

SITRA

THE PROGRAMME OF THE RATKAISU 100 CHALLENGE PRIZE

**ARE YOU  
A PROBLEM  
SOLVER?**

**RATKAISU 100**

# START

**CALL**  
is open!



**17 October  
2016**

Teaminterviews



**6-21  
March  
2017**



Mentoring &  
workshops

Teams on  
stage  
**24 October  
2017**



**16  
November  
2017**

Deadline for  
applications

**13 February  
2017**



Announce-  
ment  
of the  
teams



**April  
2017**



**2-5 May  
2017**

Excursion

**SUOMI  
AREENA**

**12 July  
2017**

The solutions  
presented

Mentoring &  
workshops



**RATKAISU 100**

# The better use of everyone's skills

To develop a solution that allows for the more effective recognition and use of qualifications, skills and abilities in a world where people and information increasingly move from country to country.

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# RATKAISU 100

## RATKAISU 100 CHALLENGE PRIZE

Ratkaisu 100 is an open competition that seeks solutions to one of the most important challenges to Finland's future.

The competition aims to develop solutions that make better use of people's expertise and skills. It aims at creating social innovations.

The challenge prize will help problem solvers, innovators, researchers, entrepreneurs and developers across Finland to find meaningful and effective innovations to solve this wicked social problem. Anyone who is interested can set up a team, submit an application and participate in solving the problem.

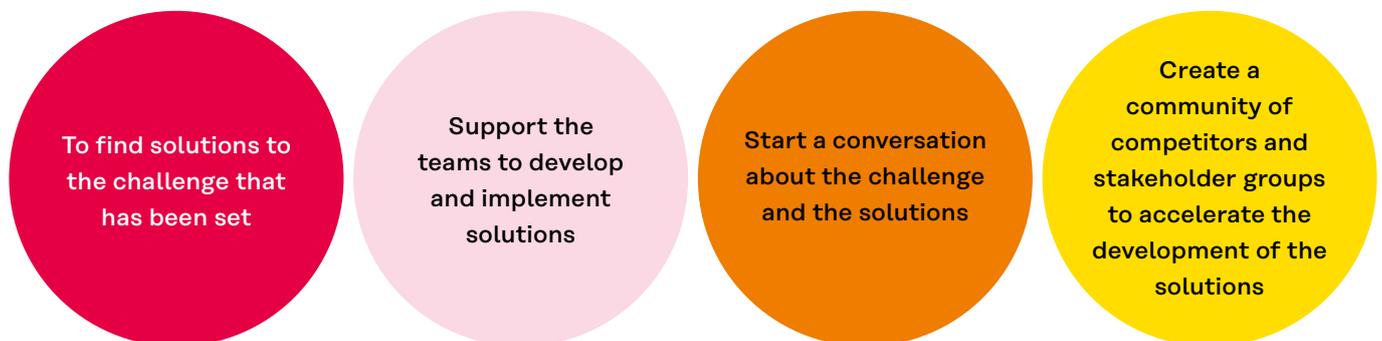
Applications for the competition are to be submitted by teams. Sitra will select the best teams and support them as they develop their ideas into concrete, implementable solutions. The best teams will receive one million euros to implement their solution.

The official competition programme is in Finnish and can be found at [www.ratkaisu100.fi](http://www.ratkaisu100.fi). This brochure is English translation of the programme for the Ratkaisu 100 challenge prize. It contains information about the competition itself and the instructions on how to apply.

The challenge has been set, and it is time to start competing.

*The Ratkaisu 100 challenge prize aims at creating social innovations*

The objectives of the Ratkaisu 100 competition are as follows.



# THE CHALLENGE:

## THE BETTER USE OF EVERYONE'S SKILLS

To develop a solution that allows for the more effective recognition and use of qualifications, skills and abilities in a world where people and information increasingly move from country to country.



