region, but many of them leave; the problem is the language barrier between our students and foreigners

Maybe think up something like the senior point community centre which has already been introduced in the Moravian-Silesian Region.

Services for foreigners should be introduced; for example, the university should conclude a partnership with a bank, a

mobile operator, and an internet operator.

There are no activities for the families of expats. Wives often do not have any language skills and they do not have much chance of finding a job, unless they want to work, for example, in IT, as translators, or as language teachers. Often it is sufficient to give them the chance to work, for example, in a non-profit organization as a volunteer – they do not need the money, but they want to be useful. Good practice: the rule at Bosch, when the company also looks for activities for the partner of a new employee from abroad.

The creation of a database of companies which accept expats.

First, map out the services in the Region which already exist for expats.

The University of Ostrava: cooperation on connecting with the services for international employees at the University of Ostrava, the option of contributing to the preparation of handbooks for newcomers and for intercultural events such as lectures/discussions on Czech culture, history, the natural and post-industrial environment in the Ostrava area, selected social questions, etc. The possible engagement of students from the University of Ostrava in expert work experience (language students in the sphere of entrepreneurship, translating work experience for language students).

Flagship project: Buddies – local ambassadors

A brief description:

The services of local „ambassadors“/patriots, who will take care of newcomers to the city/Region (contact prior to arrival, integration, a city tour, acquaintance with the culture, sport, night life, restaurants, infrastructure, assistance when arranging necessary matters with the various authorities, “being on the phone”, acquaintance with the environment, culture, habits, communities, and so on.)

Buddies must have language skills and be internally motivated to guide foreign talented individuals through their first steps/days/weeks in their new environment. The guides should be paid in order to preserve their quality. The existence of a network under an organization or some other activity, for example the Expat Centre, is logical.

Current status:

A new initiative. It already functions internally at companies (for example OKIN, Tieto) or at universities.

The expected results:

A positive impression of the city and an improved quality of life for foreigners in Ostrava (leisure time, contacts, a feeling of acceptance and security, and so on) and a greater chance of them subsequently remaining in the Region.

The potential leader of the initiative:

Impact Hub Ostrava; the Moravian-Silesian Employment Pact

Financing options:

The Moravian-Silesian Region, City of Ostrava, the Expat Centre?

The target group:

Talented individuals in general

The expert group’s comments and recommendations:

- [Your Expat Community in the Czech Republic](#) – Ostrava is missing!

- The team: Guides, community assistants in all age categories, financially motivated students, the pool of tutor buddies (an online platform), the key account manager upon entry – basic information - The selection of a guide from the pool

- Communication and marketing: An online platform where the buddies can register should be created; it would function analogously to the Business Expand programme – the guide would assist in integrating the foreigner into various spheres; also face to face (at the company level), a community may exist within the framework of the Expat Centre

- Strengths: A similar system already works at the university level, for example the friendly welcome before arrival within the framework of Erasmus+; the buddies “integrate” the foreigners – they help them with the language barrier, welcome them, guide them, take them on trips and excursions, advise them, and so on.

FILLUP functions at the Technical University in Ostrava as one of the ESN (Erasmus Student Network) activities, where students present their countries. Foreigners teach Czech students languages – the presentation of the culture, tandems, meetings in cafes, and so on.

Every company which is involved in such activities probably already has its own buddies – inspiration and experience. The first step in the project should be to create a focus group with 15 companies to ascertain whether or not there is any demand.

Flagship project: The availability of good-quality housing

A brief description:

The goal of the project is to offer comprehensive information on the accommodation and housing options for talented individuals in the Moravian-Silesian Region, including the provision of services when looking for good-quality housing.

To this end, cooperation with the owners of the available flats and real estate on joint promotion, the creation of suitable conditions and at the same time the option of acquiring specific support in the case of specific requirements and conditions in the target groups is advisable. The combination of high quality and varied housing is ideal. Affordable housing is the main argument for living in Ostrava (within the framework of the Czech Republic and Europe)

An online and print publication on housing in the city for new or current residents with the most important information pertaining to housing, but also to life in the city – the cost of living, the feeling of safety, satisfaction with the quality of the environment, and so on. The programme could also include an offer of rented starter flats. This would assist in increasing the attractiveness of the Region for talented individuals by means of an offer of starter flats of good quality and at a reasonable price. The option of advantageously connecting the activities of private owners and developers with the programmes of the public sector for attracting and maintaining talented individuals.

Current status:

A topic for discussion

The expected results:

Greater attractiveness of the Region, greater resident satisfaction with the housing conditions, the simplest possible process when looking for housing, the high quality of the housing as an attractiveness factor, not as an impediment at the moment of deciding to resettle in the Region.

Acquiring a significant competitive advantage in the “struggle for talent”. The resettlement of X talented individuals in the region.

The potential leader of the initiative:

The Moravian-Silesian Region, City of Ostrava, the

cities, Residomo, companies, universities, the MSIC; the management of the project by the private sphere with the support of the Region and the city

Financing options:

Support on the part of the Region, towns and cities, and companies – a combination of private and public (minority) funds

The target group:

Talented individuals in general

The expert group’s comments and recommendations:

- Inspiration: “Toronto: Welcome Home”
- The benefits: One information point for all information (website); finances for the region and the towns and cities
- Outputs: A check-box real estate website in several languages unified with the pages of the Region/city, a regional/expat brochure/application (how, where, what), student flats in the vicinity of Ostrava (free transport), “viability” – the numbers of individuals accommodated and the companies/real estate offices involved (at least a two-year start)
- Strengths: The cooperation of subjects – an example from Havířov: rental accommodation (Havířov), public transport (the town), employment mobility (the Region); CSR activities – the joint housing of students and senior citizens
- A system should be created without costing the Moravian-Silesian Region or the city anything; materials in language versions; an employee to resolve the problems; a simple portal – use the Moravian-Silesian Region/city portal (see the programme for the Communication Plan from Phase 1); companies would become involved voluntarily, because it is under set auspices; it should not be a monopoly
- The promotion of the system – buddies; a possible online platform for any comments; undertake research into the suitability of servers; a connection with car sharing, transport; a legal service within the framework of the conclusion of the contracts (contractual documentation in various language versions which companies could purchase – this would be cheaper for the companies)

The project: Contact Point (a one-stop shop)

A brief description:

Foreign visitors and newcomers will be welcomed upon arriving in Ostrava with better information about the city and pro-client services according to their requirements

from the point of view of housing, tourism, the availability of healthcare services, during communication with public institutions, and so on. One or more of the gateways to the city should constitute contact points where they can find everything they need in one place. Its existence under a wider activity, for example, the Expat Centre, suggests itself.

Current status:
A new initiative

The expected results:
A better image of the city in the eyes of foreign visitors and newcomers

The potential leader of the initiative:
The Statutory City of Ostrava, the Moravian-Silesian Region, other towns and cities

Financing options:
The Statutory City of Ostrava, the Moravian-Silesian Region, other towns and cities

The target group:
Talented individuals in general (+ visitors, tourists)

The expert group's comments and recommendations:
- A VIP experience under one roof, meet the best, coordinate, and conduct. It should be a building full of events, information, and life. It is possible to acquire clear, comprehensive information; the appearance of the place and the surrounding public area is also important. The first impression is also important.
- One Stop Shop Copenhagen
- Talent Denmark: information on where to go and what to do
- It may offer a start-up package of tickets or discounts on admission to places of interest

The project: A handbook for newcomers

A brief description:
Orientation in life in Ostrava directly after arrival/moving. "The Ostrava Six-Week Event" – culture, bars, intellectual and professional entertainment, mountains. This involves a practical guide for "talented individuals" on how to survive in Ostrava – target group: students, new employees, investors, businesspeople, families, refugees, foreigners. Ideally written by the target group itself – in this way, they can pass on their experiences.

