



TOOLS AND STRATEGIES FOR INNOVATIVE TALENT ATTRACTION AND RETENTION

– a Handbook on Talent Attraction Management
for Cities and Regions



OUTLINE OF HANDBOOK

The toolbox handbook starts out by discussing the global context of talent attraction, what Talent Attraction Management is and why it is important. The following chapters discuss attraction factors for talents and how Talent Intelligence can be used to understand talent needs (chapter 2), and how you can organise for Talent Attraction Management by outlining a number of possible organisational and cooperation models (chapter 3).

The next three chapters focus on talent reputation and talent attraction: Strategies and tools for branding the place for talents (Chapter 4), for developing physical qualities that cater to talents

(chapter 5), and for marketing the place to attract talents (chapter 6) are discussed.

In chapter 7, building local and global networks for both talent attraction/reputation and talent reception/integration are discussed. The following two chapters are dedicated to talent reception and integration: Public Expat Management for reception and integration (chapter 8) and on retaining students (chapter 9).

Finally, chapter 10 goes on to discuss the future of Talent Attraction Management.

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1.0

UNDERSTANDING TALENT ATTRACTION MANAGEMENT

- *Global trends setting the context for the competition for talents*
- *Why are efforts to attract national and international talent are needed?*
- *Talent attraction and retention in numbers*
- *Talent Attraction Management for cities and regions*



1.1 INTRODUCTION

The war for talent became a hot topic in the business world at the end of the 1990's, due to an increasingly competitive landscape for attracting, developing and retaining talented employees. Now this competitive landscape has spread to cities, regions and countries – and the competition for talent is poised to become one of the most defining economic issues of the 21st century, according to some observers.

What is driving this development? How is it affecting your place? And, most importantly, what can you do to ensure that your city, region or country stays competitive in this game? That is the topic of this toolbox handbook on Talent Attraction Management (TAM) for cities and regions.

1.2 GLOBAL TRENDS SETTING THE CONTEXT FOR THE COMPETITION FOR TALENTS

The key global trends that drive and that set the context for today's competition for talent are:

1. **Low birth rates and aging population:**

Low birth rates in developed countries lead to talent shortages. In Europe, 2010 marked a turning point: it was the first year with fewer labour market entrants than workers retiring out of the market. And despite a growing global population, the availability of skilled talent is actually shrinking, and no longer just in advanced, aging countries. Even emerging markets, such as China and Russia, are feeling a demographic crunch¹. Hence, global employers face the challenge that, despite a growing global population, they will soon have to recruit from a shrinking workforce, leading to intensified competition for talents. As a result, attracting tal-

ents from one's own country, or even other European countries, will increasingly become a zero-sum game, and talent will need to be attracted from other parts of the world. This 'war for talent' will become increasingly acute in sectors that require high skill levels and more education.

2. **Trends in international talent mobility:**

Talent mobility has increased 25% relative to the previous decade, and is predicted to increase by 50% by 2020. The millennial generation² is now entering the labour force in larger numbers and research shows that many of them wish to gain international work experience³. In addition, the current economic crisis has increased intra-European talent mobility from southern Europe to northern Europe.

3. **Changing preferences:**

The millennials are more entrepreneurially-oriented than the generations before them, creating

another challenge for larger companies and public organisations that now have to compete, not only against each other, but also against the start-up scene⁴. There is also a trend towards increasing lifestyle migration, where more and more people make their migration and moving decisions based on lifestyle preferences, rather than on economic factors. In addition, more and more people seek flexible working arrangements.

4. **The increasing role of innovation, creativity and knowledge:**

In the constantly evolving knowledge-intensive economy, access to talent is a main driver of productivity, innovation and economic growth. Attracting highly skilled talent is a crucial element in the efforts to create favourable conditions for growth in specialised and knowledge-intensive companies, cities or regions. Foreign talents ensure the diffusion of knowledge and technology that may be new to the region.

5. Increasing specialisation:

In the knowledge economy, both firms and regions increasingly specialise around core competencies, and they therefore demand highly specialised skills that are not always readily available in one's own region, or even country, and must be attracted on an international market. The increasing specialisation requires new ways of thinking and acting. Combining existing knowledge in new ways to cultivate novel inputs, for which creative talent is needed, becomes a necessity.

6. New technologies and the role of place:

ICT enables people to work globally without changing location. In that sense, work now is much more weakly connected to geographic location and has in some cases led to flexible work models. Freelancers, for example, who work where and when they want are becoming more common, which helps widen the global talent pool. At the same time – paradoxically – the role of place is increasing:

economic growth is concentrating in urban regions and clusters of businesses where proximity and knowledge sharing lead to innovation. This, in turn, helps drive urbanisation.

7. The urban millennium:

Since 2008, more than half the world's population lives in cities. The lure of cities has never been greater than it is now, and changing economic, cultural and lifestyle preferences make cities powerful talent magnets. At the same time, cities around the world elevate their positions vis-à-vis a predominant centralised state, and have become powerful actors in the international scene.

The Nordic countries, with their open and innovation- and technology-intensive economies, are highly affected by these global trends, and need to take action to tackle challenges and unlock opportunities that are associated with these trends.



1. Ernst & Young, 2011
2. The 'Millennial' generation is defined as people born between 1984 and 2000
3. PwC, 2011
4. Kirss, 2011

1.3 WHY ARE EFFORTS TO ATTRACT NATIONAL AND INTERNATIONAL TALENT NEEDED?

There are many pervasive reasons why countries, cities and regions need to step up their efforts to attract and retain talent. Among these are:

- **Skilled talent contributes to creation of knowledge and innovation:** Research shows that there are several net positive effects for the host locations that receive talent, most notably the stimulation of innovation capacity, an increase in the stock of available human capital and the international dissemination of knowledge⁵.
- **Talents and diversity in one place lead to growth:** There are multiplier effects that stem from talent clustering in one place⁶. Places that bring together diverse talent accelerate the local

rate of economic development⁷.

- **High-income industrial countries do not produce enough graduates** – let alone world-class graduates – in many professions such as mathematics, the sciences, engineering, health professions, etc. to meet needs of firms and the broader economy.
- **International students contribute to growth** by helping to internationalise universities, providing new perspectives to national students and contributing with new skills⁸.
- **Talented immigrants are more entrepreneurial:** Evidence suggests that talented immigrants are responsible for a disproportionate proportion of start-up businesses in some countries. A recent study shows that of just over 2,000 engineering and technology companies in Silicon Valley, immigrants founded a quarter⁹.

- **The global competition between locations has just begun:** Countries such as Canada, Australia, USA and Singapore have a range of efforts and policies in place to attract the best and the brightest, and already now attract talents in large numbers. Asian countries are increasingly entering the playing field. Europe and the Nordic countries cannot rest on their laurels and need to take proactive steps to stay competitive in the talent game.

As a consequence of these factors, we are now entering a new era, where the war for talent is entirely global and a matter of sustainable economic and social development for all locations, irrespective of size or focus.

5. Even though direct evidence of the impact of mobility on innovation outcomes is admittedly hard to find (OECD, 2008)

6. Some say that this is the primary determinant of growth, has and have dubbed the multiplier effect 'human capital externalities' (Lucas in Florida., 2009).

7. Lucas in Florida et al, 2009

8. Danish Ministry of Science, Innovation and Higher Education, 2013

9. Migration Policy Institute, 2008

1.4 TALENT ATTRACTION AND RETENTION IN NUMBERS

Here, an overview of concrete facts and figures that demonstrate the need for talent attraction and retention efforts is presented:¹⁰

The talent shortage is widespread and global... A global survey from Manpower Group showed that 35% of nearly 40,000 employers surveyed globally in 2013 reported difficulties in finding staff with the right skills – which is the highest shortage since the start of the recession in 2007¹¹.

...and lack of talents hampers firm growth... The number one reason why Norwegian firms hold back investment is because lack of skilled workers¹². Among firms in Sweden with less than 10 employees that face difficulties in recruiting the right skills, almost 50% have turned down business offers due to difficulties with recruitment.

Four out of ten have put an expansion on hold¹³.

Attracting talents is a good investment for society... A report by Centre for Economic Business Research at Copenhagen Business School shows that the average expat family adds approximately 1.9 MDKK (≈ € 255 000) and the average single expat adds 900,000 DKK (≈ € 121 000) to the Danish economy. The report concludes that attracting and retaining international talents is a sound investment.

...and so is talent retention... According to the mayor of Copenhagen, who said in a speech that, if the City of Copenhagen managed to retain

all international talents for six months longer, this would yield economic benefits of 6.4 billion DKK (≈ 850 MEUR).

Talents contribute to a tax surplus... Calculations done by Confederation of Danish Industry shows that every highly educated immigrant to the country creates two new jobs and contributes with a tax net surplus of 250 000 DKK (≈ € 33 500) each year¹⁴.

