

# Internationalization Strategy

For the community of Horsens Municipality (2015-2020)



HÖRSENS KOMMUNE

DIREKTIONENS STABE

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# Regulation

Horsens Municipality is becoming an increasingly international community. More international students and fellow citizens choose to move here. A more globalized world places new demands on our public school pupils and on secondary education students, but it also opens up new export opportunities for the companies in the municipality. We host large conferences and international events, as well as receive foreign tourists on a regular basis. Finally, we are looking for inspiration and economic cooperation with the outside world increasingly.

This development presents us with some challenges, but simultaneously provides some unique opportunities that cannot be solved or exploited by the municipality alone. If the community of Horsens Municipality is to take full advantage of the globalization opportunities for growth creation, jobs and prosperity – it is required that our companies and public institutions are able to engage with a global perspective and insight – i.e. our students and staff having international qualifications.

Horsens already is an international student city with more than 2,000 international students. It creates growth and dynamics in society when the students find jobs after graduation, establish businesses in the municipality or decide to settle here. Analyses show that the majority of international students (88%) want to stay in Denmark and begin their careers here after graduation, but that in the period 2007-2011, only 21% managed to do so.

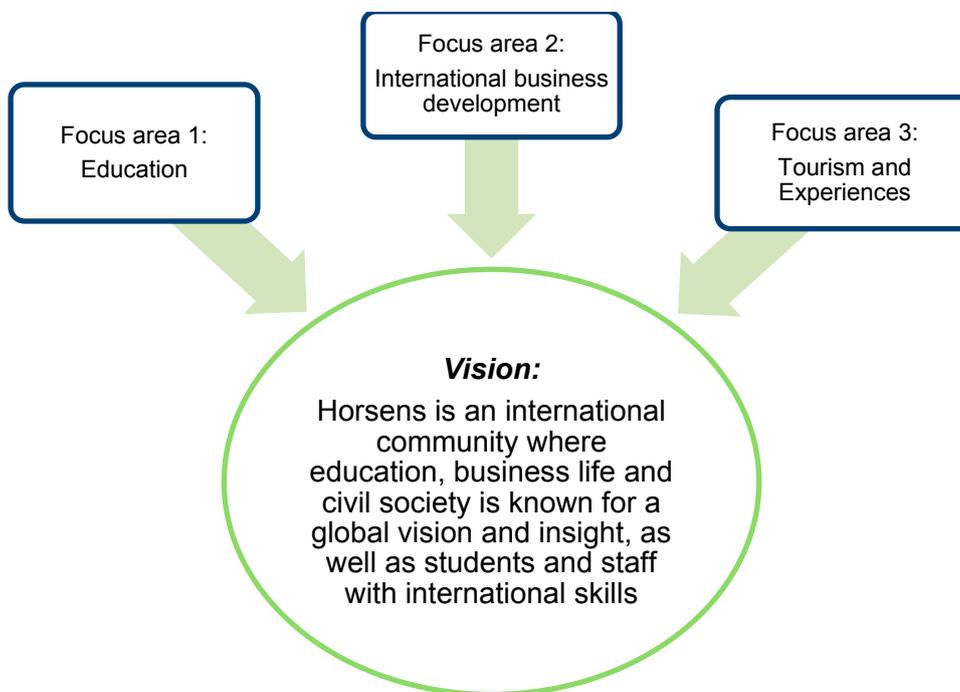
Simultaneously, the demographic of the city is constantly becoming more diverse and internationalized. Horsens Municipality has a large number of international citizens and is one of Denmark's most successful residential communities - a status that we must use to retain and attract more international citizens.

The community of Horsens also has many international relations – of which we are proud. This applies to everything from strategic and sister-city partnerships with Chengdu (China), with several Nordic cultural cities and to all the different international partnerships that our educational institutions and businesses have - a potential still to be developed and utilized.

Overall, we have the unique opportunity to enhance the internationalization. The Internationalization Committee has already set internationalization on the agenda in Horsens Municipality, and this 5-year internationalization strategy represents taking the next step towards a more effective process. The mission is to create growth and development in the community of Horsens' municipality by promoting the internationalization of our education, business and civil society.

## THE VISION OF THE INTERNATIONAL COMMUNITY

The purpose of the vision is to set the direction for the internationalization process of our communities, and help to highlight the opportunities offered by globalization.



## PURPOSE AND ACTIVITIES

The aim of the international strategy is to make Horsens known as a city and community with an international vision and insight. We must be prepared to exploit the potential of globalization and take an active part in their development. In addition, it will be used to collect information on the internationalization trends of our citizens, international students, businesses, visitors and tourists.