It may take the form of a brochure in the One Stop Shop, information centres, and a mobile application with an interface as needed. Its existence under a wider activity, for example, the Expat Centre, suggests itself.

Current status:
A new initiative

The expected results:
A positive first impression of the city and increasing the quality of life for foreigners in Ostrava

The potential leader of the initiative:
The Statutory City of Ostrava, the Moravian-Silesian Region, other towns and cities

Financing options:
The Statutory City of Ostrava, the Moravian-Silesian Region, other towns and cities

The target group:
Talented individuals in general

The expert group's comments and recommendations:
- [The Handbook for Foreigners by the Ministry of the Interior of the Czech Republic](#)

The project: Coordinated Soft Landing (+ Be Host)

A brief description:
We recommend taking inspiration from Copenhagen (a respected example of good practice) and to concentrate all the critical soft landing activities for foreign talents in a single place (a good address) and to create a network of cooperating partners which specialize in partial programmes in the overall concept around it. In addition to the programmes for foreign talent which are described below, it is possible to gradually incorporate the following in the critical soft landing activities:
Shared resources to improve company place branding: videos about the region, infographics, photos, articles in English, presentations of local communities, the work culture and so on – professionally prepared, complying with the Region's shared identity, available to companies which want to attract foreign talent, in various formats which can be incorporated easily into the visual identity of individual companies.

A recruitment campaign – offline and online: the use of the "transformation story" of a former mining-steelmaking

region which has been dramatically transformed over the last 25 years and now offers both a pleasant place to live and great challenges for the future which constitute an opportunity for those who love change (Ostrava!!! Where new stories begin); an app for international recruitment. Youth Goodwill Ambassador Corps: in cooperation with the universities in the Region, select foreign students (or possibly guest lecturers) for the role of ambassadors for Ostrava and the Region in their home countries; provide them with VIP experiences from the Region in return for sharing them with their compatriots in their home countries and all over the world; attempt to get the best of them to settle in the Region

Current status:
A topic for further elaboration

The expected results:
Growth in foreign talented individuals' awareness of the Moravian-Silesian Region and Ostrava as places which are interesting, friendly, and safe to live and work in

The potential leader of the initiative:
The Moravian-Silesian Region and Ostrava within the framework of Regional Talent Management

Financing options:
The public funds of the Moravian-Silesian Region, Ostrava, and the other towns in the Region + funds acquired through the RESTART programme

The target group:
Talented individuals in general

The project: Friendly kindergartens + international schools

A brief description:
Securing longer working hours and English-speaking staff at selected kindergartens in the Region. The first activity involves mapping the current status and identifying "accommodating" kindergartens and primary schools.

Current status:
A topic for discussion

The expected results:
Better conditions for incoming international employees
- motivation to move to the Region for managers with

families; also of use for employees in the Region

The potential leader of the initiative:
The authorities in charge of the kindergartens, primary schools, and universities – the City of Ostrava, the Moravian-Silesian Region

Financing options:
Companies, public organizations

The target group:
Motivators and qualified employees, entrepreneurial creative people, top researchers and innovators

The expert group's comments and recommendations:
- school groups instead of after/before-school care
- a programme for the establishment and expansion of quality, not direct funding

The project: Cities which accommodate the needs of entrepreneurs

A brief description:
The goal of the project is to facilitate entrepreneurial activities for entrepreneurs to the maximum possible extent on the part of the city with a minimum of needless administration, the elimination of barriers for entry into the local market, and the maximum reduction of the necessary costs for commencing entrepreneurial activities.

The types of services in the form of a one-stop shop for businesspeople:
Proactive assistance for small and medium-sized enterprises when searching for office space or properties (an updated online database, allocated capacities with a proactive approach to seeking and attracting individuals to free premises, work groups located at the authorities aimed at minimizing the necessary conditions for the rent or purchase of premises).

The availability of temporary flexible office space with the necessary equipment for carrying out the administrative activities which are needed for doing business, including the associated services in those parts of the city which require revival.

Consultancy in the area of the establishment of a company, tax deductions, and property ownership.

The availability of a high-speed internet connection, electricity, and water in places where business activities may be developed (including so-called garage or, nowadays, kitchen or room forms).

The proactive planning of the public space together with local businesspeople with the aim of increasing accessibility and connections to various forms of transport and cooperating on the higher quality and attractiveness of the environs around the place of business.

The necessary competence for interdisciplinary, communication across various workplaces and office departments, clear instructions, and support for the administration of towns and cities.

Communication with the owners of real estate and properties in towns is also necessary, with the aim of creating stronger relationships with the local small and medium-sized entrepreneurs and to enable new players to enter the market.

Create the ability to offer companies various tools, including leases (long- and short-term) and the purchase of premises or buildings.

Current status:

A topic for discussion

The expected results:

A greater willingness to start doing business in towns, the revival of suburbs with the potential for economic development.

The potential leader of the initiative:

The towns and cities (the definition of areas in the towns and cities which can be used to support start-ups and communities and support for their use)

Financing options:

Towns and cities, companies, the owners of real estate and properties

The target group:

Creative class, innovative researchers, excellent students

Dřevěná zasedačka



Phase 3 - Help and Co-Work: Social and professional integration and labour market readiness

Permanently build up the environment of openness, helpfulness and friendliness; offer enough opportunities for talented people to co-create and live a happy life in the city / region

(social networks, professional networks, the connection of students with businesspeople and companies, open innovation and cooperation, support for cultural understanding, profiling, the creation of opinions and views and raising awareness about society, language education, the creation of human resources and awareness about them in companies, tailor-made training programmes, career consultancy and events...)

The proposed performance indicators:

The number of clients with newly-acquired and applied competencies and skills in relation to the financial outlay for the service

The number of newly-established companies in relation to the costs for the provision of the services

The amount of applied knowledge acquired in cooperation with universities and the public sector in favour of the target groups

Flagship project: “Talent University” of the Moravian-Silesian Region

A brief description:

Use the inspiration from the “IBM Smarter University” programme and create a regional “TALENT UNIVERSITY of the Moravian-Silesian Region” programme which connects exceptionally talented university and secondary school students with (in particular multinational) companies on the territory of the Region and offer them a programme for the development of their expert and managerial skills.

The benefits of the programme:

For students (in technical and non-technical courses):

Acquaintance with the environment and the functioning of the most significant companies active in the Region, whose services and products are sold in international markets (knowledge of the environment and trends)

The inaugural Talent University programme to develop managerial and other soft skills, including the option of being involved in the management and development of the Talent University

The intensive link-up of studies with work experience through unremunerated participation in real projects at companies which are active in the global markets or have the ambition to be
The acquisition of experience under the expert guidance of company mentors

The development of competencies for the labour market and thus increasing one’s own “value” for employers

The creation of a network of professional and personal contacts both with colleagues in the programme and with companies

The development of competencies at specific expert and team-building events (conferences and workshops with personalities, team-building events, summer training camps, and so on)

The option of forming “focal points of competence” at one’s own alma mater in cooperation with the teaching staff through open intensive cooperation on work experience – transfer into doctoral studies and lessons for other students

The prestige associated with being selected for an exclusive programme (the teachers will provide the references for students)

For the companies involved:

The supplementation of their talent management activities using a programme coordinated by the Region

Better access to talented students
The preparation of competent professionals while they are still studying at university
The use of the Region's specific ecosystem, which offers and attracts talented individuals, for investments with higher value added (foreign companies also deal with their parent headquarters)
The faster transfer of the latest trends from practice to universities and secondary schools
The creativity and innovation of the programme participants with the motivation to apply it in companies
The prestige associated with being involved in an exceptional programme
Networking with students who can become employees or ambassadors for the companies

Current status:

A topic for discussion (inspiration from existing examples - see IBM Smarter University)

The expected results:

Halting the brain drain and strengthening loyalty to the Region (even though many leave and go abroad, many return with further experience after some time) + the timely identification of talented university and secondary school students and their further development. The numbers of participants in the programme will increase in conjunction with the involvement of the companies and the success of the programme.