...increase firm productivity... A Danish study shows that productivity is between 15-40% higher in firms that hire foreign experts¹⁵.

...increase export... A Swedish study shows that an increase in 10% in immigration from a given country results in 4.5% higher exports to that country. On the firm level, hiring one foreigner leads to an average increase of 1% in exports to the home country of the person hired¹⁶.

10. Bearing in mind that, to date, few impact assessments and evaluations of talent attraction policies and efforts have been made.

11. Manpower Group, 2013

12. Confederation of Norwegian Enterprise, 2013

13. Swedish Confederation of Industry, 2012

14. Confederation of Danish Industry and Microsoft, 2013

15. Malchow-Møller et al, 2009

16. Dagens Nyheter, 2013

...and create jobs... It has been claimed that the recruitment of one foreign highly skilled IT specialist to Swedish IT companies creates between two to four jobs for less experienced engineer or computer specialists¹⁷.

International students contribute to government finances... If Denmark attracted 1000 more students a year that can contribute to society, this would improve government finances by 750 million DKK (\approx 100 MEUR) a year. Broken down to an individual city, this means that if a city can ensure that 10 international students stay and work for a year, it yields benefits of 7.5 million DKK¹⁸.

17. Swedish Confederation of Industry, 2103

18. Danish Ministry of Science, Innovation and Higher Education, 2013



1.5 ABOUT THE PROJECT TALENT ATTRACTION MANAGEMENT IN NORDIC CITIES AND REGIONS

This toolbox handbook has been created as part of the project Talent Attraction Management in Nordic Cities and Regions ("TAM"), which is a partnership-based development project with the goal of providing the 17 participating Nordic cities and regions with strategies and tools for an organised, innovative talent attraction. The project aims to illustrate how public and private actors can build a successful collaboration for Talent Attraction Management.

Tendensor implemented the project between March and December 2013, with support from Place Consulting. Read more about the project at the end of the handbook.

Case studies of and interviews with key persons in successful cities and regions in Europe, North America and Singapore has been combined with experience sharing and learning among the project participants. More than 60 interviews have been conducted as a part of the case studies.

In total, nine comprehensive case studies have been carried out, of the following places or initiatives:

- Brainport Eindhoven Region, the Netherlands
- Brighton and Hove, UK
- Singapore
- Austin Texas, USA
- Drammen, Norway
- International House Copenhagen, Denmark
- City of Munich and state of Bavaria, Germany
- VALOA project, Finland
- City of Jönköping, Sweden

In addition, a number of "mini-case studies" have

been carried out, of the following locations or initiatives:

- Make IT in Ireland
- Energy Vaasa, Finland
- Demola, Finland
- Tallinn, Estonia
- Global Expat Centre Stockholm, Sweden
- Skåne Food Innovation Network, Sweden
- Brno Expat Centre, Czech Republic
- Trainee Sør, Norway
- TRIEC – Toronto Region Immigrant Employment Council, Canada
- Talent Montreal, Canada
- CityStudio Vancouver, Canada

Moreover, efforts and initiatives managed by the participating project partners have also been included in the research process and as cases in the handbook. Input has also been used from another project carried out by Tendensor; a situation



analysis of talent retention efforts in the Baltic Sea Region, commissioned by Swedish Institute and the ONE BSR project.

The authors of the toolbox handbook wish to sincerely thank all the project partners for their contribution to the project and the creation of the toolbox and all the respondents who have made the effort to participate in interviews and supply material and input to case studies.

The project aims to illustrate how public and private actors can build a successful collaboration for Talent Attraction Management.

1.6 TALENT ATTRACTION MANAGEMENT FOR CITIES AND REGIONS

There is no single, widely accepted definition or demographic profile stating what a talent really is. A working definition is here proposed:

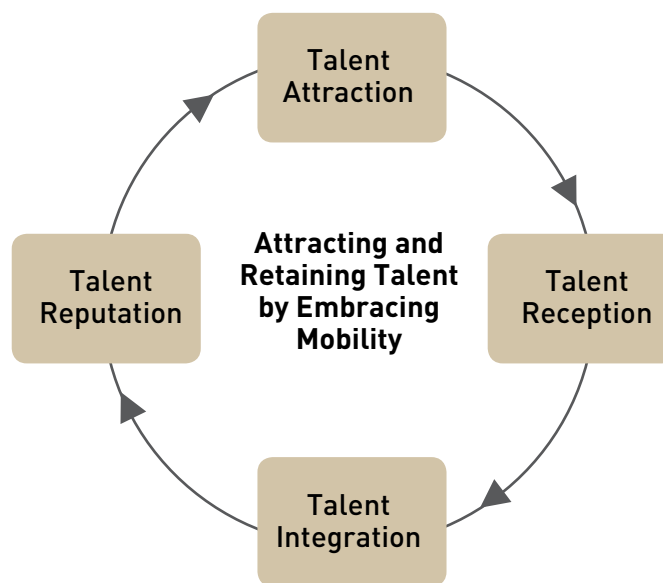
A talent is as a person who can contribute to the prosperity of the place (and workplace) in a world where knowledge, creativity and innovation are key factors.

Talent Attraction Management is a holistic, integrated approach to efforts at the local or regional level aimed at attracting and retaining talents. Talent Attraction Management (TAM) can be categorised in four different types of activities:

1. **Talent attraction** – such as marketing.
2. **Talent reception** – such as welcoming and soft landing activities.
3. **Talent integration** – through, for example social and professional networks.
4. **Talent reputation** – such as branding efforts.

One key point is that successful talent attraction and retention depend on an active work with all four aspects of the TAM model. That said, cities and regions can put emphasis on different steps, depending on where insufficiencies or weak links are identified. For example, a city may have a strong brand image and manages to attract many talents without any proactive marketing efforts, but face difficulties retaining them. In such cases, an enhanced focus on reception and integration efforts may be needed.

Figure 1:
the cornerstones of Talent Attraction Management

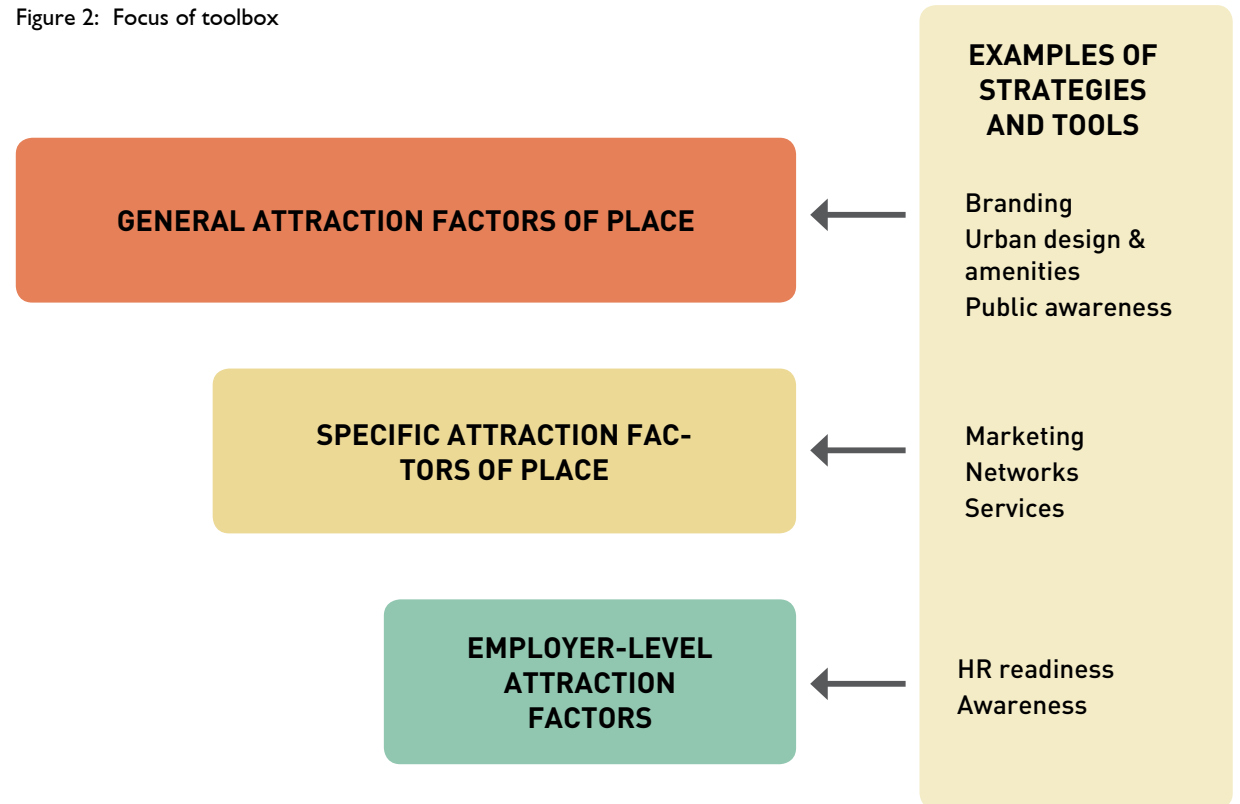


Copyright: Tendensor

The overriding objective is to improve conditions for talent mobility – so-called brain circulation – which helps ensure that talents find their way to where they are most needed, and have greatest opportunities. It is argued here that if all locations would become better at all four steps of the talent attraction management model, mobility would increase. For example, research indicates that the better reception a person gets when moving to a new place, the more positive the migration experience is seen as and – perhaps paradoxically – the more prone the person will be to move again.