### How has the challenge been chosen?

*In spring 2016, we asked people what they thought was the greatest current challenge to society. The question started a discussion and made Finns consider the challenges they face in their daily lives. We received more than a thousand suggestions for the challenge, which were then used as the basis for formulating four challenges to be put to a public vote by an independent challenge panel consisting of 25 people. In September 2016, people voted “the better use of everyone’s skills” as the challenge to be solved.*

*The better we understand the problem, the more likely we are to develop solutions for it*

### Better recognition

In this challenge, more effective recognition of qualifications, skills and abilities mean more flexible models for recognizing degrees and non-formal skills, as well as a broader recognition of individuals’ all-round knowledge and abilities.

All aspects of life contribute to a human being’s learning process. More than ever before we are learning online and across national boundaries. Because we build up competences through many routes and throughout our lives, degree certificates alone do not adequately measure an individual’s competences and skills.

The most central question in terms of this challenge is therefore how the competences and skills of individuals or communities can be made visible in a more versatile manner, regardless of whether they are skills learned through hobbies or interactive skills gained over the years.

### More effective use

This challenge is aimed at making the best use of hidden or unrecognised competences or skills. It is possible for a person to have skills and capabilities without degree certificates. At the same time, many people are engaged in work that does not match their education.

We see an opportunity to capitalise on the competences and skills of all individuals through activities that benefit both the individuals and their communities. In addition to properly appreciating people’s skills and abilities, the solutions should allow individuals to use these talents for the benefit of the communities they are closest to, such as neighbours and workplaces. In other words, the solutions must support the agency of people and the capacity to act. The solutions we are seeking in this challenge prize are not limited to salaried work only.

### People and information increasingly on the move

The foreign population living in Finland has nearly doubled since the year 2000 and according to estimates a total of half a million foreign nationals will live in

Finland by 2030. Finnish people will also increasingly study and work abroad.

At the same time, Finland's demography is changing: every year, the working-age population declines by 25,000 people. The changes in the labour market will create pressure to take advantage of skills from overseas and to recognise and make better use of the competences of those people who live in Finland, whether they are immigrants or members of the native Finnish population.

Information is moving more too. People can develop their skills with the help of many kinds of online courses, platforms and applications regardless of the borders between countries. But many of these skills and qualifications are not always officially recognised and, consequently, it is difficult to prove the value of one's all-round capabilities.

## Description of the problem

A small country like Finland can be successful by generating expertise and competence.

Globalisation and migration, technological changes and the ageing of the population mean it is more important than ever to make use of people's abilities.

People's all-round abilities will be increasingly important in the face of fears that the value of degrees and formal education will decline. However, learning is a continual process, often nowadays online and spanning national boundaries. We need new ways of recognising competences and skills so that we can make better use of them and take advantage of everyone's potential.

### Lifelong learning

Education is a source of pride for Finnish society and for good reason. The importance of traditional education and degrees is not likely to disappear, but new routes for lifelong learning are appearing alongside formal qualifications.