The potential leader of the initiative:

The Moravian-Silesian Region and the Statutory City of Ostrava via their agencies - the MSIC, the MS Employment Pact, the ARR + Partners: Companies, universities, secondary schools

Financing options:

The Moravian-Silesian Region, Ostrava + the companies involved (the option of pooling resources in a "Foundation for the Talented" - see the next proposed programme), with the possible use of national or EU funds via the government RESTART programme

The target group:

Top university and secondary school students

Flagship project: Entrepreneurship and soft skills in schools

A brief description:

None of the levels of the Czech education system systematically supports the development of soft skills

which are required and highly prized by employers (NVF, 2011). Soft skills are just as important for the productivity (wage) of employees as professional skills (hard skills), they are essential for making the best possible use of professional skills, and they are one of the most significant factors for recruitment. The significance of soft skills continues to grow in relation to the requirements of "Society 4.0" (Industry 4.0, Competence 4.0). These soft skills also include business acumen, both as entrepreneurship (with the motivation to establish one's own company) and intrapreneurship (with the motivation to be enterprising on behalf of one's employer). The Moravian-Silesian Region has the lowest rate of entrepreneurship of all the regions in the Czech Republic, which has historically been influenced by the tradition of employment in large companies. The proposed programme focuses on the systematic development of business acumen and other soft skills in the schools in the Moravian-Silesian Region. The first step involves the use of the already-existing and successful pilot programmes aimed at developing six competencies: Communication, Cooperation/Teamwork, Entrepreneurship, Problem Solving, Lifelong Learning, and the Discovery of and Orientation in Information (successfully tested with 650 teachers and 19,000 pupils in the Czech Republic), further expanded to schools in Poland, Slovenia, Bulgaria, Romania, and Turkey. The second step involves the implementation of exit certificates testifying to the level of the soft skills achieved by graduates from secondary schools in the Moravian-Silesian Region (alongside the graduation certificate or certificate of apprenticeship), with the option of also expanding it to universities (a programme for the development of soft skills has been successfully used at the Faculty of Electrotechnology and Informatics of the Technical University in Ostrava as an optional subject since 2010/11).

Current status:

The programmes have been prepared and verified, manuals exist, negotiations are ongoing at the level of the management of the Region for their fast implementation in all the schools operated by the Region, and negotiations with the operating authorities of the primary schools will ensue with the aim of introducing the programmes into as many primary schools as possible. The programme is also part of the government's RESTART programme.

The expected results:

The systematic development of entrepreneurship and other soft skills among the pupils of primary and secondary schools in the Moravian-Silesian region (possibly university students). The creation of a European Centre of Excellence

for soft skills with links to international networks and also with an impact on the strengthening of the Region's image as a place for high-quality education. People who are better prepared to go into business for themselves or to be employed in companies. Business talents will be incorporated into the associated programmes in support of going into business (start-ups).

The potential leader of the initiative:

RPIC-ViP (the development and application of programmes, the training of teachers to work with them, the use of the extensive network of international partners using the RPIC-ViP programmes to develop soft skills in pupils and adults (ca. 15 countries in the EU and Turkey) Partners: The Moravian-Silesian Region and the Regional Centre for the Further Education of Teachers as the executive agency for the education of teachers, the Moravian-Silesian Employment Pact, the Association of Industry, and individual supportive employers

Financing options:

Funds from the schools and their operating authorities for the further education of teachers + European funds via KAP + the option of company sponsoring (with the possible use of the Foundation for Talented Individuals – see Programme)

The target group:

University and secondary school students

The expert group's comments and recommendations:

- Supplement the training of language competencies at primary schools
- The entrepreneurship of students is supported at the Technical University in Ostrava thanks to the Green Light accelerator and the business Incubator

Flagship project: An entrepreneurial region – PODREG (low-threshold support for entrepreneurship)

A brief description:

This involves a programme in support of individuals who are thinking about going into business and start-up entrepreneurs. The purpose of the programme is to increase interest in going into business, to make it easier to establish a company, and to assist them during the first steps aimed at developing the company and thus to increase the number of companies which have been established in the Region. The programme has been designed as a system of services which combine coaching and the provision of further specific services to starting

Talents in Focus!!!

businesspeople according to the nature of their needs. The needs of the (starting) businesspeople are ascertained (and updated) during the course of systematic cooperation with a coach.

The programme in the Moravian-Silesian Region has been conceived in such a way that the Region secures the management and coordination of the system via the MSIC and also guarantees its quality by monitoring the quality of the services of the cooperating subjects, provided they have been incorporated into the system.

Current status:

The programme is part of the Action Plan of the Government of the Czech Republic (RESTART strategy). Work has commenced on the preparation and realization of the programme. The responsible coordinator has been designated – the MSIC (the Moravian-Silesian Innovation Centre). The existing sub-activities, such as Business Gate in Karviná, the Trade Incubator in Ostrava, support for business in the Bruntál and Krnov areas, etc., are gradually being linked up. Vouchers for the amount of 50-500 thousand CZK have been prepared for clients from the environment of the Moravian-Silesian Region for the programme's pilot phase. They will compete; the criteria will include the quality of the business plan, the international ambitions, and so on.

The expected results:

A higher degree of entrepreneurship, greater initiative among people when starting up a business, and increasing the share of local businesspeople in the economic transformation of the Region and the establishment of new, competitive activities.

The potential leader of the initiative:

The MSIC Ostrava; Partners: the network of cooperating organizations for the low-threshold support of business

Financing options:

The public funds of the Moravian-Silesian Region, Ostrava, and the other towns in the Region + funds acquired through the RESTART programme

The target group:

Entrepreneurial creative individuals, innovators, people leaving corporations who are considering going into business, the public in general

Flagship project: InnoBooster

A brief description:

The target group is small and medium-sized companies in the Moravian-Silesian Region, which the business advisory centre (for example, the MSIC in cooperation with the

Patriots MSK) can assist with their business plan or with the recruitment of talented people using a database of natives living in Prague, Brno, or abroad (there will be a PR campaign – social networks, events, etc.). The City of Ostrava and the Moravian-Silesian Region will support the project by securing the management of the innovations and with consultations (including cooperation with universities). The realization of the plans should lead to an increase in exports or revenues and subsequently in employee wages. The benefit for the companies will lie in the testing and initial realization of the plan and the project pilot (validation), the recruitment of creative people, or the creation of spin-out. The “InnoLab”, followed by “MSIC Expand”, is a supplementary service. The inspiration comes from Austria, Germany, and Denmark; this service currently does not exist in the Czech Republic.