Figure 1 illustrates the relationship between the four different cornerstones of Talent Attraction Management.

Figure 2: Focus of toolbox



1.6 THE FOCUS AND USE OF THE TOOLBOX HANDBOOK

The toolbox handbook focuses on activities and strategies that work on three different levels: improving the general attraction factors of the place, the specific factors and, to some degree, influencing company-level attraction factors, as illustrated by figure 2.

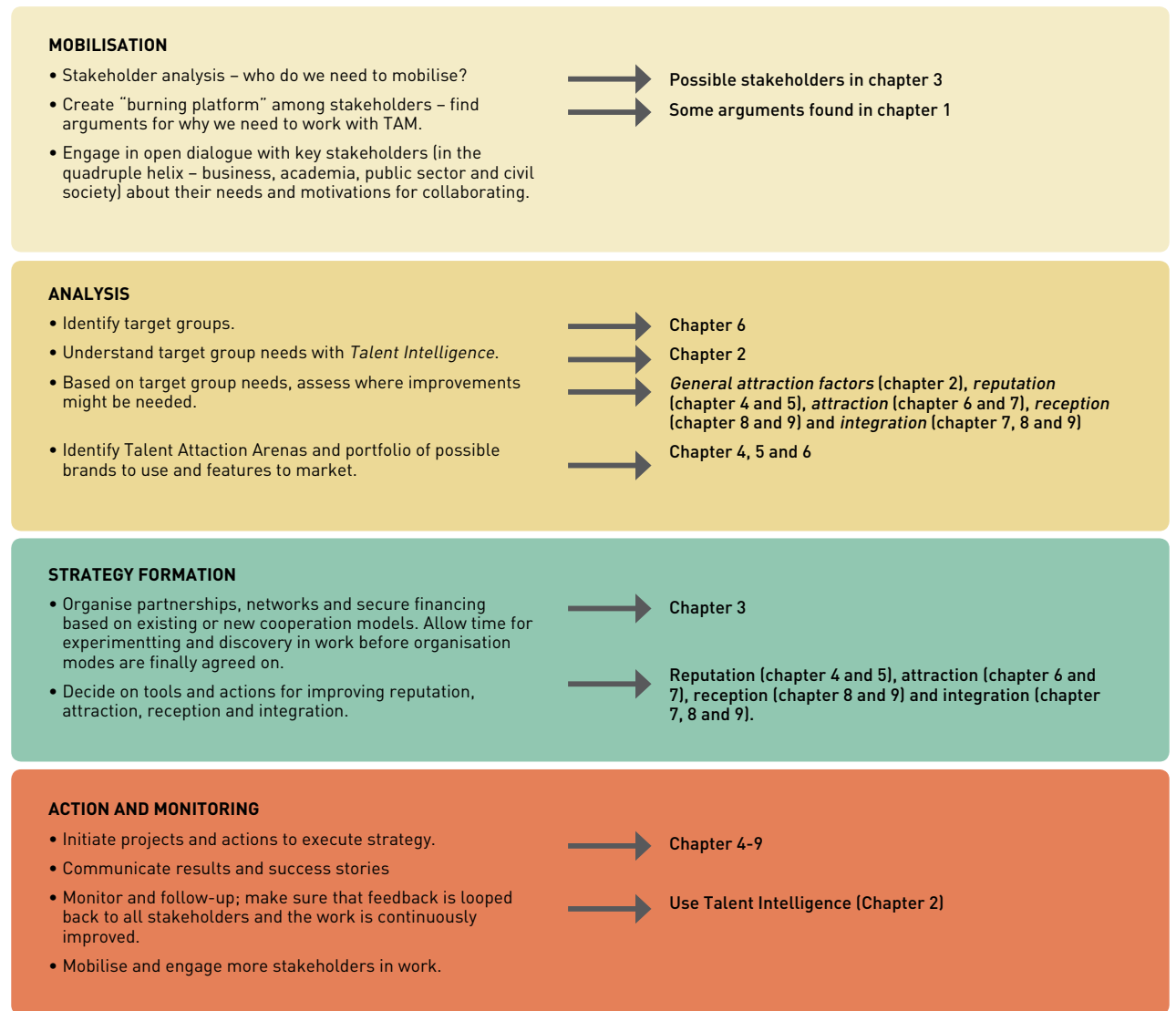
The toolbox handbook can be used for two main purposes:

1. **As go-to source** for inspiration and suggestions when working with specific tools or strategies, or
2. **for creating an integrated strategy** for Talent Attraction Management.

In the next section, a guide to using the toolbox on relation to how a strategy for TAM can be formed is provided.

1.7 CREATING A STRATEGY FOR TALENT ATTRACTION MANAGEMENT

Here, an overview of how the essential steps to consider when forming a strategy for TAM is given, which also serves as a guide to how to read the toolbox handbook.



The background of the slide features a large, semi-circular graphic containing numerous stylized thumbs-up gestures in various shades of brown and tan. The gestures are arranged in a way that they appear to be reaching upwards, creating a sense of collective approval or positive feedback. The overall color palette is warm and monochromatic.

2.0

ATTRACTION FACTORS FOR TALENTS

- *Getting to know the international professionals, the creative class and generation X, Y and Z*
- *A knowledge-based approach to talents*
- *10 attraction factors for talents*
- *Talent Intelligence – exploring the talents' point of view*

2.1 INTRODUCTION

In this chapter we will provide insight into the behaviour and preferences of talents. Our aim is to provide insights that can be used for making the place more attractive to potential talents and for communicating the most appealing aspects of tangible and intangible assets. Recall from the previous chapter that as there is no single definition or demographic profile stating what a talent really is; a working definition is proposed:

A talent is as a person who can contribute to the prosperity of the place (and workplace) in a world where knowledge, creativity and innovation are key factors.

Furthermore, there is no single, widely accepted framework of attraction factors for talents in the research community. Therefore, we will combine several research-based sources that we think can together give a good overview of the talents' view

of and demands on places:

- Getting to know the international professionals
- The Creative Class
- A knowledge-based approach to talents
- Generation X, Y and Z
- Attraction factors for academics and students

Everything presented here are pull factors, things that attract. It is also important to underline that some countries and regions are experiencing a push; unemployment or weak place qualities that make talents look for opportunities elsewhere.

The findings from the sources above have been merged into 10 attraction factors for talents, easy to communicate and to use in practical situations. At the end of this chapter, we point out the necessary components in a *Talent Intelligence*

function and the qualitative research methods associated with it.

2.2 GETTING TO KNOW THE INTERNATIONAL PROFESSIONALS

*The global economy's nomads*¹ move from one country to another in periods of one year or several years, looking for new opportunities and challenges. Their objective is not to fully integrate into local society but rather into their own global culture: the nomads search for fusion cultures that offer low barriers for interaction between different cultures due to common values and mind-sets. These can be found in international and multicultural working and living environments.

Not all international talents are nomads. We also find *quality of life migrants* who consider moving if another place offers clearly superior quality of life or better corresponds to the individual's specific lifestyle. These people normally seek a permanent place to stay and often want to integrate into the local social life. The third group, *social relations*

People with university degrees are more likely to find their skills in demand in a new community and, in turn, are more likely to find interesting and unique work opportunities.

1. Trux 2002

migrants, move to a certain place mainly because family or friends are located there. Talents' spouses fall into this category.

The international professionals tend to have three key characteristics: first, they are young, probably between 25-34 years with completed studies and a good understanding of what career they want to build, but they do not yet have any deeper roots in their current community. Second, they are single. With only one career to worry about they are more flexible when it comes to location, compared to talents with families. In addition, single people can find more flexible housing arrangements, allowing them to move to high cost areas while their earnings are still low. Third, they are university educated. People with university degrees are more likely to find their skills in demand in a new community and, in turn, are more likely to find interesting and unique work opportunities.

2.3 THE CREATIVE CLASS

Even if he was not first, the American professor Richard Florida highlighted the need of a focus shift from business climate to people climate in order to make a city or region prosper². Places should strive for attracting the so-called 'Creative Class'.

The Creative Class is defined as people in science and engineering, architecture and design, education, arts, music and entertainment whose economic function is to create new ideas, new technology, and new creative content (about 30% of the workforce).