## Digitalisation changes the Finnish job market

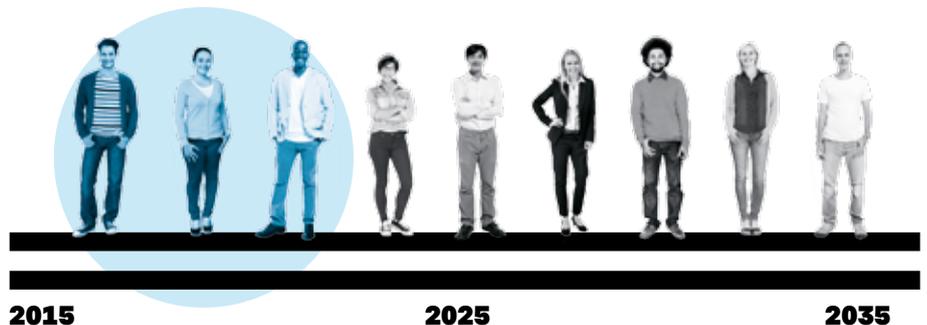
**1/3**

of today's jobs are vanishing

That is

**800 000**

in the next 20 years



Source: Etlä

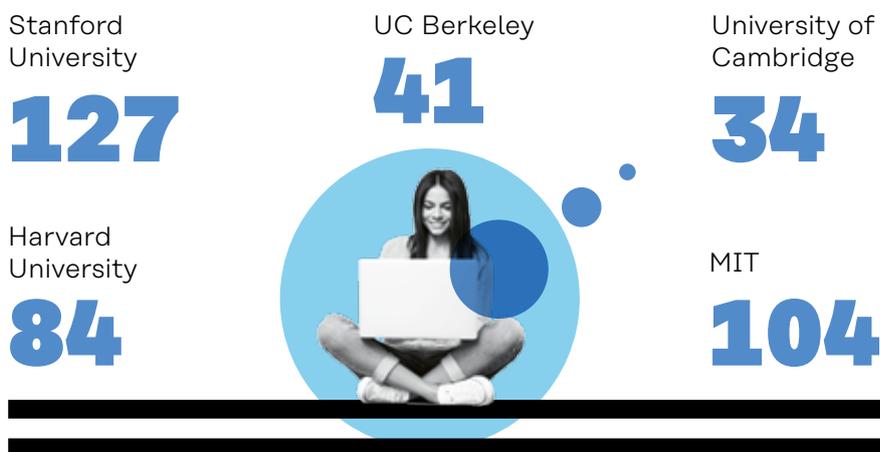
*Globalisation and migration, technological changes and the ageing of the population mean it is more important than ever to make use of people's abilities.*

## Free online courses in five top universities

Education, competences and expertise are no longer acquired at school alone, but people learn, for example, through new online platforms and applications. Formal education is only a small fraction of everything that we learn, and educational institutions are just one of many seats of learning (*Krokfors, Kangas, Kopisto, Rikabi-Sukkari, Salo and Vesterinen 2015*).

Learning is a lifelong process, which is being and will be enhanced by continued technological advancement. Nonetheless, educational opportunities among adults are varied and not always equal and it may be that many do not fully exploit the chance to develop their competences (*Hiilamo 2016*).

Working life in Finland is undergoing changes, too. The share of routine work is diminishing, jobs in many industries are becoming fewer and some occupations may disappear altogether. Adapting to these changes requires employees to acquire new skills and capabilities. As the population ages, we need competent people from elsewhere. Our international expertise needs to be strengthened and we need new ways of recognising talent (*CIMO 2015; the Academy of Finland 2015*).



Source: *edX, Stanford, Cambridge*

## Internationalism provides opportunities and challenges

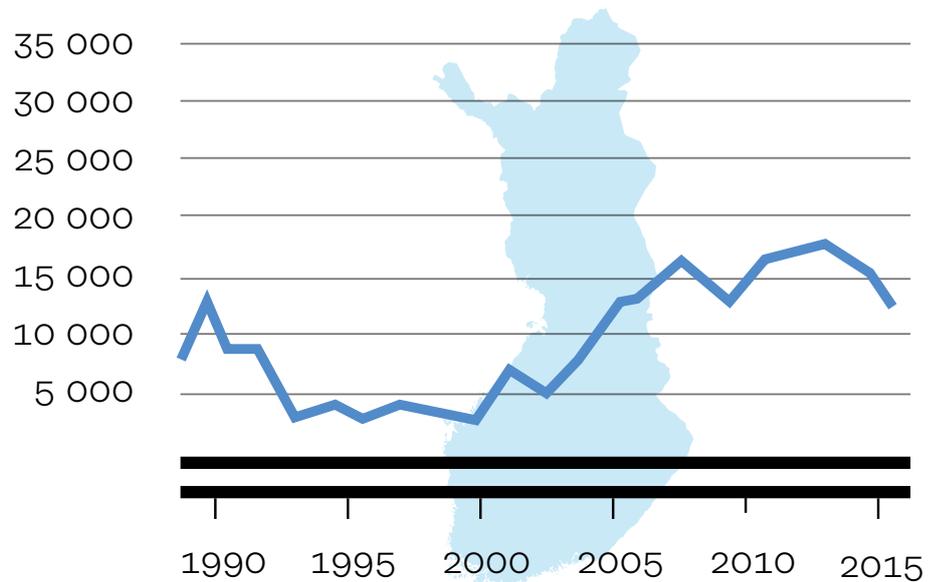
Mobility within countries and across their borders has increased. An increasing number of Finns head abroad for their studies. The number of Finns studying for a degree abroad has doubled in ten years. The number of foreign degree students in Finnish higher education institutions has also doubled. Degree and exchange students gain expertise and build networks that are increasingly needed in working life and society (*Cimo 2015*).