Current status:

A new initiative (under preparation)

The expected results:

Increasing entrepreneurship in the region, increased company revenues and employee wages, attracting talented people from other regions thanks to the option of working in interesting jobs

The potential leader of the initiative:

The MSIC (the Moravian-Silesian Innovation Centre)

Financing options:

The Moravian-Silesian Region and the Statutory City of Ostrava via the MSIC

The target group:

Entrepreneurial creative individuals, innovators, experienced managers

Flagship project: Primary Schools for technical and natural science talents

A brief description:

The inspiration from the many years of operation of the arts primary schools for children with an interest in and a talent for artistic fields has provided the basis for a proposal to establish a similar system for children with an interest in and a talent for the technical and natural science fields. There is very little room for this in regular school operations and at the same time extracurricular activities in leisure time centres and various clubs are not sufficient. The proposed programme should be focused on covering

the Region with this new option for families who would like to involve their children in the systematic development of their talents in the area of technology and the natural sciences. It would be possible to make use of the existing buildings of the schools which join the programme or other suitable buildings where the local authority would like to locate any such activities. The key matter will be the creation of programmes which develop talent commensurate to the age of the children and do so in levels and with the verification of the acquired skills for progress to the next level. In this regard, it is expected that not only teachers will be involved in their free time, but also experts from the company sphere and university students (for example, robotics, informatics, and so on). It is necessary to verify the future system in several pilot activities in the first stage and to include them in the system in the future.

Current status:

A new initiative – the first activities are already starting up in the Třinec area (with the use of premises provided by the Třinec Ironworks), while they are also considering this in Kopřivnice (with the use of a historically valuable but unused school). The initiator of the concept is the Moravian-Silesian automobile cluster (L. Glogar) and negotiations are being held with the managers of the ITI programme (the Statutory City of Ostrava) as to the possibility of using the specific challenge from ITI for extracurricular education for the pilot start-up and verification of the concept.

The expected results:

The timely encouragement of the interest of children and their parents in the development of talent in the technical and natural science fields; the systematic development of the talent in a coordinated and methodologically effective programme; the offer of new and meaningful leisure time activities; raising interest in studying the technical and natural science fields; the development of the natural creativity of children; the use of experienced and pedagogically talented experts (“silver heads”); the use of university students from the appropriate fields in interesting work with children.

The potential leader of the initiative:

The Moravian-Silesian automobile cluster and the Moravian-Silesian Employment Pact; Partners: the organizers of the pilot programme in Třinec, the Science Centre; the Leisure Time Centres, Children’s and Young People’s Centres, others

Financing option:

European funds via ITI and/or RESTART for the pilot tests and the launch of the system + financial contributions from parents in the form of the course fees for their children + co-financing by the public sector (the Moravian-Silesian Region, the towns and cities) + the option of company sponsoring

The target group:

Primary school students, excellent students

The expert group's comments and recommendations:

- This has been systematically undertaken from the position of the Popularization Department at the Technical University of Ostrava since 2012. They also cooperate with the Education Department at the Municipal Authority of the City of Ostrava. Their activities fall under the umbrella of the Improve Technology brand: www.zlepsisitechniku.cz

The project: Training and lectures at secondary schools by successful entrepreneurs

A brief description:

Students do not have sufficient soft skills and knowledge which will help them to become good leaders or successful businesspeople in the future. The lack of these skills is already apparent during their studies at secondary school. This could be improved by means of lectures and training sessions at secondary schools led by successful businesspeople – good examples from practice motivate young people to create their own vision, which will subsequently be realized in the form of their own business start-up.

Current status:

A new initiative

The expected results:

Increasing the number of successful entrepreneurs and executive employees and keeping them in the Region

The potential leader of the initiative:

Active patriots, entrepreneurs, large companies, clusters, schools, clubs, associations, incubators, communities

Financing options:

Entrepreneurs, secondary schools, the City of Ostrava, the Moravian-Silesian Region

The target group: Excellent students

The project: The assignment of dissertations to students by companies

A brief description:

Support for students in the form of defining real problems and challenges which need to be resolved and the formulation of the specific assignment of research so that students can then create and look for successful solutions – for example, the assignment of a dissertation in applied research. Support for the employment of students in the job market during the course of their studies thanks to more intensive cooperation with innovative companies in the Region.

The goal of the project is closer cooperation between universities and companies with the aim of making studying at the universities in the Moravian-Silesian Region more attractive and converging students' studies with real practice as much as possible. The joint goal would be to increase the competence and abilities of the students and their competitiveness in an international environment. At the same time, the assignments and challenges would be formulated by the associated organizations with the goal of their applicability and utilization, i.e. including the option of further use, for example public support (support for the realization), and, in an ideal case, commercialization. The support also targets international talent.

The companies and institutions would regularly prepare questions/tasks which they would be interested in resolving with university students. The range of fields may be wide.

Current status:

A topic for discussion

The expected results:

Greater graduate employment in the job market and an increased chance of maintaining those qualities in the region

The potential leader of the initiative:

Companies, universities, the Region, the towns and municipalities

Financing options:

Companies, universities, the Region, the towns and municipalities, for example, in the form of a special fund

The target group:

Innovative researchers, excellent students

The expert group's comments and recommendations:
- This has been regular practice at the Technical University in Ostrava for a number of years. In some bachelor's dissertations, work undertaken directly in a company has been acknowledged.

The project: Start Jobs

A brief description:

Young people and graduates can experience insufficient offers of high-quality positions or low wages in the Region, which may mean that they leave for better-paid employment in more economically developed regions of Europe without first acquiring the necessary experience. If some leading companies in the region offered graduates jobs or work in a project team without any work experience, but with the active ability to speak a foreign language, this would help young people to acquire the necessary experience and therefore to acquire an appropriate wage over time.

Current status:

A topic for discussion

The expected results:

Keeping school leavers in the Region, attracting graduates from other regions. It is necessary to reckon with a high level of turnover of these workers.

The potential leader of the initiative:

Companies

Financing options:

Companies

The target group:

Talented students, graduates, talented individuals in general

The expert group's comments and recommendations:

- [Year One Wisdom \(Deloitte\) - YouTube](#)

The project: The Foundation for the Talented

A brief description:

The creation of a financial tool which primarily combines the funds of private financial donors (companies, individuals) with additional public funds (the Region, the towns and cities in the Region, etc.) with the goal of supporting talent in a system which is bound by

bureaucracy as little as possible and, on the other hand, is led by an attempt to achieve the greatest possible efficiency. The key activities for launching the Foundation are:

Clear rules for the inclusion of donors and for the use of the funds from the Foundation

A transparent process for allocating the contributions to the approved activities/programmes

A Board of Trustees consisting of donors with a high degree of social respect (all or rotation - depending on the legislative requirements)

The professional leadership of the Foundation, of course with commensurate costs

Active and inventive fundraising

Building the brand and managing it from the very beginning

Current status:

A topic for discussion (inspiration, for example, from the Hlávka Foundation of the First Republic)

The expected results:

The creation and strengthening of a community of people and organizations who are willing to become involved in the Foundation, in the case of companies with a link to their social responsibility + reduced bureaucracy pertaining to the funds for the realization of effective events for developing, maintaining, or attracting talent

A potential leader of the initiative:

Preferably a group of significant companies with a selected leader (a specific person or organization who generates trust) + Partners: The Moravian-Silesian Region, Ostrava and other towns in the Region + individual interested parties

Financing options:

Private donors - companies, individuals + complementary financing from the public sector (including a connection with branding activities and other forms of promotion)

The target group:

Talented university and secondary school students in the Region, talented individuals from other regions in the Czech Republic or abroad who come to the Region

The project: Holiday workshops/Summer schools/Urban camps

A brief description:

Holiday events for talented primary, secondary, and university students from the Moravian-Silesian Region (possibly also offered to secondary and tertiary students from other regions) with an interesting programme (the option of getting “hands-on experience” of modern technology, meetings with interesting personalities, outdoor team-building, networking among young people and experienced role models), etc.

Current status:

A subject for further discussion

The expected results: The linking of talented young people with regional leaders from companies and the public sector, strengthening loyalty to the Region. The use of the best proposals, but also getting to know Ostrava/the Region. Motivation for students in the future and a greater chance to attract them to the Region.