The Creative Class will contribute to an open, dynamic, personal and professional environment. This environment, in turn, attracts more creative people, as well as businesses and capital. Creative-minded people enjoy diversity and a mix of influences.



They want to listen to different kinds of music and try different kinds of food. They want to meet and socialise with people who are different from themselves. Tolerance, social inclusion and openness are critical to the future success of a community.

2. Florida, 2002

2.4 A KNOWLEDGE-BASED APPROACH TO TALENTS

Among the critics of Richard Florida we find the Norwegian professor Bjørn Asheim. He claims that all talents are not alike. There is a need for differentiating between talents depending on what knowledge base they are involved in: synthetic, analytical or symbolic knowledge³. These definitions were originally formulated by the philosopher Immanuel Kant and are often used in innovation-related research.

Synthetic knowledge is about combining existing knowledge to solve practical problems, including a wide range of professional domains such as marketing, mechanical engineering or civil service. Companies focusing on a synthetic knowledge base do not have high rates of creative class members. In fact, these companies tend to be located in clusters sharing the same culture, rather than being in

areas of diversity. Business climate should be more important than people climate for growth in these industries.

Analytical knowledge is important in high-tech industries and in the university sector. The knowledge base is science and the knowledge creation is dependent on cognitive and rational processes. These companies can search worldwide for personnel with the right skills. Cultural differences only play a minor role in the working situation. The attraction of talents to a certain location will be influenced by the place qualities. An open and friendly environment makes attraction much easier and the chance of creating an innovative and professionally stimulating environment increases.

Symbolic knowledge is most used in the so-called 'cultural' or 'creative industries', such as film, theatre, music and advertising. It combines existing knowledge in new aesthetic or narrative

ways. Talents in these sectors value a diversified life environment and the companies are often localised in heterogeneous areas, such as city centres. The picture is not one-sided though: creative industries in the Nordic countries also exist in rural areas and on-the-job learning seems more common than talent migration, due to a project- and experiment-oriented way of working.

3. Asheim et al, 2005

2.5 GENERATION X, Y AND Z

Attitudes to life, work and consumption differ between generations, depending on their past economic conditions, historic events and cultural circumstances.

There is no single typology of generations, but the terms 'X', 'Y' (Millennials) and 'Z' are dominant, so they will be briefly discussed here. Furthermore, there is no solid data about their different place preferences, so we will concentrate on work-life expectations.

- **Generation X (1961-1983)** does not share older generations' work ethic and loyalty values. In the workplace, Generation X wants freedom and responsibility. They dislike hierarchies and demanding an open dialogue with anyone, regardless of status or role. They are still more loyal to the employer than later generations.

Attitudes to life, work and consumption differ between generations, depending on their past economic conditions, historic events and cultural circumstances.

- **Generation Y (1984 - 2000)**, also called the Millennials, is the fastest growing segment of the workforce. Y is pronounced "Why"; they are non-loyal and they question norms. The workplace is not the natural centre of life for the generation Y talent. It is more a question of

what the employer can do for him or her. Social networks are important and they value work-life balance. Technology is taken for granted.

- **Generation Z (2001 -)** is the current emerging generation. They are digital natives, having used the web, chat services and mobile phones since they were born. They are not entering the labour market yet, but expect them to have high expectations of Corporate Social Responsibility, transparency and a network-oriented way of working.

A similar approach to describe the emerging values and attitudes in society is The Metropolitan Report (www.metro.lu) made by United Minds, on behalf of the newspaper Metro. It focuses on people's attitudes towards work, leisure and consumption in cities all over the world. Since many trends start in cities, it is a valuable source to understand talents' needs and wants.

2.6 SPECIFIC ATTRACTION FACTORS FOR ACADEMICS AND STUDENTS

Academics and students are attracted by many of the same factors as other talent, but there are also pull factors that are specific for these groups. As for academics and scientists, the following specific attraction factors have been identified as especially important in other research:

- Presence of centres of scientific excellence
- The prestige and reputation of the academic institution
- Presence of other talented researchers, leading to clustering of scientific excellence in some cities and regions.

In addition, career opportunities and quality of life factors play a large role, as for other talents¹.



There are a few specific pull factors for students:

- Students are especially attracted to international environments, where they can get inter-cultural experiences and international career opportunities.
- Other attraction factors include teaching and research quality, cost of study and the national

international reputation of the university².

Read more about factors that influence student retention in chapter 9.

1. Consult Meier et al, 2007, Zucker and Darby, 2006 and DTI, 2002 for a more elaborate analysis.
2. CIMO, 2011

2.7 TEN ATTRACTION FACTORS FOR TALENTS

In order to make the toolbox clear and comprehensible, here we point out the ten general attraction factors that are the most important in the 'war for talents'. The primary source is the research outlined above, but we have added some hard factors, as well as branding and reputation aspects, that must be seen as important for Talent Attraction Management. The framework can serve as guidance and inspiration in both development and communication of cities and regions aiming for attracting talents.

► 1. A place with a strong reputation.

Cities or regions with a strong reputation and a clear identity will stand out as the future talent magnets. A positive overall place image is important, as well as vibrant Talent Attraction Arenas (explained in chapter 3) and strong corporate brands. The image and reputation of the place can be expected to be especially important for quality of life migrants.

► 2. A critical mass of attractive employers and job offerings.

Talents are actively seeking new challenges in life and will not stay at one job for long. Places that can show a variety in strong employer brands and numerous job opportunities are taking the lead. A rise in critical mass comes from investments and organic growth, but also from Mental Map Shift (See chapter 3), hand in hand with integrating local labour markets.

► 3. A livable city with scenes for a talented lifestyle.

A city or region offering rich cultural scenery and social life, a wide range of attractive 'third places' (see Chapter 5) and a pleasant physical atmosphere is perceived as attractive. A liveable city core becomes the hub of the social networks and a "brand statement" for attracting new talents. Talents representing the symbolic knowledge base category are extra sensitive.

► 4. Home sweet home – a perfect match in housing.

Talents are seeking strong place qualities, attractive employers and jobs, but at the same time the access to a well suited home is crucial. Places and employers that can offer a range of possible housing alternatives – short-term living, flats or residential housing will enjoy an edge in the war for talents.

► 5. Access to the world. Now!

Many talents live a mobile life, especially those representing the Global Economy's Nomads. The international network of colleagues and friends has to be maintained and weekend trips to London are needed for new creative impulses. A working life that brings international relations is appealing for many talents. The place has to be connected to the outside world by air and ground.

► **6. A safe, healthy and clean local environment.**

Talents are conscious people and they care about health, safety and sustainability. They avoid places carrying expectations of criminality, congestion or environmental problems. Many Nordic and European cities and regions have a competitive advantage in this field in a global arena for talents.

► **7. Public services with world-class quality.**

As consumers of public services, talents are a demanding target group. They expect high quality in schools and day-care, and international talents are sometimes dependant on access to international schools. Offering quality, freedom of choice and hospitality in public services enhances the place's reputation among talents.

► **8. An open social climate.**

An open, inclusive and tolerant climate attracts talents and is the foundation for creativity and innovation. Talents are drawn to places where other talents can be found and interacted with. Weak ties – loosely connected groups are as important as 'tribes' of people sharing the same interests.

► **9. Co-creating the future of the place.**

Talents are active citizens who want to take part in local debate and community development. They want to be heard and be co-creators of services, involved in improving the local neighbourhood and in shaping the future of the place. The exception may be the Global Economy's Nomads (see above) who do not want to integrate into the local community.

► **10. The personal connection – Factor X.**

Attracting a certain talented person may be a result of general attraction or job offerings. But sometimes a more or less hidden personal connection to place can be the trigger. He or she may have studied in the place, met a trustful person who recommended it or visited a cultural or professional event there. A good advice is to take good care of the random: Factor X – the personal connection.

2.8 TALENT INTELLIGENCE – EXPLORING THE TALENTS' POINT OF VIEW

Monitoring the attitudes, preferences and behaviour of talents is an important part of Talent Attraction Management. This function, here called *Talent Intelligence*, covers five perspectives:

- ▶ **1.** Mapping the local employers' needs of talents.
- ▶ **2.** Following trends in the labour market and the migration patterns of talents.
- ▶ **3.** The perception of the place in the eyes of outside and inside talents.
- ▶ **4.** The needs and preferences of talents targeted.
- ▶ **5.** The satisfaction level of the talents having moved into the place.

Working with Talent Intelligence is not only about collecting and analysing data. It is also about sharing

insights among place managers of the locality, as well as making insights actionable, and, ultimately, acting on them.

Think about how many consumer brands work with loyalty programmes that help them understand the attitudes, preferences and buying behaviour of their customers, and then adapt their offers accordingly. The cities or regions that can best draw inspiration from that way of working will get a head-start in the competition for talent.