Increasing immigration challenges our present models. The size of the population with an overseas background living in Finland is growing. Compared with 1990, the number of immigrants has grown almost tenfold (*Tulevaisuuden tekijät 2015*).

However, the integration paths of asylum seekers and immigrants are currently complex and slow. What we need is the creation of new integration paths that serve asylum seekers, immigrants and the main population faster and

## Finland's net migration

Net migration rate is the difference of immigrants and emigrants



Source: Myrskylä, Pyykkönen 2015, Tilastokeskus

more appropriately (Nurmi 2016, Heikkinen 2016). At the moment, the competences, educational background, work history or motivation of asylum seekers are not mapped comprehensively by anyone. Our knowledge of the language skills, professional competences and education of immigrants is also lacking (Ministry of Economic Affairs and Employment 2014; Felt 2016). This slows down integration and makes it difficult to form networks (Heikkinen 2016).

People from an overseas background are an important resource in our labour market, which the baby boomer generations are now leaving. It has been predicted that Finland will need a net migration of 34,000 people every year to ensure that the labour force will not shrink in the next few decades. The yearly net migration should almost double from the current annual average of about 18,000 immigrants (Tulevaisuuden tekijät 2015).

Before, it was thought that workplaces should follow Finnish cultural practices and conversational rules that everyone learned as a result of their upbringing, comprehensive schooling and the experience of daily life in Finland. We can no longer think this way. To be able to take advantage of the contribution of a migrant workforce, we must understand different ways of behaving and working (Demos Helsinki 2013).

Attachment to Finnish society and life in Finland is difficult for many people with an overseas background. For example, the risk of unemployment and exclusion among immigrant men is almost three times that for uneducated men from the native Finnish population (Statistics Finland 2015).

How can we better enable the recognition and use of skills and competences in a world in which people and information increasingly move and in which learning is accomplished in various ways? How could we make better use of everyone's potential?

Exacerbated by digitisation, globalisation challenges our current models of acknowledging and maximising people's qualifications and abilities.