The potential leader of the initiative:

For discussion – for example, the Moravian-Silesian Employment Pact and/or the MSIC; partners: the universities

Financing options:

A combination of private and public funds

The target group:

Primary, secondary, and tertiary pupils and students

The expert group's comments and recommendations:

The University of Ostrava is planning the preparation of an international summer school in English, part of which includes internships in the multinational companies which are active in Ostrava – the summer school programmes could be connected in the future.

The project: An entrepreneurship competition

A brief description:

An entrepreneurship competition for a financial contribution or motivation for a trip (for example, Residomo is able to provide accommodation abroad).

Cooperation between the city and the Region with several good examples of entrepreneurs, under the patronage of the mayor/governor. The committee consisting of reputable independent specialists is important so that the award also has value outside the Region.

Current status:

A topic for discussion

The expected results:

Support for entrepreneurship in the Region

The potential leader of the initiative:

The Moravian-Silesian Region, the City of Ostrava, entrepreneurs, Residomo

Financing options:

The Moravian-Silesian Region, the City of Ostrava, entrepreneurs, Residomo

The target group:

Creative class, innovative researchers, excellent students

The project: The Start-Up study module

A brief description:

A study programme in English which will enable students to explore the world of start-ups and develop their own business ideas. The lectures will be given by successful entrepreneurs and the students will present their ideas to national and international investors and will be rated. It can operate as a course or a study module which students from various faculties could select both within the framework of the university and outside it.

Current status:

A new initiative

The expected results:

The goal is not to create new start-ups, but enterprising people with knowledge of the business environment.

The potential leader of the initiative:

Universities; partners: entrepreneurs, company managers

Financing options:

Universities

The target group:

Innovative researchers, excellent students

The expert group's comments and recommendations:
- Startup Creation Lab 2017 (University of Turin)
- The University of Ostrava: the study module would be of interest to all interested parties from every faculty at the University of Ostrava; they would like to cooperate, but for all that the key factor would be cooperation on the part of entrepreneurs, company managers, and so on.
- This project should be consulted with the Entrepreneurship and Career Department at the Technical University in Ostrava, where it is already ongoing.

Financing options:
Universities

The target group:
Innovative researchers, excellent students

The expert group's comments and recommendations:
- [Startup Creation Lab 2017 \(University of Turin\)](#)
- The University of Ostrava: the study module would be of interest to all interested parties from every faculty at the University of Ostrava; they would like to cooperate, but for all that the key factor would be cooperation on the part of entrepreneurs, company managers, and so on.
- This project should be consulted with the Entrepreneurship and Career Department at the Technical University in Ostrava, where it is already ongoing.

The project: An accelerator for companies in the area of environmental technology

A brief description:
A programme for the creation of new solutions in the area of environmental technology. On the basis of technological know-how and new ideas with the potential for commercialization and export. The goal is to "transform" the environmental problems in the Region into an opportunity and to increase the growth of the green economy in the Region and to provide financial support and services for start-ups and projects.

Current status:
A topic for discussion

The expected results:
New green and attractive jobs, new innovation, a more attractive environment for newcomers

The potential leader of the initiative:
the MSIC

Financing options:
Regional sources of financing (the Moravian-Silesian Region, the MSIC)

The target group:
Qualified labour force, innovative researchers

The project: The Centre of Industrial Competence

A brief description:
A programme to support development and centres/teams based on commercial models of industrial competence which enable the use of industrial knowledge in combination with new trends and technologies for Industry 4.0, Smart Cities, sustainable development, ICT trends, etc.

Current status:
A new initiative

The expected results:
Attract talented individuals, new solutions, new ideas, new applied research and development, new commercialized innovations, new cooperation in the triple-helix.

The potential leader of the initiative:
Clusters, companies, companies, the Moravian-Silesian Region, the City of Ostrava

Financing options:
Grant programmes in combination with the business model fund

The target group:
Qualified labour force, creative class, innovative researchers

The project: Scholarships for talented PhD students

A brief description:
Scholarships aimed mainly at talented individuals commencing a doctorate. Especially at the start of the doctorate, when the doctoral students are in some cases not assigned to university projects and are aiming at self-realization, but at the same time need sufficient income (at least the same amount which they would have in their first job as a graduate), they could be more motivated by financial support for their project.

Current status:

An existing initiative – the first call to submit proposals took place in July 2017

The expected results:

Supported doctoral students will stay in the region. Applicable research results.

The potential leader of the initiative:

The Moravian-Silesian Region, the City of Ostrava; partners: universities, employers (they create the demand for projects and new solutions)

Financing options:

Scholarships (Grants)

The target group:

Innovative researchers, excellent students

The expert group's comments and recommendations:

- The University of Ostrava considers the already-implemented support for PhD students provided by the city to be an excellent step which is well focused on students from the second year of their doctoral studies – they would welcome it if this continued in the future

The project: Guaranteed loans for students and doctoral students

A brief description:

The offer of scholarships in the form of loans, which will attract people to study or carry out scientific and research activities at the local universities and research and scientific facilities. The loans are guaranteed by the public sphere or the university and provided by banks; they can be repaid in full from public funds in the event of excellent study results or the fulfilment of the research conditions. In future, a similar form of support is being considered with support from the European Structural and Investment Funds in the form of what is termed “repayable financing” based on EU legislation.

Current status:

A topic for discussion

The expected results:

A better image, better PR, more attractive conditions for studies and science and research, factors aimed at attracting students and researchers from greater distances.

The potential leader of the initiative:

The City of Ostrava, the Moravian-Silesian Region in association with banks and universities

Financing options:

The City of Ostrava, the Moravian-Silesian Region in association with banks and universities

The target group:

University students and postgraduate students – researchers up to 30 years of age

The project: FajnOVA work in a Powerful Workplace

A brief description:

The promotion of interesting jobs in Ostrava (FajnOVA work) and in the Moravian-Silesian Region in companies which have a strong organizational culture – a powerful workplace.

What motivates talented people to accept a job in a company and to want to perform at their best there? How is it that some companies have high-quality teams of people and low staff turnover, even though they do not overpay their employees? Not every company attracts exceptional prestige like Google or Tesla, but for all that they can still be successful. Every company wants to have competent employees who are capable and can and want to perform at their best at work. Naturally, this requires them also to be competent employers, who not only understand the motivational significance of a strong culture in the company, but are also able to measure it and constantly improve it. This is assisted by the Powerful Workplace programme, which was launched in the Czech market in 2012 and since then has been used by more than 100 organizations (large, small, and medium-sized firms, large, medium-sized, and small towns, educational organizations, social housing organizations, etc.)

Thanks to its proven effectiveness and very acceptable costs, it has the potential to improve the culture in companies and organizations in the Moravian-Silesian Region in the future in the spirit of the principle that decency pays off.

Current status:

The programme has been prepared and tried and tested in practice and it can be used at any time. It includes an online tool to measure the culture of the organization by means of 15 carefully prepared and methodologically linked statements which the employees express an opinion on. The results of the measurement and their interpretation

constitute the foundation for the correct focus of managerial measures and it is subsequently possible to measure the impact (after one or two years). If a large number of employees agree, the Powerful Workplace programme could become a standard in the Moravian-Silesian Region (and elsewhere in the Czech Republic) like the British Investors in People programme, although with significantly lower costs.

The expected results:

Increasing the attractiveness of work in the Moravian-Silesian Region for talented people from both the Czech Republic and abroad. The expansion of the number of organizations in the Moravian-Silesian Region which measure and improve their organizational culture using the Powerful Workplace programme and thus become an attractive employer where people are not only able to perform to their best of their ability, but also want to do so. The option of a benchmark/the comparison of the quality of the workplace in relation to a constantly increasing number of other measured organizations. Better promotion of interesting job opportunities in workplaces with a strong organizational culture in the Moravian-Silesian Region.