In this chapter we will focus on practical tools for managing points three to five. The following four tools are about understanding the perception, needs and satisfaction of talents:

Personal interviews with talents

Qualitative one-to-one interviews are by far the most intimate of research methods. It is particularly useful for getting the story behind a talent's experi-

Think about how many consumer brands work with loyalty programmes that help them understand the attitudes, preferences and buying behaviour of their customers, and then adapt their offers accordingly.

ences, such as using expat centres and soft landing services or trying to integrate into the local social life. It can also be used to better understand their attitudes and emotions.

Focus groups of talents

A focus group is a small-group discussion guided by a trained leader. The group's composition and the discussions outline are carefully planned to create a non-threatening environment, in which people are free to talk openly. This method can be used to better understand certain groups of talents or when new services or ideas are considered and have to be tested.

Online talent panels

An online panel is a group of selected research participants who have agreed to answer questions or have a dialogue over an extended period of time. It can be used to track the satisfaction level of the local talent community over time and to canalise



perceived problems, or find new ideas.

Social media research

Talents are often frequent users of social media, and this creates an opportunity to interact with them – both in order to learn and to make connections. The research aspect of social media should not be forgotten. Expats, for example, are often discussing specific challenges and needs that can be learned from. It is also possible to investigate the buzz of a specific place from the eyes of the international talent community.

CONSIDERATIONS:

- Can an evaluation of the talent attraction of the place be made, from the 10 attraction factors perspective?
- Could Talent Intelligence be of value for better understanding the perceptions and needs of the talents targeted?



3.0

ORGANISATION AND PARTNERSHIPS FOR TALENT ATTRACTION MANAGEMENT

- *Seven organisational models for Talent Attraction Management*
- *Engaging companies in Talent Attraction Management*

3.1 INTRODUCTION

In this chapter, possible organisational models and partnerships are discussed, alongside considerations for each model. The description is based on different approaches identified in the research for this toolbox. However, as Talent Attraction Management (TAM) is in its infancy in many places, these models must be seen as general starting points and it is necessary to adapt the models to place-specific circumstances and conditions.

There are some general tasks that an organisation or partnership geared to work with TAM need to handle, either by their own means or in partnerships with complementary actors in the place's ecosystem. These tasks can be divided into four groups corresponding to the cornerstones of Talent Attraction Management, as presented in chapter 1.

- **Talent reputation related tasks**

The image and reputation of the place, in the eyes of talents both outside and inside it, must be nurtured. The *ten attraction factors for talents* highlighted in chapter 2 can serve as a framework for long-term reputation management and branding. A starting point for understanding the place reputation is *Talent Intelligence* – monitoring the attitudes and behaviour of talents and sharing the insights among stakeholders in the local TAM community. An overall talent-oriented place brand strategy must be formed, *Talent Attraction Arenas* must be identified and be further developed (chapter 4) and physical place qualities may need to be improved (read more in chapter 5).

- **Talent attraction related tasks**

Talent attraction includes defining the talent target groups and understanding their specific needs, as described in chapter 6.

Honest marketing strategies and activities need to be planned, executed and reviewed. Strategic alliances with regional employers should be built in order to finance this marketing, and to ensure the marketing orientation of the talent attraction.

- **Talent reception related tasks**

A service-oriented reception and soft landing infrastructure has to be developed to help expat talents and their spouses and family members settle in during the first period of their stay (read more in chapters 8 and 9). These services can be offered by a range of public, private and civil society providers but they need to be co-ordinated and easy to access for the talents. How the talents perceive the quality of the services should be monitored and services continuously improved.

Forming a local or regional organisation and partnership for TAM takes more than understanding the tasks and finding the right institutional model. A shared insight in the value of attracting talents is needed, as well as trust and common values among the partners involved.

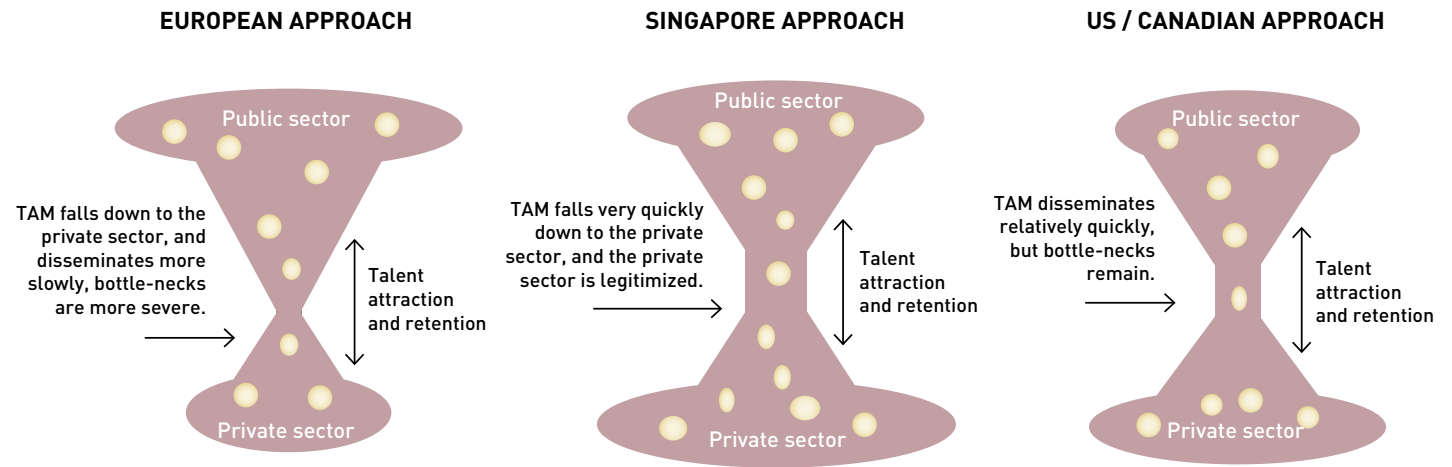
- **Talent integration related tasks**

Services and platforms to help expats integrate socially and professionally into the local community are needed. This set of tasks includes expat networks, student-business networks, language studies and efforts to raise the cultural awareness of migration and talent mobility in society and business. There is also a need for leaving efforts such as ambassador networks or other exit services (read more in chapters 7-9).

Forming a local or regional organisation and partnership for TAM takes more than understanding the tasks and finding the right institutional model. A shared insight in the value of attracting talents is needed, as well as trust and common values among the partners involved. A dynamic place leadership among public, private and academic stakeholders will help by joining forces behind a TAM strategy.

For new entrants in the Talent Attraction Management area, two recommendations can be given. The first is to accept an initial phase of experimentation to make the first discoveries and shared experiences in the field to learn from. The second recommendation is to build on well-functioning existing structures and enhance co-ordination between different stakeholders in the TAM ecosystem, instead of creating new, specialised talent attraction organisations. That said, if gaps are identified – for example that an expat centre is needed but lacking today – new organisations may need to be created.

Figure 1:
Three approaches
to Talent Attraction
Management



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3.2 SETTING THE SCENE WITH A GLOBAL COMPARISON

Broadly speaking, the European and Nordic approach to TAM can be described as “public sector-driven models”, which can be compared against a more North American and Asian approach, as illustrated in figure 1.

Beginning from the right, the ‘European Approach’ encompasses various models where the common denominator is that the public sector often initiates TAM activities, and where the public sector tends to remain in the driver’s seat. The role of the private sector stakeholders is not excluded, but the public sector is the main force in TAM initiatives.

This contrasts to the ‘Singapore Approach’ on the left side in the illustration, where the drivers are found in the private sector. On the other hand, in this approach, the public sector plays an important role as legitimising force, for example through different branding efforts. The model fosters quick dissemination between the private and public sector leaders in the TAM area (where many successful tools are fairly new and need to be tested and evaluated).