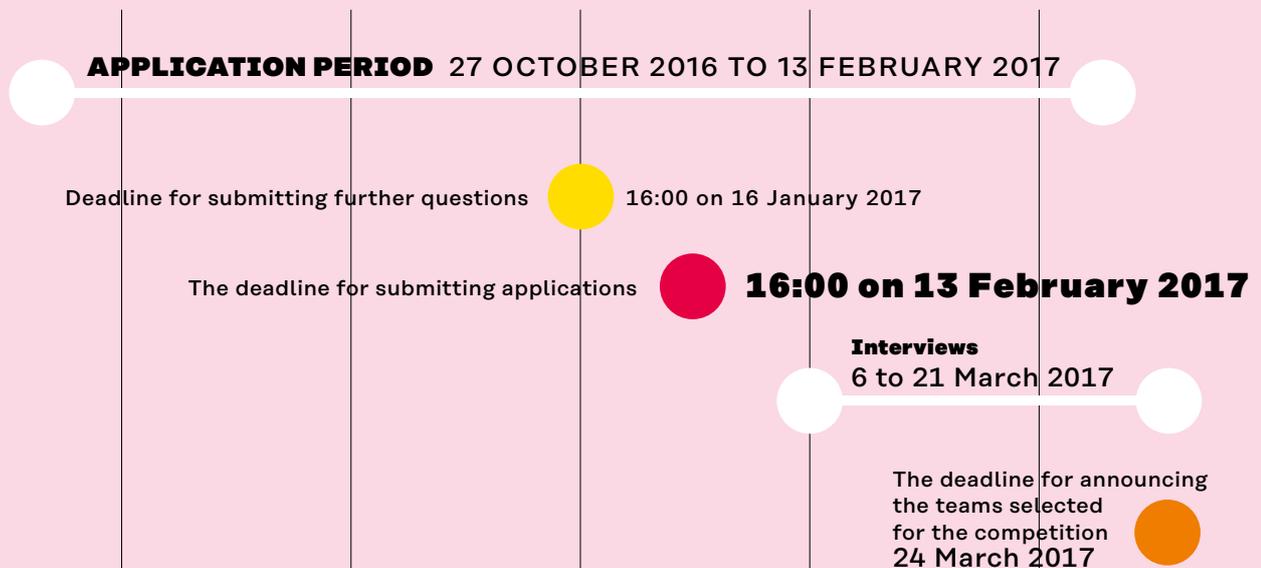


Finland would need to have a net migration rate of **34 000** per year in order for the dependency ratio not to get worse

# HOW CAN YOU APPLY TO PARTICIPATE?



Participate in our matchmaking events



The Ratkaisu 100 challenge prize begins with an open application round to find problem solvers, during which teams can apply to participate.

Based on the applications, we will select 20 teams for interviews, and based on these, we will select 10 to 15 teams to participate in the competition. During the competition, Sitra will provide support to the selected teams for developing concrete, effective and feasible solutions.

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## The composition of the team and the minimum requirements



**3-5**

people in one team

Sitra is seeking multidisciplinary teams to participate in the competition.

The best solutions are developed in teams in which different types of competence are brought together. In addition, we expect a commitment to the competition and the motivation to develop the solution. The team must already have an idea for the solution when they submit their application.

Teams of 3 to 5 people can apply. Three team members are assessed in each team. All members may participate in the competition and the workshops and events organised during the competition, excluding the excursion abroad. The travel and accommodation expenses of only three team members of the excursion travel will be reimbursed.

Team members may represent any company, educational and research institution or organisation. Team members may also be private individuals not affiliated to any organisation.

A person can only apply in one team.

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## Instructions for drawing up an application

Send your application in PDF format to [ratkaisu100.hakemukset@sitra.fi](mailto:ratkaisu100.hakemukset@sitra.fi) by **16:00 on 13 February 2017**. The application can be submitted in Finnish or Swedish.

Of the teams that have submitted their application by the deadline, 20 teams will be selected for the interview stage. Based on the interview stage, 10 to 15 teams will be selected for the actual competition.

# Assessment of the applications

At the application stage, the teams will be assessed in three areas, the criteria for which are described below. The total number of points available during the application stage is 300.

The three areas of assessment are as follows.

**1 REFERENCES (100 points)**  
The team must have a good balance of different types of experience in developing innovative solutions

**2 CHALLENGE THEME COMPETENCE (100 points)**  
The team must have expertise in the theme of the challenge, i.e. the recognition and use of people’s qualifications, skills and abilities.

**3 IDEA FOR THE SOLUTION (100 points)**  
To take part in the competition, the team must be able to develop an innovative idea for solving the selected challenge.

## What is required?

## What is valued?

**1 REFERENCES:** The team’s experience in solving problems and developing solutions (recorded in Attachment 1)

The team must have experience in solving problems and developing solutions.

The references may be related to education, work experience, research or familiarity with the subject.

The team must describe the references in Attachment 1. The references of three team members will be taken into consideration in the comparison. **The members assessed must be the same as in the part CHALLENGE THEME COMPETENCE.**

By solving problems and developing solutions we mean experience in areas such as but not limited to service design, technology, business, research or experimenting. The list serves as an example and the team can also receive points for other experience that is relevant in terms of the idea of the solution.

The team must give the reasons why the particular experience is relevant to the solution in Attachment 1.

A team can receive a maximum of 100 points in this stage.

Experience in problem solving and developing solutions that is

- **diverse,**
- **broad** and
- **relevant** to the team’s **idea**

is valued in the comparison.

Diversity means that team members have complementary experiences; i.e. the team has a variety of tools available to solve problems and develop solutions. Each team is assessed as a whole. With broad we mean the length of experience.

The team that is ranked best regarding references will receive 100 points in this stage. The number of points received by the other teams is equal to how much weaker they are ranked in comparison with the best team. Teams may also be given an equal number of points.