The potential leader of the initiative:

RPIC-ViP partners: all of the companies and organizations in the Moravian-Silesian Region which endeavour to create a strong organizational culture, no matter whether through using the Powerful Workplace programme or any other tools.

Financing options:

Revenues from the realization of a mini-audit of the Powerful Workplace with the option of using it to promote interesting jobs in Ostrava and the Moravian-Silesian Region.

The target group:

Motivators and qualified employees

The project: Networking activity associating research workers with the innovation requirements of public institutions

A brief description:

Networking activity associating research workers with the innovation requirements of public institutions (breakfasts, inspirational seminars, etc.)

Current status:

A new initiative

The expected results:

New contacts, ideas, and cooperation, and also new innovation and increased motivation to carry out new creative and innovative activities – a more attractive environment for citizens

The potential leader of the initiative:

The MSIC, the City of Ostrava, the Moravian-Silesian Region, universities

Financing options: The grant scheme

The target group:

Talented individuals in general

The expert group's comments and recommendations:

- Organize events (for example, the Patriots MSK) including the realization of video reports, examples of good practice, and top photographs

The expert group's comments and recommendations for further activities in Phase 3:

- Meet your idol – attract people at the very top of their fields from the Czech Republic and abroad to Ostrava and acquaint them with students and company employees
- Start-up community
- A competition for the best company in the Moravian-Silesian Region which supports talented individuals
- Assistance to local CEOs in an internal science and research competition (Good practice: Honeywell)
- The rotation of talented individuals between companies and an inspirational platform – sharing examples of best practice during talent recruitment
- Networking for creative activities – vouchers, the involvement of expats in the activity
- Company open days – building awareness and coherence – “How do we do things?”
- Open Innovation Sessions
- Innovative public procurement
- International cuisine – One World Ostrava
- Films with English subtitles in cinemas
- Family involvement (for example: single people and those with families separately)
- An event for attracting talented people with expats (a focus group) – “What attracts you?”
- Gauge the degree of satisfaction among expats and acquire incentives
- Certification – branding, a cooperating company
- Shared research laboratories (Open Living Labs)
- Shared tools for science and research (cost savings, sharing know-how)

Phase 4 - Keep in touch: leaving support

work on impression and emotions and maintain network of people who co-create great image of the city / region (ambassador networks, alumni networks, ...)

The proposed performance indicators:

The number of people addressed by the living network.

The number of those actively reacting among the target groups that are addressed in relation to the financial outlay (the "lead generation").

The speed of responses to queries, active engagement, or an expression of interest in receiving more information.

The qualitative evaluation of the outputs by experts in international marketing – the assessment of the attractiveness and quality of activities in comparison with the current trends.

The project: The living network of ambassadors

A brief description:

The goal is to increase the awareness of Ostrava and the Region and to promote it throughout the world and, thanks to this, to attract the best people to the Region and cooperate when recruiting new people and leaders. This involves the building of a network of business contacts and using it to find information on potential talents from all over the world and to promote the high quality of life in Ostrava and in the Region throughout the world.

The network of ambassadors will have two levels.

A general network designated for communication with inhabitants who lived in the region and have left it and want information channels and a sufficient network of contacts which they can join on the basis of professional or social networks with support for the Region's brand or that of the towns and cities in the Region and the local companies. At the same time, the development of the option of the promotion of the region abroad.

A professionalized network of ambassadors – a carefully constructed network made up of business professionals, businesspersons, and senior executives who have built up a patriotic relationship with the region. The members are carefully chosen and they cover a wide spectrum of fields and markets. The key task of the professional ambassadors is to comprehensively attract investments and talent to the Region. They organize informative meetings in foreign countries on work and business opportunities and assist in developing investment opportunities. They are involved in the process of attracting investment at a local level as an external service for local in-house teams. The network of ambassadors would be focused on two fundamental

directions – attracting talent and attracting investments (inspiration – Scotland – TalentScotland and GlobalScot).

Current status:

A topic for discussion

The expected results:

A better image, better PR, a better network and contacts and information, a stronger identity, greater attractiveness

The potential leader of the initiative:

The City of Ostrava, the Moravian-Silesian Region in cooperation with the large employers, patriots, and personalities of the Region

Financing options:

Local sources of financing

The target group:

Talented individuals in general

The expert group's comments and recommendations:

- Research into those leaving
- Personalities of Ostrava/the Region
- Stories with an Ostrava connection (<https://ostrava.idnes.cz/ostravske-stopy-Okf-/ostrava-zpravy.aspx?klic=64184>), for example Bohdan Pomahač
- Ambassadors – part of the communication strategy (verification/feedback in all phases)
- Raise wages
- Communication focused on those who can return
- Ostrava has improved - a link to the First Phase
- Czech Tourism/Czech Invest – representation abroad
- An info hotspot
- Wallpaper



The involvement of local stakeholders (ULG – Urbact Local Group)



active approach, an overview, and a vision in relation to the project's topic and the representatives of relevant institutions have been approached to join.

The project managers (the representatives of the Statutory City of Ostrava) have endeavoured to create interactive methods of cooperation and an interesting and creative environment for every meeting, for example the university environment, co-working and cultural centres, cafes, a mountain hotel, and so on, always with a different programme and different workshop activities so that it is possible to maintain sufficient motivation of the group members. Online research and meetings with foreigners took place during the course of the project with the aim of ascertaining the needs of the target group. The form of the group and the individual members of the ULG developed over time; nevertheless, despite the initial need of the project team to motivate the stakeholders to take part, the interest in participation at the final meetings outweighed all expectations and confirmed that the interest in the topic in the Region is still high. An example of the side-effects of the activities of IN FOCUS in Ostrava is the creation of an informal start-up community platform based on the foundation of the inspiration of one of the presentations at the workshop in Turin, Italy. The platform maps, coordinates, and cooperates on the activities and events in support of start-ups, business, and innovative activities in Ostrava. The platform meetings are attended by representatives of the Statutory City of Ostrava, the Moravian-Silesian Region, the Moravian-Silesian Innovation

Centre, Impact Hub Ostrava, the Patriots of the Moravian-Silesian Region, the Silesian University, the Centre for the Support of Innovation at the Technical University in Ostrava, local entrepreneurs, and so on. This only goes to confirm the interest of organizations from the Region in cooperation and growth, predominantly thanks to synergies and cooperation, not competition.

The ULG Group has become the foundation of the ecosystem functioning around the topic of talent attraction management in Ostrava and the Region. The working group on the same topic (with a similar composition) organized by the Moravian-Silesian Innovation Center for the creation of new innovative strategies will follow on from it. This will look for further activities in the area of attracting and keeping high-quality and talented people in the Region and coordinating the implementation of the projects from the IN FOCUS action plan. This ensures the sustainability of the partnership across the local organizations and a promise that these activities will lead to the necessary end state, which mainly involves halting the “brain drain” process from Ostrava and the Region.

Place branding and marketing cannot function effectively under a single organization. The activities aimed at attracting and keeping talented people in Ostrava and the Moravian-Silesian Region should be realized by a wide portfolio of actors (public institutions and organizations, universities, clusters, leading companies, communities, and so on) with specific goals and tasks which will be realized across the target groups, the priority areas, and the individual phases of the talent management (attract, welcome, help & co-work and keep-in-touch).

The cooperation on the creation of the action plan for the IN FOCUS project and especially the hereafter stated planned activities constitute an opportunity for them to clarify their roles and to involve interested parties

(stakeholders) from Ostrava and the Region in the area of talent management.