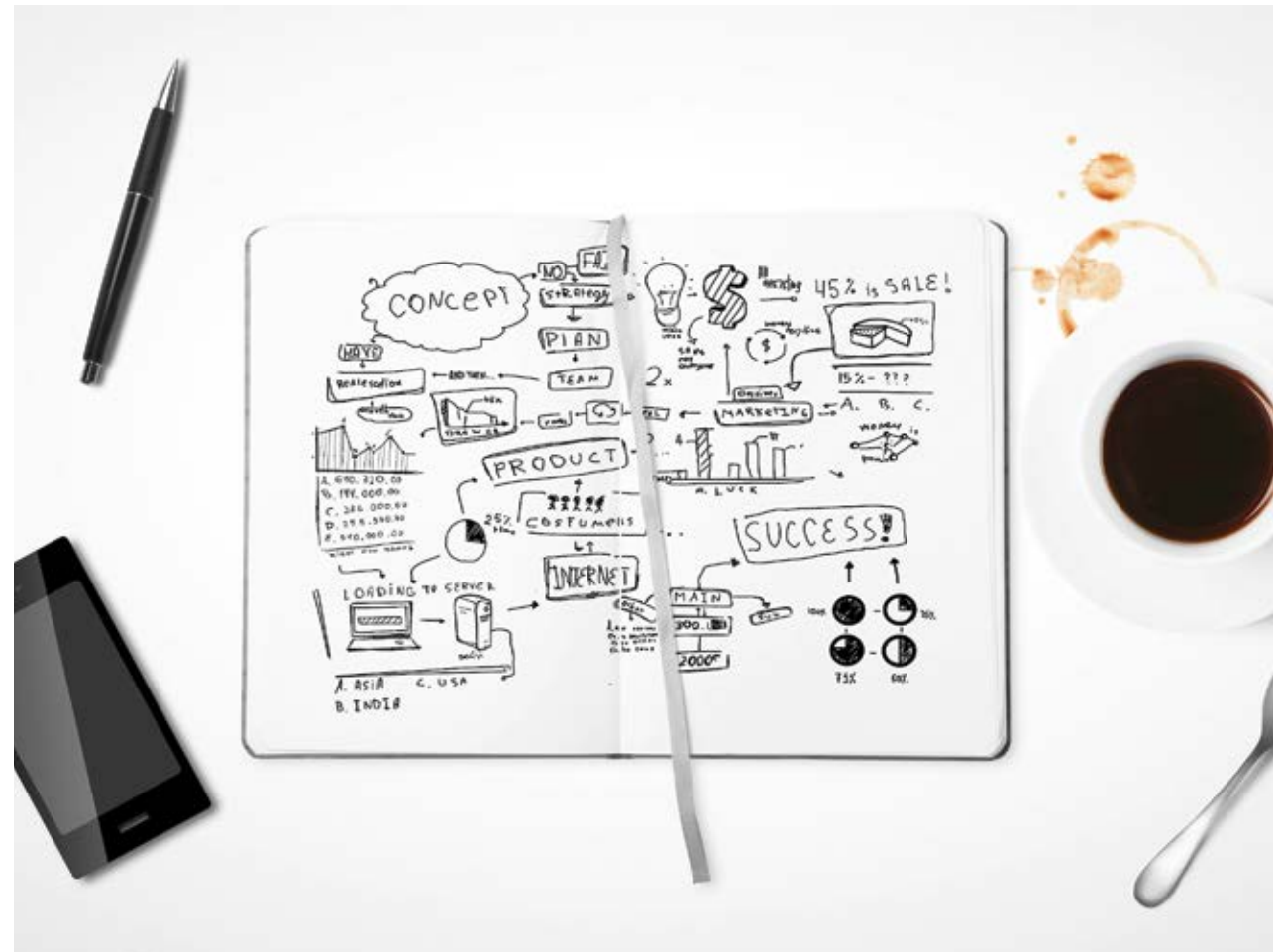
The ‘US/Canadian Approach’ is somewhere in between, with characteristics from the two other approaches. It relies on initiatives born within the private sector and partly fostered by local or regional business, be it a local bank, a utility, a chamber of commerce or other actor within the business community. In this approach, there is often a clear division of responsibilities, where the private sector focuses on the direct talent attraction, through, for example, joint marketing, and the public sector focuses more on broader quality of life issues.

3.3 SEVEN POSSIBLE ORGANISATION MODELS FOR TALENT ATTRACTION MANAGEMENT

In total, seven possible models for TAM have been identified and further conceptualised:

- **A.** The public sector-driven model
- **B.** The market- and sponsor-driven model
- **C.** The division of work model
- **D.** The social entrepreneurship-driven model
- **E.** The network model
- **F.** The Talent Attraction Arena-centric model
- **G.** The single forerunner approach

Hybrids of the models can certainly be found, and they should not be regarded as fixed or exclusive. There is a natural path from model A or G to other models as TAM matures and more successfully connects to the needs of employers. Irrespective of the model chosen, two overriding



challenges for the public sector can be singled out:

- **1.** Going from project or pilot mode to a more permanent structure.
- **2.** How to get the private sector and other employers on-board.

In the following, each model and its pros and cons will be discussed.

A: THE PUBLIC SECTOR DRIVEN MODEL

This “public sector-driven model” is common in Europe, where a relatively strong public sector is traditionally characteristic. The newly launched initiative Work in Bavaria, in Germany, is used to illustrate this model, in which public sector actors are in the driver’s seat. TAM is initiated by the public sector and the operational work is basically also carried out by the public sector. Private companies, or talent-seeking employers in other sectors, can use the recruitment and relocation services more or less free of charge. On the other hand, one should be careful here and not exclude a future possibility of the private sector getting engaged in and/or helping finance operations, something that Work in Bavaria hopes for.

That said, the private sector could play a role in legitimising initiatives. In the case of Work in Bavaria, major, prominent companies in the region, such as BMW and Adidas, have given their official blessing to the initiative, which has had a legitimising effect vis-à-vis the main target group of SMEs needing to recruit.



This model often arises out of publically operated investment promotion agencies I, and where the step to move into the direction of the new talent target group has been a natural one.

CONSIDERATIONS:

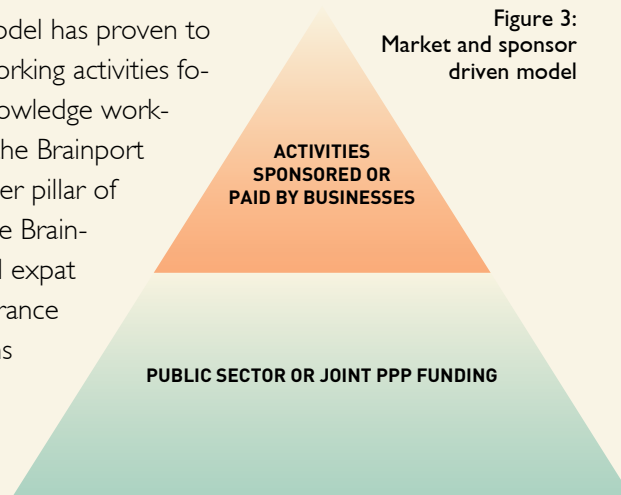
- The model, which contains many sub-models with a varying degree of public domination, is fragile in the sense that the employers play a marginal role. Private funding ensures that the ‘end users’ in the business community, or in other sectors, demand activities. One risk, then, is that business sector needs are not fully satisfied and that firms develop their own solutions, resulting in duplication of work.
- On the other hand, the public sector-driven model can be seen as a first positive step, where the private sector joins after the initial phase. Normally, there are such tight links between the local stakeholders that a public initiative, perhaps first looked upon with certain scepticism, can be re-thought by the business community once it begins to display added value.
- A critical step is then to go from an initial pilot phase, which may be funded by public or EU funds, to a more sustainable, long-term mix of public and private funding.

B: THE MARKET AND SPONSOR DRIVEN MODEL

The market- and sponsor-driven model is characterised by a situation where the public sector or Public-Private Partnerships (PPPs) carry out activities and deliver services that are either paid for or sponsored by the business community or other employers.

The TAM program of Eindhoven, the Netherlands, can serve as an illustration. It is an effort from the business community to deliver further content to the so-called 'Brainport Region' and secure a flow of talent to the region's companies.

The Brainport International Community (BIC), whose base funding stems from public sector and academia, co-ordinates all the TAM activities. However, around 28 member companies, mostly bigger companies within the high-tech sectors, finance those activities. Launched in 2008, the model has proven to generate many vital networking activities focused on international knowledge workers living and studying in the Brainport Eindhoven Region. Another pillar of the TAM ecosystem in the Brainport region is the regional expat centre, where banks, insurance companies and other firms that target international expats sponsor operations.



CONSIDERATIONS:

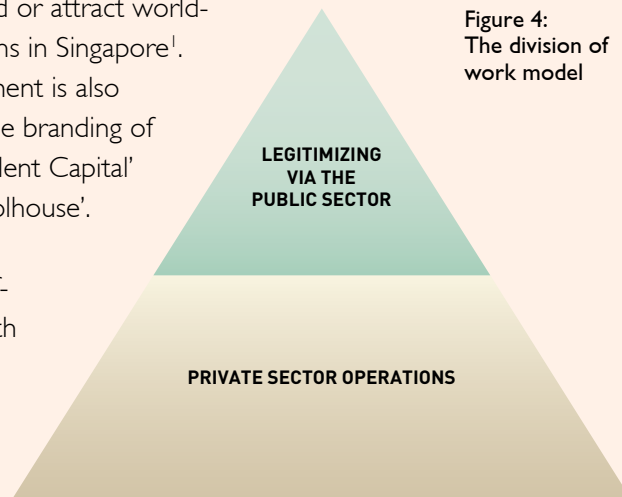
- The model necessitates a high degree of trust between the private and public sectors.
- The advantage of this model is that it has the capacity to deliver more individually-orientated TAM services that cater to business needs. The disadvantage is that it runs the risk of disappearing if requests temporarily decrease.
- Another disadvantage is that development aspects that focus primarily on physical space are challenging to address, e.g. urban design, residential planning, and improvements in the school system.
- The market-driven dimension can also be nourished via a driving actor, such as a Chamber of Commerce. A consideration here for the Nordic area is that chambers are less well-developed compared with their peers on the European continent. That said, some Nordic chambers of commerce have recently taken the lead in TAM activities.
- The increased business community interest in TAM will probably cause more examples of "Market and sponsor driven models" in the European and Nordic areas in the future. Therefore, one might see the Brainport case as a forerunner in this respect.