The international strategy runs over five years and establishes annual specific action plans and milestones for each of the strategy's performance. The Department of Commerce and Economic Affairs will conduct an annual evaluation of the Strategy's performance.

The international strategy focuses on three objectives:

- **EDUCATION** - We will be an attractive university town that attracts international students from around the world and known for its strong internationalization of our education from primary school to higher education
- **BUSINESS LIFE** - We will promote entrepreneurship among our international citizens and inspire businesses to establish international trade and export partnerships.
- **EXPERIENCES AND TOURISM** - We want to be known for being good hosts and to be a society that is 'nice to stay and visit' whether you are visiting, studying or working in Horsens Municipality.

## TARGET AUDIENCES

The internationalization strategy is aimed at the citizens of Horsens, as well as at our many guests and at our civil society, business and education. This sets a strategic direction towards a society in which internationalization plays a major role for the communities of Horsens Municipality.

- Our citizens should have a greater awareness of the diversity of international citizens and cultures that exist in the municipality - thus more people will want to take part in the internationalization at home. Our young citizens have a distinct international mindset, but there need to be a continued effort to develop it and inspire the young people to take part in the global labor market of the future.
- Our many international students should feel welcome and have a greater participation in the community's social activities and events. At the same time, they should play a greater role and get more involved with the local business community. International students represent a great potential for Horsens Municipality and Denmark - and we must retain more international talent.
- Our businesses also contribute to internationalization through their many international relations and employees with an international background. Our businesses must be prepared for the global market. An enhanced internationalization means that several of our businesses should orientate themselves more toward international markets, while considering the potentials of employees, interns or student employees with an international background. Moreover, we want to attract international companies and entrepreneurs in order to promote the internationalization of our business life.
- Many of our guests come to Horsens as tourists and visitors for large and small events. We wish to offer the highest degrees of hospitality, to make sure that our guests feel welcome and that we are ready to welcome international guests.



# FOCUS AREA 1:

## EDUCATION

Horsens is to be known as an inviting university town that attracts international students to higher education. Our young citizens have a distinct international mindset and see the opportunities in a globalized world. Our day care centers and educational institutions - from primary school to higher education - to offer an international perspective on learning and meet intercultural society.

### OBJECTIVE 1: INTERNATIONALIZATION OF EDUCATION IN HORSSENS MUNICIPALITY

We want to focus on 'internationalization at home'. We want Danish students to develop an international mindset, so that more young people choose international study- and exchange programs abroad. We furthermore desire to have international educational programs from primary school to higher education.

#### ACTIONS:

1. Launching a study to provide knowledge about the demand for international day care, international summer schools, international schools, secondary and higher education, etc. The study will form the basis for a number of recommendations on possible measures. Education Horsens is responsible for the study, which will be presented to the Internationalization Committee. The initiatives launched based on the study should strengthen Horsens municipality settlement strategy and help coordinate it.
2. Our programs must continue to provide students with a global outlook. There is a need for increased efforts to ensure that more Danish students - from all our programs - are aware of the possibility to take their studies or work abroad. And it is a known challenge that it is difficult to motivate the Danish youth to take a study program abroad. On initiative of Horsens Education Counsel (HUR) a meeting will be held between HUR and the chairman of the Internationalization Committee, where proposals will be concretized in order to commit all to the joint initiatives.
3. An international youth conference is planned to take place in 2017, which aims to build and strengthen Horsens' profile as an international study friendly city with focus on innovation, creativity, entrepreneurship, education and culture. Education Horsens is responsible for planning and organizing the conference.
4. A concept-course with the theme "global perspective" is to be created for the local education institutions. It could, for instance, be developed as a pilot program in connection with the International Festival 2016. The Languagecenter have offered to develop a catalog of ideas for schools with suggestions for corporation, for instance "Borrow a china man", "Learn my language", "Get to know my culture" and a range of themes such as "how children are raised different places", "differences in school systems", "young and old", "working life" and so forth. Primary and secondary schools are encouraged to produce courses that make use of the cooperation that Language Centre and VIA offers.

5. There must be a focus on collaboration with our Chinese sister-city, Chengdu. There have already been established cooperative relations with Torsted School, Egebjerg School, Horsens High School and Dagnæs Day care. In September 2015, Chengdu will have a celebration called 'Denmark Week', where VIA will function as project coordinator for a planning group consisting of VIA, the Social and health school, BusinessHorsens, Hedensted Municipality and Horsens Municipality.
6. Today our education institutions have many international relations and a great knowledge on internationalization of education. Education Horsens has created a united effort to strengthen all education institutions in Horsens municipality. The goal is that each school should aim at making its knowledge and contacts common across educational institutions in a joint network that is going to benefit all. This effort should be continued and enhanced.