IN FOCUS Urbact Local Group (ULG) member organizations and participants:

Organization	Participant
City of Ostrava	Václav Palička, Adéla Koudelová, Jiří Hudec, Ondřej Dostál, Kateřina Bonito, Veronika Šmelková, Lukáš Rychta
Moravian-Silesian Region	Zdeněk Karásek, Pavlína Volná, Martin Radvan, Miriam Šůstková, Tomáš Fiedler, Jan Smiga
Moravian-Silesian Innovation Center	Pavel Csank, Lukáš Oramus, Michal Sládek, Adéla Hradilová, Alena Danielová
VŠB - Technical University of Ostrava	Petra Halíková, Michal Gloger
University of Ostrava	Renáta Tomášková
Moravian-Silesian Automotive Cluster	Ladislav Glogar
Regional Development Agency	Hana Šandová
Center for Support of Integration of Foreigners - Moravian-Silesian Region	Veronika Káňová
OKIN BPS (IT Company)	Vít Bureš, Jana Ptáčková
Tieto Czech s.r.o. (IT Company)	Michal Křemen
Bosch Termotechnika s.r.o. (Machinery Company)	Alena Danielová
RESIDOMO, s.r.o. (largest provider of rental housing in the Czech Republic)	Roman Frkous
Impact Hub Ostrava (a space for collaboration, networking, co-working, events, business development, and innovation)	Zdeněk Rudolský, Filip Goszler, Marcela Kučová, Martin Čechák
PATRIOTI MSK, z. s. (a group of people who are trying to improve the region's image)	Tomáš Buchwaldek
RPIC-ViP s.r.o. (HR consulting and training company)	Zdeněk Karásek, Dalila Rakošanová
BeePartner a.s. (strategic planning, project and grant management and creative marketing services)	Daniel Konczynna
Foreigners Czech (comprehensive relocation services for expats)	Andrea Tkačuková
1st International School of Ostrava	Brett Gray
RAYNET s.r.o. (IT company)	Václav Prak
lifein.town / jsemzostravy.cz (information web portal)	Pavel Straka

IN FOCUS project managers:

Jméno	Organizace	Role
Daniel Konczynka	City of Ostrava / BeePartner a.s.	Project expert and ULG facilitator
Ondřej Dostál	City of Ostrava	Project manager and ULG coordinator
Kateřina Bonito	City of Ostrava	Project coordinator and financial expert



Daniel Konczynka presenting 10 attraction factors at ULG Meeting, 31.8.2017



Ondřej Dostál presenting the Phases of Talent Attraction Management at the ULG Meeting, 17.1.2018



Annexes

1. Summary of institutional context – key organizations

Ostrava and its agglomeration have a good infrastructure of research, development, and educational institutions, offering sufficient potential for the development of innovative entrepreneurship. According to data from the Technological Profile of the Czech Republic, there are 117 entities in Ostrava for cooperation in innovation business and 250 companies with internal research and development in the Moravian-Silesian Region.

The City of Ostrava – urban planning and territorial strategy

The City of Ostrava carries out activities in state and regional administration as defined in relevant laws, its powers extending to healthcare, education, social services, urban planning, building regulation, the registration of births, deaths, and marriages, business registration, land management, road management, water management, and environmental management. Decision making in City matters is entrusted entirely to the elected local governmental bodies of the City and its Municipal Districts. Decisions in the areas of delegated powers and in matters of state administration are implemented by employees of the City Authority and Municipal District authorities whose professional competence is attested to by specialist examinations.

An important department of the City of Ostrava, which creates and manages the conditions of economic and strategic development of the city, participates in the implementation of selected strategic projects and manages the work of the working teams, is the strategic development department. The strategic unit is in charge of a broad agenda from strategy development through international collaboration to grant advice.

(Source of information: www.ostrava.cz/en)

Moravian-Silesian Regional Authority – coordination of the development of the territorial area

The Regional Authority performs tasks of independent competence commissioned by law, the Assembly, and the Council and assists in the activity of boards and committees. It implements transferred authority, excluding issues which are entrusted to the Assembly or the Council

or another special body by law. The Regional Authority also inspects the activity of municipalities with extended powers in compliance with appropriate laws.

(Source of information: www.msk.cz/en)

Moravian-Silesian Innovation Center (MSIC) – support for an enterprising and innovative Moravia-Silesia

The Moravian-Silesian Innovation Centre (MSIC) is a joint-stock company owned by the Moravian-Silesian Region, Statutory City of Ostrava, and three universities. The MSIC has two main roles in the regional innovation ecosystem. The first is to coordinate the Regional Innovation Strategy. The MSIC works closely with its partners to create and implement projects, services, collaborative networks, and other activities with the aim of improving the environment for enterprise and innovation in the Moravian-Silesian Region. Moreover, MSIC helps to initiate, coordinate, and implement activities which will help to transform the image of Ostrava and the Region. Second, the MSIC aims to improve the business environment in the Region, and actively supports the development of SMEs. Currently, the Centre is implementing two programmes (MSIC Scale Up and MSIC Expand). Both programmes represent unique ways to help boost the growth of SMEs (individual mentoring/coaching). Many other programmes are currently under development.

(Source of information: www.ms-ic.cz/en)

Regional Development Agency – implementation of development policies

The Regional Development Agency (RDA) is a joint-stock company 100% owned by the Moravian-Silesian Region. It was established as a service organization to implement the Region's development policies, including a wide range of projects and initiatives. The RDA's mission is to support development-related activities benefiting companies, institutions, and individuals throughout the Region.

The RDA's activities focus on two main areas: support for innovation and business and the development of the investment environment (including brownfields) within the Moravian-Silesian Region. The first area – support for innovation and business – involves a broad range of activities set out in the Regional Innovation Strategy (RIS3).

The second area of focus involves attracting new investors to the Region, as well as providing ongoing support to investors already operating here.

(Source of information: www.arr.cz/en)

Centre for Regional Development – intermediate body of the Ministry of Regional Development

The Centre for Regional Development of the Czech Republic is a budget-subsidized organization established to support regional development and managed by the Ministry of Regional Development of the Czech Republic. It was founded at the end of 1996, with its main purpose being to support the regional policy of the Government to be implemented through European funds.

(Source of information: www.crr.cz/en)

Czech Trade – official partner for foreign companies

The Czech Trade agency is an official contact partner for foreign companies looking for qualified Czech-based suppliers of products, providers of services, or investors. The Czech Trade Promotion Agency/Czech Trade was established by the Ministry of Industry and Trade of the Czech Republic in May 1997. The agency is an official contact partner for foreign companies looking for qualified Czech-based suppliers of products, providers of services, or investors. Czech Trade operates worldwide via 47 foreign representatives.

(Source of information: www.czechtrade.cz)

Czech Invest – advice and support for new entrepreneurs and foreign investors

The main objective of the Business and Investment Development Agency, Czech Invest, is to advise and support existing and new entrepreneurs and foreign investors in the Czech Republic.

The Business and Investment Development Agency, Czech Invest, is an agency of the Ministry of Industry and Trade. Established in 1992, the agency contributes to attracting foreign investment and developing domestic companies through its services and development programmes. Czech Invest also promotes the Czech Republic abroad and acts as an intermediary between the EU and small and medium-sized enterprises in implementing structural funds in the Czech Republic.

Czech Invest is exclusively authorized to file applications for investment incentives at the competent governing bodies and prepares draft offers to grant investment incentives. Another of its tasks is to provide potential

investors with up-to-date data and information on the business climate, investment environment, and investment opportunities in the Czech Republic.