C: THE DIVISION OF WORK MODEL

As opposed to the previous model, the 'division of work model' relies on the idea that the public and private sector take distinctively different and complementary roles (rather than carrying out joint TAM operations). The model can be illustrated by the Singaporean approach. The public sector here has exerted a strong leadership role with the objective to legitimise and stimulate investments into TAM-related activities through a 'Talent Capital' strategy. On the other hand, the private sector is supposed to take an active, and in many cases, leading role in the implementation of the strategy. The division of work is more or less clear-cut.

However, the clear division of work does not exclude certain basic public sector involvement. In the case of Singapore, one important element is the proactive and intensive support from the public sector to build or attract world-class talent institutions in Singapore¹. The legitimising element is also visualised through the branding of Singapore as the 'Talent Capital' or the 'Global Schoolhouse'.

The model is also often seen in the North American context. One example studied in the research phase is Austin,



Texas. Public and private actors in Austin assume disciplined, focused roles with regards to talent attraction. The city government prioritises quality of life issues, which in turn reinforce the city's appeal to outside talents (talent reputation). Private actors tasked with attracting talents to firms tend to focus on immediate hiring needs, while transmitting these openings and other data to city stakeholders, often through organising bodies like the Chamber of Commerce.

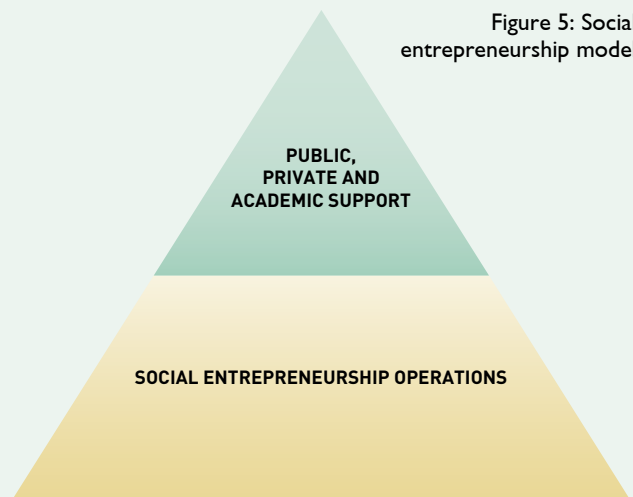
CONSIDERATIONS:

- Even though societal and political differences are large between Europe, Singapore and North America, there are transferable learnings from this model that are relevant in the Nordic context.
- One important observation is that public sector leaders, regionally or locally, can pioneer the TAM activities as they have done in the Singaporean case. There are many mayors or other place managers who are prepared to take the legitimising and leading role.
- The model ensures that the business community demands TAM activities at all times, and the commercial basis for operations promotes innovation and excellence in service design.

1. Campuses or centers of excellence include two types of actors: 1) Affiliates to leading universities such as Yale University, John Hopkins University, INSEAD, Massachusetts Institute of Technology (MIT), etc. and 2) A number of leading research and training institutions owned by multinationals, e.g. Sony.

D: THE SOCIAL ENTREPRENEURSHIP MODEL

Not so different from the network model, the 'social entrepreneurship model' is a viable model for Talent Attraction Management activities. The Stockholm Global Expat Centre could illustrate this model. It was founded in 2008 by a Dutch woman, herself an expat in Stockholm. It is a non-profit association that offers professional support programs to meet the needs of expatriates, diplomats and their families who have been relocated to their new home country. The program – called the 'Stockholm Model' – has been developed by Stockholm University. It is members-based, including City of Stockholm and a number of universities and international companies, as well as individuals, as members. Fees for the programs are charged to the participants in order to cover costs, and more than 20 volunteers, many of which are expats themselves, help carry out activities. Read more about the centre and its activities in chapter 8.



CONSIDERATIONS:

- Well-elaborated content is the core of the model.
- The fact that work is carried out by talents themselves helps ensure that talent needs are met to a larger degree.
- The non-profit profile of the model has created motivation for public and private support, innovative activities, and some unique elements in these programs.
- The model is especially relevant for dealing with talent reception and integration solutions.

E: THE NETWORK MODEL

In this model, TAM operations are flexibly linked to various initiatives among the triple helix or so-called 'quadruple helix' actors: business and entrepreneurs, academia, public bodies and social entrepreneurs, and other resourceful persons in the civil society.

This network approach is open for all sorts of stakeholders as long as they have the will and capacity to contribute. It is based on the idea that talents coming to a place have many different 'entry points' into the location and therefore many different individual needs. There is therefore no one solution that fits all. So instead of creating a linear chain that all talents go through, the model relies on an open network or platform that enable multiple entry points for talents. The important thing is not who is in charge of welcoming a talent, just as long the welcoming is positive. This open and manifold participatory model is characterised by its capacity to expand its manpower and operational resources via involvement by many stakeholders.

The model can best be illustrated by the Copenhagen Talent Bridge project, or the STAY project in Aalborg, Denmark. The aim of Talent Bridge project, financed by EU and regional funds, aims to create a regional platform and regional collabora-

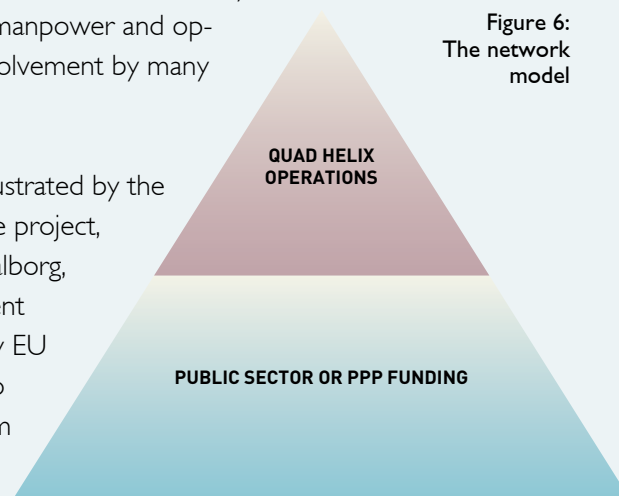


Figure 6:
The network
model

tion in order to attract and retain international talents and their families to Copenhagen. As the name indicates, the aim of 'Talent Bridge' is to bridge the various efforts, initiatives and actors. Individual firms (such as Spouse-care, with tailor-made solutions with the aim of improving the situation for spouses) and the non-profit organisations, like the think tank DEA are, alongside public sector bodies and universities, members of the network. Initiated by City of Aalborg, the STAY project aims to ensure that a greater number of highly educated people stay in Aalborg and Northern Denmark after graduation. The project partnership relies on the co-ordination of different quadruple helix actors and established business and academic networks, and can, therefore, be seen as a 'network of networks': a 'charter' that lays down common principles for the work governs the partnership.

CONSIDERATIONS:

- The model does not necessarily need to lead to a creation of new organisations or even new projects, but can be based on open co-ordination.
- A prerequisite is a high degree of trust and some degree of established, informal or formal working relationships to build on.
- The underlying character of TAM is a highly individual business, where understanding of individual talent needs and tailor-made solutions are critical. With this basic characteristic in mind, it follows that the needs should be met by many stakeholders who are mobilised and prepared for individual contributions.

F: THE TALENT ATTRACTION ARENA-CENTRIC MODEL

A Talent Attraction Arena (TAA) is defined in chapter 4 as a *combination of talents, culture, specialised knowledge and physical place that together form a unique place offering in a certain domain*. TAAs can be used for creating talent-oriented place offerings of soft and hard factors that stand out as unique in a national and international competition. They can be geographically concentrated innovative milieus or arenas that attract people sharing the same lifestyle or interest. If TAM activities are planned and executed within the context of a science park, cluster or other form of TAA, we could label it a TAA-centric model for TAM. The cluster EnergyVaasa and its Energy Ambassador Campaign (see chapter 6) could serve as an example of how the reputation of the TAA can help bring focus and credibility to the talent attraction activities.