## OBJECTIVE 2: GOOD INTERNSHIPS AND STUDENT OPPORTUNITIES

We would like more international students to get relevant student jobs and internships in local companies. This should give them a closer connection to the local economy and business life, thereby contributing to the goal of retaining more after they graduate.

### ACTIONS:

1. Launching a campaign targeting the local business community. The campaign will target relevant industries and involve an outreaching approach. The purpose is to show the possibilities of taking international interns, offering student jobs and helping companies become more open to international staff. At the same time, VIA would offer companies the possibility to bring and make use of concrete cases into teaching, and getting students engaged in a case-based interaction with the companies. The campaign is planned with BusinessHorsens and VIA Career Center. The campaign material is to be distributed to our neighboring municipalities and possibly to Business Region Aarhus. The campaign will be initiated by the Internationalization Committee.
2. The internationalization Committee find it very important that the international students learn Danish during their studies, because it will enhance their chances of getting student jobs and internships in Danish companies. The Language Center will in 2015 offer a course to prepare international construction managers and -engineers for internships in Denmark. The goal in 2015 is that 30 students will participate and that a minimum of 50% will do internships in Danish companies, and that a minimum of 25% of the participants will write parts of their final 7. Semester project in Danish. The course is managed and financed by the Language Center in 2015. After 2015 an evaluation of the course will be held and a recommendation will be made on whether it should be continued and expanded.





### GOAL 3: MAINTAIN THE INTERNATIONAL STUDENTS

We wish to retain a large number of international students after graduation. This should be done by establishing a closer connection to the labor market and by motivating students to complete their Danish lessons.

### GOAL 3: MAINTAIN THE INTERNATIONAL STUDENTS

1. International students should be offered the chance to participate in career development projects. The purpose is to provide students with basic qualifications for their job search in Denmark. This can be implemented as a course with guidance in writing CV's and applications, as well as an option for individual counseling and sparring. The Languagecenter currently offers both internship preparatory lessons and workshops with these themes. In 2015 there will be held 30 workshops, after which the offer is evaluated in order to decide on the continuation and development. Based on these experiences the Internationalization Committee will be recommended to further investigate how such efforts can be strengthened, as well as what various financing options are available.
2. The possibility to initiate a so-called "Teko-analysis" should be examined. The study would check the needs of local industry for trained employees and how this can be better matched by existing education institutions. Learnmark have carried out a survey of the business needs of apprentices and trainees, of relevant industries, in the short and long term, and VIA plans to conduct a similar analysis. The Internationalization Committee will facilitate a dialogue between businesses and educational institutions in Horsens Municipality about the possibilities and perspectives in this domain, and establish a coordination of the process.
3. The young international students must be motivated to study Danish. All newcomer students and citizens must be informed on the rules of the Danish education system, as this can be a motivation to get an early start to learn Danish. Knowledge of the language can break down one of the barriers to a career in the Danish labor market. There will be launched a campaign in the beginning of the fall semester 2015 where the students will get information about Danish courses before, after and at arrival in Denmark. They will receive a personal invitation to an info meeting at the Languagecenter. The campaign will also make sure to follow up on students that do not sign up for Danish courses during the first semester. The goal in 2015 is that minimum 50% of the new students attend the info meeting and that minimum 30% sign up for Danish courses during the first semester, and that further 10% of students begin during the second semester. The Internationalization Committee feels that this enhanced information effort must be continuously evaluated over the coming years in order to evaluate the effect and discuss other possible follow-up actions.
4. Conducting a survey among students at VIA. This survey should be repeated annually and provide an opportunity to gather knowledge about international student life and opportunities in Horsens Municipality and Denmark over time, and the Danish student's view of internationalization. The Internationalization Committee is to plan and carry out the study in collaboration with VIA. The results of the study are to be presented at a meeting of the Internationalization Committee in the first half of 2015.

## GOAL 4: INTERNATIONAL STUDENT INTEGRATION INTO CIVIL SOCIETY

We want to give the new coming international students a good reception in the local community of Horsens Municipality.