## 2 CHALLENGE THEME COMPETENCE: The team's expertise in the theme of the challenge (recorded in Attachment 1)

The team must have expertise in the theme of the challenge.

The competence may comprise education, work experience, research, networks or familiarity with the subject.

The team must describe in Attachment 1 how their expertise in the subject area is relevant to the solution. The expertise of three of the team members in the challenge subject area is taken into account in the comparison. **The assessed members must be the same as in the REFERENCES stage.**

Challenge theme substance competence may concern, for example, lifelong learning, the change in working life or integration of immigrants. The list serves as an example and the team may also receive points for other expertise that is relevant to the solution.

A team can receive a maximum of 100 points in this stage.

The number of points given to the team depends on the total experience of its members. In the comparison, we value **in-depth** expertise that is **relevant** to the team's solution to the challenge.

Please remember that in this part, in-depth expertise of the teams is assessed; i.e. the expertise of all team members may be related to the same theme that is relevant to the solution. Each team is assessed as a whole.

The team that is ranked best regarding expertise will receive 100 points in this stage. The number of points received by the other teams is equal to how much weaker they are ranked in comparison with the best team. Teams may also be given an equal number of points.

## 3 THE IDEA (maximum of two A4-size pages)

The team must have a preliminary idea for the solution. The idea will be developed during the competition, but the team must have a clear idea of the solution they are entering in the competition.

The length of the idea attached in the application should be a maximum of two A4-size pages (including any cover page) and it must state the following details.

### **The name of the idea**

The name can be changed later and it is not binding.

### **A description of the problem to be solved**

The programme of the competition contains a broad description of the challenge to be solved. In this part, you should describe the concrete problem that your solution aims to put right.

### **The solution and its development stage**

Provide a clear and understandable description of your solution in response to the societal problem described above. You are free to use graphics, infographics or graphs in your description.

Give a short description of the development stage of the solution. Has the solution already been tested or piloted, for example?

### **The target group of the solution**

Describe the target group of the solution. Who will be using the solution? Who will benefit from the solution? Will someone benefit from the possible externalities of the solution? A team can receive a maximum of 100 points in this stage.

The team demonstrates that it understands and is capable of defining the societal problem its solution is aimed at. We value a **precisely defined** and **clearly presented** problem.

With its idea, the team shows that it can provide an **innovative** solution to the given problem. We will value a creative, new approach.

The team shows that it **understands** who constitutes the **target group** of its solution. We value a clearly described target group, the size of which has been estimated.

The team that is ranked best in this stage will receive 100 points. The number of points received by the other teams is equal to how much weaker they are ranked in comparison with the best team. Teams may also be given an equal number of points.

## Support for setting up a team



*Follow the discussion related to the competition in the open group Ratkaisu 100 on Facebook*

Sitra will organise five events, which will provide opportunities to get to know the other solvers, find new team members, learn more about the challenge to be tackled and ask more about the competition.

**Ratkaisu 100  
IN TURKU**  
23 November 2016 from  
14:00 to 16:30  
Logomo, Turku

**Ratkaisu 100  
IN THE ARCTIC CIRCLE**  
8 December 2016 from  
14:00 to 16:30  
Hotel Santa Claus, Rovaniemi

**Ratkaisu 100  
AT PASILAN  
VETURITALLIT**  
29 November 2016 from  
16:00 to 18:30  
Pasilan Veturitallit, Helsinki

**Ratkaisu 100  
IN MIKKELI**  
14 December 2016 from  
14:00 to 16:30  
Concert and Congress Hall Mikaeli,  
Mikkeli

**Ratkaisu 100  
IN OULU**  
7.12.2016 klo 16–18.30  
Hotel Lasaretti, Oulu

Registering and further  
information on the events  
(in Finnish):  
<http://ratkaisu100.fi/tapahtumat>

## Submitting further questions

Questions about the competition can be sent to [ratkaisu100.kysymykset@sitra.fi](mailto:ratkaisu100.kysymykset@sitra.fi) until 16 January 2017. Sitra will answer the questions within two weeks of receiving each question. The questions and answers will be gathered online at [www.sitra.fi/ratkaisu100kysymykset](http://www.sitra.fi/ratkaisu100kysymykset) (link in Finnish).