(Source of information: www.czechinvest.org/en)

VŠB - Technical University of Ostrava

Provides tertiary education in technical and economic sciences across a wide range of study programmes and courses at the Bachelor's, Master's, and Doctoral levels. Its study programmes rest on a tradition going back more than 165 years but reflect current, state-of-the-art technologies and the needs of industry and society. Education is organized within seven faculties. VŠB has strong results in intellectual property protection of R&D output, partner universities, research institutions, and exchange opportunities, and its graduate students are all over the world. The university supports international programmes, an international office, the ERASMUS programme, internships, and exchange programmes for students, PhD students, and researchers.

(Source of information: www.vsb.cz/en)

University of Ostrava

The University of Ostrava (UO) is a public research university educating nearly 9,000 students in six faculties. Faculty of Science, Faculty of Arts, Faculty of Fine Arts, Faculty of Medicine, Faculty of Social Studies, and Faculty of Education offer a wide variety of disciplines and unconventional combinations of majors.

As a dynamic and intellectually challenging modern institution, the University of Ostrava provides an international environment in which to study. Campus is spread primarily throughout the old city centre, providing a stimulating environment in which to contemplate the living arts and sciences. Teaching at UO is research-driven, and its programmes are often taught by active researchers. The university is proud to retain lecturers, professors, and researchers who are leading figures in their fields of expertise and who are scientists and inspirational and open-minded personalities with a vivid sense of creativity.

(Source of information: www.osu.eu)

Silesian University in Opava

The Silesian University in Opava, a legitimate member of the European University Association, belongs among the top five universities created after 1989. Immediately after its inception, the university began to provide students with comprehensive education in the fields of the humanities and economics.

At the Silesian University Campus, future academic specialists prepare for a professional or scientific life in the fields of history, physics, mathematics, literature, language, gastronomy, healthcare, multimedia, and the arts. Currently, the Silesian University in Opava has three faculties – the Faculty of Philosophy and Science in Opava, the School of Business Administration in Karvina, and the Faculty of Public Policies in Opava – and the Institute of Mathematics in Opava. The faculties offer interested parties several dozen bachelor's, master's, and doctoral degree programmes, but also let us not forget its seventeen years of activities in education through the University of the Third Age.

(Source of information: www.slu.cz/slu/en)

Regional Clusters

The most important industrial sectors in the Moravian-Silesian Region are already organized into clusters, which gives the Region a new profile and makes it much simpler for investors to access individual subcontractors. In this respect, this is the leading Region in the Czech Republic. The relevant clusters are:

Moravian-Silesian Automotive Cluster – supports innovation and an increase in the competitiveness and export potential of networked companies, businesspeople, and institutions within the Region. Its mission is to develop the automotive industry and to build up a unique platform of automotive suppliers in the Region, as well as at secondary schools and at lifelong education institutions.

IT Cluster – its mission is to prepare and develop human resources, to create potential for new solutions for innovative projects, and to organize joint marketing activities. As regards human resources, the main priority of the cluster is to draw IT companies into the educational processes at a university (Faculty of Electrical Engineering and Computer Science at VŠB - Technical University of Ostrava).

Moravian-Silesian Engineering Cluster – its aim is to build up a high-class and modern engineering platform prepared in terms of human resources, technologies, and innovation for the creation of supply chains in the area of strategic projects on a global scale.

Cluster for Additive Manufacturing – it was established in 2016 to encourage innovation and increase competitiveness, popularization, and the ability of its members to tackle complex projects in the field of additive manufacturing.

(Source of information: www.rismsk.cz)

2. Summary of existing strategies, policies, and relevant EU funds (local, regional, and national)

RIS3 – Regional Innovation Strategy 2014-2020

The Regional Innovation Strategy (RIS) is a long-term plan for supporting economic growth and the transformation towards a knowledge-based economy, reflecting the social challenges and conditions of the regions. For the period until 2020, the European Union set the goal of becoming a “smart, sustainable, and inclusive economy”.

Among others, one of the tools to achieve that ambitious goal is a concept of “smart specialization”. To make these goals happen, the national research and innovation strategy for smart specialization of the Czech Republic (National RIS3) was worked out; it determines cross-sectional priorities, as well as what are termed vertical domains (knowledge-strong industries with potential). It further contains special annexes worked out for every region (Regional RIS3) that break down the situation and needs of 14 Czech regions.

Ostrava City Strategic Development Plan 2017-2023

In 2016 Ostrava developed a long-term strategic plan. The strategic goal is to slow down and stop the population decline in the coming years. One of the seven main priorities is to strengthen the position of the city as a regional metropolis, including the strengthening of the brand, building a positive image, and attracting new employees, students, researchers, and other workers and creative citizens both from the Czech Republic and abroad. One of the specific goals under the priority Wealth in People is “An Extraordinary Environment for Excellent Talents”, which states that Ostrava must stop the outflow of qualified young people, and it needs to acquire and use competencies to identify, develop, and maintain its own talents and to attract talent from elsewhere. The URBACT project IN FOCUS is one of 50 flagship projects of the City Strategic Development Plan.

Ostrava Agglomeration Strategic Development Plan (Integrated Territorial Investment – ITI) 2014-2020

The investment priorities for the Ostrava agglomeration from EU operational programmes are reflected in three strategic goals, “3E” – Employment, Entrepreneurship, Environment – and eleven specific objectives of the ITI strategy.

One of specific goals of the ITI strategy is connected directly to RIS3 of the Moravian-Silesian Region (Specific objective ITI 2.3: Implement activities to support smart specialization strategies for the Moravian-Silesian Region). The ITI strategy covers the area of the Ostrava agglomeration, with a million inhabitants (consisting of the big cities in the Ostrava metropolitan area and their surroundings).

The goal of investments into the results of research, development, and innovation is to increase the innovation performance and competitiveness of local businesses and universities and support job creation in sectors with higher added value. Cooperation between companies and knowledge institutions and support for innovative performance are based on the focus of the Regional Innovation Strategy, or more precisely the Smart Specialization Strategy of the Moravian-Silesian Region for the 2014-2020 programme period, and is in line with the promotion of the territorial dimension of the Operational Programme Research, Development, and Education and the Operational Programme Enterprise and Innovation for Competitiveness.

Strategy for the Restructuring of the Moravian-Silesian, Ústecký, and Karlovarský regions 2017-2023

The long-term strategic plan tackling the issues connected with the process of economic restructuring and transformation, such as higher sectoral unemployment, lack of new investment, and a lower ratio of SMEs in the area and other issues, and also the enhancement of activities which help to create a better image of the regions. The strategy was approved by the Czech National Government in January 2017.

Moravian-Silesian Strategy for Regional Development 2009-2020

The long-term strategic document focused on the problem of population decline, environmental issues, cohesion policy, and quality of infrastructure. The focus on attracting newcomers is mentioned, mostly in connection with the individual marketing activities, but not planned in a partnership or a coordinated way.

Czech Republic 2030 - Czech National Strategic Framework

Czech Republic 2030 is a strategic framework for the next 14 years. It sets the basic framework for the strategic

documents on the national, regional, and local levels and sets the main directions for the Czech Republic in the fields of quality of life and sustainable social, economic, and environmental development.

Operational Programme Research, Development, and Education – Focus: strengthening capacities for research, the development of universities and human resources for research and development, and equal access to high-quality primary and secondary education.

Operational Programme Employment – Focus: supporting employment, workforce adaptability, and social inclusion and combating poverty, social innovation and international cooperation, and efficient public administration.

Operational Programme Enterprise And Innovations For Competitiveness – Focus: promotion of research and development for innovation, development of SMEs' entrepreneurship and competitiveness, energy savings and development of high-speed internet access networks and information and communication technologies.

URBACT - Driving change for better cities

URBACT's mission is to enable cities to work together and develop integrated solutions to common urban challenges, by networking, learning from one another's experiences, drawing lessons and identifying good practices to improve urban policies. The URBACT Programme is jointly financed by ERDF and the Member States.

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