### ACTIONS:

1. The experience of "Exploring Horsens" is to be continued within the framework and supervision of Education Horsens. In September, a new welcome event is to be done for new international students coming to the town, where Danish students in secondary education would act as "local buddies" and introduce the foreign youth to life in Horsens.
2. There must be an effort to continue and consolidate the local buddy concept, so it can function as a way to link the international students with local students in secondary education, and provide a better approach to youth life in Horsens Municipality. The Youth Council of Horsens is to initiate the establishment of a permanent local buddy system in dialog with youth education institutions and VIA.
3. There is need to create a sporting event for VIA's students. Its purpose would be to increase the awareness of the international students of all the recreational activities of our associations in Horsens and the surroundings offer. The event is organized in collaboration between VIA and the youth educations.
4. Planning and developing a 'Dine with a Dane' event that supports the organizer's wish – the possibility for Horsens citizens to get to know all about VIA, of the "Dine with a Dane" concept and inspire to provide guidance to the youth



## FOCUS AREA 2:

### BUSINESS LIFE

Globalization involves a new international division of labor, where our businesses should increasingly engage in international competition. There is a need for our business community to see internationalization as a development opportunity rather than a threat. Horsens Municipality businesses are in a unique position, as there are many international citizens and students who are ready to promote international business development. Further promotion of international business development has to be demanded of public citizen services, business services, entrepreneurial start-up consultants and it should be made visible for employees with an international background.

### GOAL 5: INTERNATIONAL BUSINESS SERVICE

We wish that Horsens municipality becomes known as an International Business municipality that creates the necessary framework and conditions to attract international investments or businesses and highly skilled international workforce.

#### ACTIONS:

1. There is a continuation of Business Horsens' efforts in matchmaking, where the effort is targeted at establishing contact between companies and international students and the highly educated labor force. The Internationalization Committee hopes that this effort will be further enhanced in close corporation with VIA.
2. Business Horsens will have a special focus on business opportunities in China, based in Horsens Municipality's sister city, Chengdu. Increasing awareness of the opportunities offered by the Business Horsens office in Chengdu can provide local businesses in Horsens and Hedensted good opportunities to create more contacts between themselves and Chinese companies. Another way to increase the opportunities and collaborations between the cities can be achieved by exchanging visits of delegations from relevant industries, both from Horsens and Chengdu. This effort will be evaluated on a regular basis in a committee consisting of BusinessHorsens, VIA, Hedensted Municipality and Horsens Municipality.
3. An increased focus should be on the effort to get employment for our highly educated international citizens. It should be explored which actions can target international citizens and ease their road to the labor market. Horsens Municipality is responsible for a dialog with "Work in Denmark" about possible actions and corporations. Besides this, there will be a dialog meeting between Jobcenter Horsens, VIA, the Language Center and International Network Horsens.
4. Our businesses must be aware that the Language-center offers language training for international citizens and their right to 1.5 year access to this education. The Language Center will in 2015 intensify its outreaching work in campaigns and in closer corporation with other organizations and educational institutions on spreading the information.

## GOAL 6: HORSENS IN MORE LANGUAGES

We want to offer accessible information to international visitors and citizens in several different languages and brand Horsens as an international city and municipality.

### ACTIONS:

1. The need for information in several languages – both in terms of form and content – has to be examined in dialogue with the international community. The Culture Department is designated to examine the need for more information in several languages related to our festivals, events and other experiences.
2. Collaboration is to be established between Jyske Medier and a volunteer editorial group from the international community, which would offer local English-language news. Moreover, it should be examined whether it is possible to offer news in English on the Facebook page "En del af flokken" ("Part of the pack.")

## GOAL 7: CREATING THE OPTIMAL FRAMEWORK FOR SETTLING

We wish to make Horsens more attractive for international citizens as a municipality to settle in. This requires a well-functioning international community and networks, as well as international educational programs.

### ACTIONS:

1. The Internationalization Committee invites the international community from the municipality for a dialogue on how we can develop Horsens as an attractive settlement municipality and strengthen the international community and its networks. Afterwards representatives of the local international community and other relevant actors will be invited annually to a dialogue with the municipality.
2. The "Welcome Ambassadors" team, anchored in the Healthy City, has been around for 2 years. The initiative will be evaluated by the Internationalization Committee in the first half of 2015.
3. The welcome events for international citizens held in the City Library twice a year will be encouraged to continue. The Internationalization Committee is going to initiate an evaluation of the welcome event concept in collaboration with the Library during the year.
4. Networking arrangements and workshops, targeted international citizens, with relevant professional topics such as living and working in Horsens, will be offered. International Networking Horsens (INH) is responsible for launching and running this initiative. Junior Chamber (JCI-International) also has an active international department with similar themes.