## Interviews and the selection of competitors

The interviews will be conducted between 6 and 21 March 2017. Each interview will take a maximum of one hour per team. The time and date will be agreed separately with each team, but the teams must be prepared to participate in an interview within this time period. In the interview, the **motivation** of the teams and the **co-operation** between the team members will be evaluated. These criteria carry equal weight in the evaluation.

Motivation means that the team sees their participation in the competition as meaningful, believes in its success and shows a willingness to develop its idea further.

Co-operation means that the team members are equal, and that everyone can have a say and has space to work.

In the interview stage, teams will be given tasks that measure their motivation and co-operation. It is not possible to prepare for the tasks in advance. All teams will be given the same questions and tasks. The interview does not require any separate preparation. The Finnish Innovation Fund Sitra and an expert partner will conduct the interview. The teams selected for the interview stage will receive more detailed information about their interview in advance.

Based on the interview stage, Sitra will select 10 to 15 teams to participate in the competition. Each team that has participated in the interview stage will receive a short assessment of its interview.

# THE COMPETITION



## Preliminary schedule of the competition



## The competition

The 10 to 15 teams selected for the competition will continue to develop their solutions and will receive support from Sitra. This support will mainly consist of expert workshops, an excursion abroad, mentoring, support in communication, and financial support. The jury will choose the winners based on the final competition entries, and the winners will be awarded a total of one million euros to implement their solution. After the jury has made its decision, a public event will be organised, in which the teams will have an opportunity to present their solutions to the general public.

The teams selected (in particular the three team members to be assessed) are required to commit to participate in the workshops and excursions.

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## Workshops and the excursion abroad



*The workshops and the excursion are intensive development phases of the idea*

In the workshops and on the excursion abroad, teams will hear introductions to topics by experts, receive sparring and develop their solutions further. All of the workshops and the excursion are intensive development spurts with the aim of providing new perspectives, sparring by top experts and supporting the development carried out by the teams.

The content of the meetings will be planned based on the needs of the teams and the development stage of the solutions. The workshops and the excursion will cover at least the following themes.

- Understanding of social innovations and societal impact
- Understanding the problem to be solved
- Culture of experimentation and user-oriented development
- Different tools, such as design thinking and service design
- Efficient and effective communication and societal marketing
- Scaling and financing of the solutions

Sitra will pay reasonable travel and accommodation expenses incurred by all team members in the workshops. The travel and accommodation expenses of the excursion will be reimbursed for three team members only.

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## Mentors

Teams will be supported by mentors and persons who spar with them. The mentors will challenge, guide and support the competitors in developing the solutions during the competition. Sitra will build a network of mentors, which will be available to the competitors. As the competition progresses, a list of the mentors will be compiled at: [www.ratkaisu100.fi/mentorit](http://www.ratkaisu100.fi/mentorit)

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## Financial support

Sitra will support each team selected to the competition with a maximum of 8,000 euros. The support will be granted for expenses incurred in the development of the solutions (trials, piloting, organisation, user studies, etc.). Additionally, the teams will be reimbursed reasonable travel and accommodation expenses incurred in the workshops and events. Teams shall be responsible for any consequent taxation.

## The panel and the criteria for choosing the winners

The teams selected for the competition should submit their final competition entry by 9 October 2017. The final solutions will be evaluated and the winners chosen by the jury. Sitra will announce the composition of the jury as the competition progresses.

The jury will evaluate the final competition entries based on the following criteria. The criteria carry equal weight in the evaluation.

### **1** EFFECTIVENESS OF THE SOLUTION

The solution must create a model that enables better recognition and/or use of qualifications, skills and competences of people or groups of people. The solution must be significant and it must have a broad-based societal impact. It must be possible to replicate the solution, and its impact must be broad in other ways. The target group of the solution will be clear and the solution will provide value to the people it is targeted at.

### **2** INNOVATIVENESS OF THE SOLUTION

The solution is innovative and new. It approaches the societal problem from a new point of view and provides something that has not been provided by earlier solutions.

