Hack & Crack Case Competition 2018:

Copenhagen Capacity China Marketing Channel Strategy to attract talent in China

1. Introduction

This case competition is the 5th in a series of case competitions hosted by the Alumni Association for China Studies at University of Copenhagen (KUAK). The case competition seeks to give members of KUAK and people engaged in China Studies an opportunity to apply their theoretical knowledge about China on a real-life case.

2. The partner: Copenhagen Capacity

One of Copenhagen Capacity's core areas is attracting foreign highly skilled professionals to industries in Greater Copenhagen from all over the world, and the company is currently looking at China as a new and attractive market to search for talents in.

IT/Tech skilled professionals are especially in high demand in Greater Copenhagen. This is due to their knowledge in programming, machine learning, AI, fintech and other specialized areas. The industry is having a hard time finding these specialized talents in Denmark, and Copenhagen Capacity is helping by spreading the message via digital campaigns internationally in specific markets and collecting data on relevant foreign-based jobseekers that can apply for the current open positions.

The company has identified a market potential in China as there is a booming IT/Tech talent pool that would be intriguing to test if they were interested in getting a job and moving to Denmark.

Recently the company went to Beijing as a part of Beijing Design Week 2018 (Copenhagen was the official guest city) to host a couple of talent attraction events specifically within the Gaming-industry - an industry, seen as an interesting branch for techies, and a good branding platform for the rest of the industry.

Recently Copenhagen Capacity made a Chinese webpage http://www.copcap.cn/bjdw18-tech/ where interested job seekers can sign up to gain insight into job opportunities within the gaming and IT/Tech industry. This site needs to circulate within the right communities and on the relevant online platforms, preferably by organic reach, as there is a tight advertising budget of 20.000 DKK. As a part of the recent tech campaign we have developed a small gamification gimmick (not on a Chinese server) where people can test themselves in different coding language and challenge their friends. This is a site which is built to go viral through organic sharing. It's called www.codenhagen.io.

3. Showcase your case solution skills, and win a travel grant of DKK 5000!

Copenhagen Capacity would like to receive as tangible and structured recommendations as possible for a new channel strategy which they will transform into to actual actions in the following year.
The best case solution will receive a travel grant of DKK 5000 which can be shared if you are more people in the group.
The board of KUAK will select the 3-5 best solutions and send to Copenhagen Capacity, who will invite the person/group with the best solution in to present the case.

4. Criteria and guidelines for attending

- **You are a student or alumni who has been enrolled in a recognized University Program in Denmark, Iceland, Sweden, Norway or Finland.**
- **You can attend as a team of 1-3 people with a team name and a team captain.**
- **Attend the competition by sending your case solution by the deadline of 10th December 9:00 AM.**
- **CV (Optional). By sending your CV, you acknowledge that it can be shared with our partners.**

5. Agenda – Important Dates

30th November 2018	Case is Released
4th December 2018 – Copenhagen time	**Webinar (Optional)** Copenhagen Capacity will host online webinar 4:00 PM - 4.30PM to introduce the case. You can still attend the case competition even if you are unable to attend the webinar. If you want to attend the webinar, please sign up with Email subject line *Hack & Crack Case* to: copcap.talent@copcap.com no later than 4th December 2:00 PM – Copenhagen time.
10th December 2018, 9:00 AM – Copenhagen time	**Deadline for Submission of Case Solutions.** Time: 10th December 2018. No later than 9:00 AM – Copenhagen time. **Email the case solution in PDF-file with email subject line**: *Hack & Crack Case*. **Send it to:** copcap.talent@copcap.com **and cc** admin@kuak.dk
10th -14th December 2018	The Board of KUAK will select the 3-5 best solutions and send to Copenhagen Capacity, who will invite the group with the best solution in to present the case.
14th December 2018, 12 noon – Copenhagen time	**Finalists Announced 12 noon on KUAK website**: www.kuak.dk The finalists will be contacted by Copenhagen Capacity
17th December 2018	**Finalists Presentations from 17-19 PM at Copenhagen Capacity's head office.**
7th January 2019	**Winners will be announced online at** KUAKs website **/** Copenhagen Capacity's LinkedIn

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6. Case challenge definition and rules

In a case competition the participating teams strive to develop the best solution to a real-world issue presented by a business or organization.

- Each team presents their solution both in writing and as a short oral pitch to the jury, the Board of KUAK and Copenhagen Capacity.

The written part of the case solution:
- The case solution should be 1-3 standard pages, which is 2400 keystrokes per standard page.

The oral pitch to the jury:
- 4-5 Power Point slides for the presentation. The pitch must be maximum 10 minutes

- At least one of the participants should be present at the presentation the 17th of December. Note: Transportation cost is not covered for the event. However, we can arrange for a special online presentation if the team members cannot attend physically on the 17th of December.

7. The rights to use the solutions

The user rights for the solutions generated in the case competition belong to Copenhagen Capacity.

8. The Case
Several obstacles arose when Copenhagen Capacity (COPCAP) embarked on the mission to attract Chinese talent to Greater Copenhagen. We have identified two areas which we could like you to look at, so we can improve the way we continue our adventure in China.