## GOAL 8: PROMOTING INTERNATIONAL ENTREPRENEURSHIP

We want to be attractive to international entrepreneurs and entrepreneurs with an international outlook, which contribute with new knowledge, networking and growth.

### ACTIONS:

1. Business Horsens organizes English-language information meetings for companies and entrepreneurs. The Internationalization Committee is to check the status and the evaluation of this effort.
2. Funds have been allocated for the continuation of the VIA Student Incubator in 2015 and 2016 that provide various offers to VIA's students who want to start a project or a business idea. A local steering committee for student growth has been established with the participation of representatives from the City of Horsens, Business Horsens and VIA University College. The Internationalization Committee wishes that this steer

## GOAL 9: PROMOTE THE INTERNATIONALIZATION OF OUR BUSINESS LIFE

We want to inspire our companies to take part in the globalization process, be open to international partnerships and see the opportunities in exports.

### ACTIONS:

1. The Internationalization Committee launches a campaign to inform local companies about the possibilities to take international students either in student jobs or internships. Here, special attention shall be paid to the possibilities of using the students to conduct market research and international business, and will be targeted at the relevant branches of companies. The campaign is carried out in corporation with BusinessHorsens and VIA Career Center.
2. In collaboration with Learnmark Horsens, it will be examined whether it is possible to implement competency development program as a job rotation project, where relevant industries (with particular focus on the hotel and retail sector) will be focusing on experiences and events, tourism, additional sales and understanding of international cultural.
3. The extent to which there is a need and demand for the municipality and our organizations to enter into strategic relationships and partnerships has to be examined. Besides that, the possibility to benefit from each other's many existing international relationships has to be examined as well. This is done in collaboration with BusinessHorsens and other relevant actors.
4. BusinessHorsens will establish and run an international business to business network.

# FOCUS AREA 3:

## EVENTS AND TOURISM

Worldwide, tourism is the industry that understands the importance of globalization best. More and more people have the opportunity to travel, as it has become easier and cheaper to fly from one country to another. Horsens Municipality is also experiencing more international visitors. We must as a society be able to accommodate the international guests whether they are tourists, business travelers or settlers. Horsens Municipality must be both "nice to stay and visit".

### GOAL 10: CREATING AN ATTRACTIVE INTERNATIONAL TOURIST DESTINATION

We want to create an attractive environment for international tourists and visitors in Horsens Municipality. Relevant information about the destinations the municipality offers should be more accessible - both via the Internet, contact with tourist ambassadors and the downtown tourist-centre branches.

#### ACTIONS:

1. Work on increasing the number of tourist ambassadors from 10 to 15, to physically meet tourists and show them locations throughout and around the municipality. This is organized under the framework of Visit Horsens.
2. Work on increasing the number of information-points from 15 to 20, which will be the tourist-centre branch, where tourists can physically receive information and material. This is organized within the framework of Visit Horsens in cooperation with City Horsens.
3. Develop tourist-guide booklets for "before the visit" and "after the visit" - just as there is a guide to "during the visit." Visit Horsens is responsible for this task.
4. The launch of a directive targeted at the people who greet and work with international guests, so that they will be able to communicate better in English and / or German. The possibility to offer language courses to employees within relevant industries must be examined, for example in retail and hotels. Further, the study should identify if there are opportunities and a demand for a job rotation project among the same industries, in order to strengthen their international skills. Visit Horsens is responsible for the initiative and is assigned to carry out the survey in dialogue with Jobcenter Horsens and Learnmark.
5. Further development of information touch screens, the placement of information in several languages. Visit Horsens is responsible for this initiative.
6. A survey among our guests must be designed and carried out, with the aim to gather information about the visitors and their experiences of Horsens as travel destination, with the possibility to use the results for the development of this dimension of the city over time. Visit Horsens and Meeting Horsens are taking the initiative in this and are going to involve

## GOAL 11: INTERNATIONAL EVENTS ON A WORLD-SCALE

We want to attract and organize international events and experiences in Horsens - and continue to be known for world class events and experiences. Therefore, continued effort will be dedicated to rebrand Horsens as a serious international partner and get Horsens internationally known for our experiences and the attraction: FÆNGSLET.

### ACTIONS IN 2015:

1. The "Internationalization Festival" is planned to take place in downtown Horsens, where all citizens are invited to visit the pedestrian area and all the various scenes around the city center. In the week leading up to the festival, a pilot project will be launched in some of the local schools that teach "global perspective". Horsens Municipality's culture department is the event coordinator, and will facilitate and direct the contribution of the municipal international community, organizations, associations and educational institutions through Education Horsens.



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**HÖRSENS** KOMMUNE

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