### **3** FEASIBILITY OF THE SOLUTION

The solution must also work in the long term without the money awarded. It must be based on a business model or other funding model to guarantee permanent operation. The solution must be planned and tested, and prove to be functional in co-operation with relevant groups.

## Prizes and the agreement made with the winners



**1 000 000**

*Sitra will finance the development of the solution with one million euros*

Sitra will finance the development of the solution with one million euros. The awarded sum can be granted to one or several teams based on the proposal made by the jury.

Sitra will invite the winning team or teams to negotiations once the result of the competition has been announced. The negotiated agreement concerns the use of the awarded sum in the further development of the competition entry and the possible implementation of the solution. Sitra will support the winners and will make its expertise and networks available to the winning team or teams.

The targets for the progress, the schedule, collaboration and the payment details of the awarded sum are among the details specified in the agreement. The awarded sum will be paid in instalments, and the condition for the payments is that the development of the implementation the solution is progressing or that any unforeseen delay is a result of factors that cannot be controlled by the team.

The agreement can only be made with a legal entity (for example, a company, association or foundation). Despite of the form of teams taking part in the competition, the winning team or teams may appoint a legal person or entity when the negotiations for the agreement begin. The agreement is valid until further notice. It is possible to terminate the agreement with one month's notice for a justifiable reason only.

## **Intellectual property rights**

All intellectual property rights remain with the teams participating in the competition. Teams are responsible for ensuring that they have all rights to their solution and its use in the competition, and that their solution does not violate anyone else's rights.

However, Sitra has an unlimited right to publish parts of the material produced in the competition or the material in its entirety on its website or elsewhere in the media, and to communicate information about the ideas in public. Sitra will mention the creators of the solutions when publishing material. Sitra has the right to use all material and ideas produced in the competition in its operation.

The output of the competition is meant to benefit the widest possible number of people. Only if the winning teams have not furthered the solutions they have developed in a significant way within 12 months, despite encouragement and repeated requests by Sitra, will Sitra be entitled to use the ideas and all related material (content, idea, models, plans, etc.). In such an exceptional situation, Sitra has the right to change, further develop or use in other ways it deems best the solutions or parts of the solutions, or assign the task to a party it chooses. Sitra will have this right regardless of whether it still has an agreement with the teams concerned or not.

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## **Publicity during the competition**

The final competition entries will be evaluated anonymously. The final competition entries must not reveal the names or other details of the competitor or team which could help link the solution to the competitor concerned. The competition entries are required by law to be assessed anonymously.

The competitors will undertake to not reveal the contents of the final entry in a way that would threaten the anonymity of the competition entries. If a competitor's entry is revealed in public before the decision taken by the jury, the competitor may be excluded from the competition. These conditions do not prevent competitors from testing their solutions or parts of their solutions using, for instance, different trial groups, as long as the competitors ensure that the evaluation will happen anonymously.

Sitra will be responsible for communications during the competition. The subject matter to be communicated will be discussed with the competitors.

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## About the organiser of the competition

Sitra itself was a social innovation of its time.

The competition is organised by the Finnish Innovation Fund Sitra.

Sitra is the future-oriented organisation of Finland. We foresee changes in society, explore development options, experiment, develop operating models and bring together people and organisations to ensure successful renewal.

Sitra was a present given to Finland on its 50th anniversary in 1967 by Parliament. It was an innovation itself when it was founded: an independent, responsible provider of funding and a future-oriented organisation with the task of building a successful Finland for tomorrow. Now as Finland prepares to mark its 100th anniversary and Sitra turns 50, we will be looking in exactly the same direction as in 1967: towards the future.

A challenge prize is an excellent way to find new problem solvers and new solutions to the challenges of our society, speed up co-operation and create a solution-oriented operating culture that looks to the future. Ratkaisu 100 is a part of the programme celebrating the 100th anniversary of Finland's independence in 2017.

We share a passion for making Finland a pioneer of sustainable well-being – we take our vision very seriously and work in any way we can to achieve it.

*Suomi  
Finland*  
**100**

The Ratkaisu 100 challenge prize is organised to celebrate the 100th anniversary of Finland and the 50th anniversary of the Finnish Innovation Fund Sitra.

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