1. Culture clash and communication:
- The landing page http://www.copcap.cn/bjdw18-tech/ is written in English. Signups will go in to a database where we can write emails to them afterwards and send relevant job postings.
- Fun gamification gimmick is also in English: www.codenhagen.io
- Draft of messaging is:
    o Are you a techie? 你是技术控吗？

    o Interested in the Nordic life? 对北欧生活感兴趣吗？

    o Longing to get influence and a promising career? 渴望一份有意义有前景的工作吗？

    o Looking for specific job opportunities in the digital industry? 正在寻找与数字产业相关的工作机会吗?

- o Get new career opportunities in the land of Andersen. 在安徒生的故乡得到新的

    生涯机会

    Video: https://youtu.be/WKYHHFbciFY

    Link: http://www.copcap.cn/bjdw18-tech/
- o Sign up to access our pool of tech jobs in Denmark 注册加入我们的丹麦技术人才

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Questions:
- Should the advertisements we use only be in Chinese, when we target English speaking Chinese candidates? Or could we communicate in English? Pro's and Con's?
- What is a Chinese skilled professional looking for in a job and in life?
- What motivates them to move abroad alone or with kids/family? (if money is the primary motivation factor, then how can we make sure that the communication reflects the things that money can buy that you will get in Denmark instead of the highest possibly salary: fx. Good quality of life (including fresh air), Free healthcare, better/bigger housing (than fx. Shanghai), free (and good) education for your children, subsidized childcare (then you are not dependent on grandparents to watch kids etc.).
- General suggestions for improvement to the website – structure, messaging etc.

2. Channel strategy to reach relevant target group:
- China is a large country with a population of 1,386 billion people, and an area spanning 9.597.000 km² and therefore we cannot target everyone.
- Copenhagen Capacity only has a small budget of 20.000 kroners for media spend and are therefore reliant on a strong channel and communication strategy to make sure the site and posts are shared preferably by organic reach
- Profiles to focus on would be profiles with a relevant tech background and a minimum of 2 years of experience (not at student level) within Mobile Development, Game development, AI, Machine Learning, Data Scientist, Back-End development, Front-End development, Fullstack, DevOps, Robotics, etc.
- The jobs all require English speaking and the willingness to relocate to Denmark.
- As Copenhagen Capacity does not have a VAT number in China the company is unable to create their own official Company WeChat page.
- The landing page http://www.copcap.cn/bjdw18-tech/ is written in English. Signups will go in to a database where we can write emails to them afterwards and send relevant job postings.
- Fun gamification gimmick is also in English: www.codenhagen.io

Questions:
- What areas in China are most important to target?
- How do we find the right people to target?
- How do we gain access to this target group and gain their interest?
- How do we use social media (WeChat, LinkedIn and Sina Weibo or other?) in China to push out the message? And in what way would be most effective? (not only paying media channels)

- Is there a possibility of using influencers, if so what type, and where do we find them?
- How can we communicate with them after they have signed up? By mail? We typically communicate through newsletters by email AND in English. (We unfortunately do not have the capacity to communicate in Chinese with them after signup).

Extra information on the available accounts to be considered in the Channel Strategy in China:
COPCAP have access several SoMe accounts, which have allowed us to post relevant content, however, we are reliant on them to post it, which can be difficult to control. Below you will find a list, which could be considered (but not limited to) in the Channel strategy.
- **BlastPro/Rfrsh**
- **SYBO Games**
- **Unity Technology**
- **Wonderful Copenhagen:** Have Sina Weibo and WeChat that can be used by Copenhagen Capacity.
- **ToptalentDenmark:**
- **Royal Danish Embassy/Invest in Denmark**
- **Shanghai Jungle**
- **Twitch:** A gaming streaming channel.

Extra channels that we already have looked at as potential channels:
- **ChinaJoy:** ChinaJoy or China Digital Entertainment Expo & Conference is a digital entertainment expo held annually in Shanghai, China. It is the largest gaming and digital entertainment exhibition held in China and Asia.
- **Gamelook:** This page is only available in Chinese. A B2B media platform for the gaming industry in China, which was founded in 2009 in Shanghai. It primarily focuses on innovation, technology, products, business models, and investment options within the Chinese gaming industry. They also work on promoting the Chinese gaming industry to the rest of the world.
- **Youxiputao:** This page is only in Chinese and translates to "Game Grape". The page is used for the gaming industry in Beijing with a focus on phone games aka apps.
- **Gamecores:** G-core's page is only in Chinese, it is an online community for gamers and programmers in China

About Copenhagen Capacity:
Copenhagen Capacity assists foreign businesses, investors and talent in identifying and capitalising on business opportunities in Greater Copenhagen. We are the official organisation for investment promotion and economic development in Greater Copenhagen.
We support foreign companies, investors and talent in identifying and capitalising on business opportunities in Greater Copenhagen - from initial considerations to final establishment.
Copenhagen Capacity is the brand operator of the political business brand 'Greater Copenhagen' (formerly known as Øresund), which covers 3 regions (The Region of Zealand, The Capital Region and the Skåne Region in Southern Sweden)
Read more about our Talent services here www.copcap.com/talent