A benefit of the TAA-centric model is the close link between the employers and the TAA. The co-ordinating or administrative body – for example a cluster organisation or a science park – often has a profound understanding of the needs of the companies involved and it helps make the TAM activities more customer-oriented. Another benefit, as demonstrated in the EnergyVaasa case, is the potential strong brand image of the TAA in the eyes of the talents. Finally, exposing job opportunities and workplaces in a science park, cluster or in another form of TAA, can be an effective form of branding and marketing the TAA in national and global markets. The division of responsibilities between public and private actors can vary in the same way as city- or region-based TAM initiatives. The models presented here, from A to G, could all be relevant for the TAA-centric way of organ-

ising talent attraction activities. However, there is a potential positive effect on involving private companies.

CONSIDERATIONS:

- A Talent Attraction Arena is dependent on a strong, attractive image of the surrounding city or region. Talents that currently live outside the region will take place-specific attraction factors into consideration in their decision-making.
- A TAA-centric model may not be able to guarantee quality and efficiency in all stages of the TAM process. Indeed, it helps make talent attraction more focused and it certainly adds value to talent reputation efforts. Talent reception and talent integration activities can be fulfilled as well (a cluster network can, for example, be used to welcome newcomers and help them to settle in). However, involvement from other actors may be needed, such as an expat centre, that probably will be found outside the domains of the specific Talent Attraction Arena.
- For cities and regions trying to find the first steps in Talent Attraction Management, the TAA-centric model can be a springboard to start from. If there is a competitive edge in certain domains, and if the employers experience a need for talents, joint experimental TAM activities can be initiated. The learnings can then be used for finding more long-term strategies and organisation models.

G: THE SINGLE FORERUNNER APPROACH – A MODEL IN ITS OWN RIGHT?

Since TAM-related activities are still in their infancy in many locations, it goes without saying that places have not yet found and verified their models. In fact, the majority of places can be best described in terms of a 'single forerunner': it might, for instance, be a person within a leading company, together with a person in the city administration, who have jointly observed a need to initiate TAM activities and have launched solutions without any official mandate backing them.

The work of the single doer must first survive the first phase, whereby the activities are verified and welcomed by the target market. This first phase can go on for a long time and fulfil an important role. The positive element is that actual TAM service is delivered, even though it is fragile and built on spontaneous improvisations. Another positive aspect is that the single forerunner's activities can generate valuable experiences, which can pave the way for more stable platforms. When entering more formal models, it is important to draw on the entrepreneurial spirit of the 'single doers'.

The single forerunner approach can be seen as a premature model which can develop into more formal structures, networks or projects, and one can observe a path dependency, i.e. the background of an initiative's early days will determine in what direction the new initiative will move.



3.4 ENGAGING COMPANIES IN TALENT ATTRACTION MANAGEMENT

A key issue in TAM, irrespective of organisational model chosen, is to mobilise the interest, commitment and co-funding of firms in the work. In chapter 4 on branding, three types of companies are described, that are more prone than others to participate in joint talent attraction branding initiatives. These are:

- **1.** Large companies in relation to the size of the place
- **2.** Companies searching for experts and highly niched skills
- **3.** Fast growing companies

Is there also a difference between different industries and sectors, when it comes to the likelihood that they will support TAM activities? Observations

Companies that are structurally strongly connected to the geographical area have been proven to engage more than others in TAM.

have shown that it is instead the degree of international competition that acts as a driving force behind this participation. One can also assume that the individual business perspectives of the top managers have an impact.

Companies that are structurally strongly connected to the geographical area have been proven to engage more than others in TAM. This category includes real estate companies, local banks, and harbour or airport operators. Some of these actors are partly owned by the public sector and they can be expected to exert a local social responsibility.

In addition, it has been observed that business-to-business companies, such as auditing firms and larger consultancies, have joined TAM partnerships as a part of their branding vis-à-vis other firms in the partnership.

Finally, as has been suggested already, some consumer-oriented companies, such as banks and insurance companies, support TAM activities as sponsors in order to reach talents themselves.



4.0

TALENT-ORIENTED PLACE BRANDING

- *Why a talent-orientated strategy in place branding?*
- *The talent-seeking companies – who are they?*
- *Talent Attraction Arenas*
- *Co-branding for talent attraction*

Figure 1: Place branding for improved talent reputation

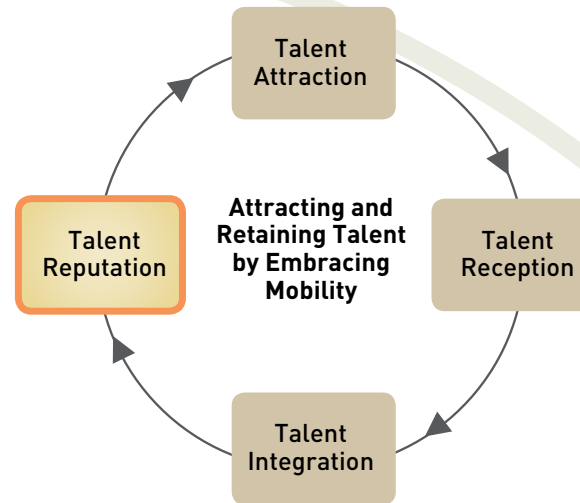
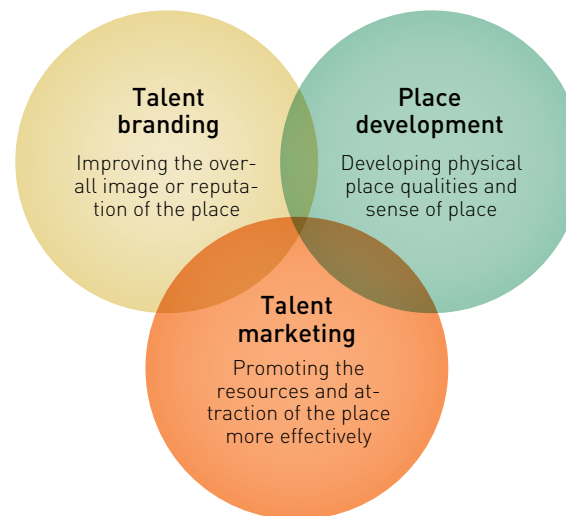


Figure 2: The relationship between branding, marketing and place development



The team who co-ordinates the place branding strategy should possess a wide range of competencies and skills:

- A deep understanding of how private businesses are operated and what conditions are needed for prosperity and growth.
- Understanding of inter-sectorial relations and an ability to build trust and common agreements.
- Insight in decision-making patterns, behaviour and values of talents and other target groups.
- Excellent marketing and communications skills.
- Sharing of common values, such as openness and social responsibility.
- Consistency over time and an ability to demonstrate good results.

4.1 INTRODUCTION

In this toolbox, place branding is defined as core task for place management: how a place manages its reputation and achieves a distinct position based on its identity and what it does most effectively.

The goal for the branding process is primarily to enhance the reputation of the place in the eyes of talents, and, therefore, improve attraction of talents, as illustrated in figure 1.

Branding the place to talents is a process that is tightly integrated with developing place qualities for talents (chapter 5) and marketing the place to talents (chapter 6). Figure 2 illustrates this relationship.

Today, place branding should be regarded as a 'quadruple helix' process involving public and private stakeholders, as well as academia and the civil society.

4.2 WHY A TALENT-ORIENTATED STRATEGY IN PLACE BRANDING?

The most important reason for a talent-oriented place branding strategy should be the long-term need to attract entrepreneurial and professionally-skilled people. They are necessary to make the place and its companies more innovative and sustainable. A second reason is that Talent Attraction is a strong incentive for the local Place Brand partnership; focusing on this issue would appeal to the result-oriented business sector since access to talents keeps crawling up the wishlist in many corporate boardrooms.

Talents constitute a demanding target market with high expectations on the place's qualities and therefore could serve as reference customers for other place development and communication efforts.

There are two more reasons for making your place branding more talent-oriented. Talents constitute a demanding target market with high expectations on the place's qualities and therefore could serve as reference customers for other place development and communication efforts. Furthermore, they are critical and conscious consumers of place-related information and they expect an augmented service level and hostmanship.

4.3 A TALENT ORIENTED PLACE BRANDING

In the following, a framework for a talent-oriented place branding formed around five sets of tools is presented:

- Place branding based on five dimensions
- Finding the talent-seeking companies
- Developing Talent Attraction Arenas
- Crossing boundaries for strong brand portfolios
- Co-branding for talent attraction

**Five dimensions of
a talent-oriented place branding**

Keeping the talents in mind as a group of demanding place customers, place leaders should place their emphasis on five sides of the image of their region or city:

Figure 3: Five dimensions of a talent-oriented place branding



The first dimension, *visibility*, is about reaching out and getting your voice heard in a noisy, crowded world of place messages in the national and international arena. A talent would hesitate to choose a place they have never heard of. Not the least, you need to be visible in those areas or industries where you are targeting your talents. Brighton is using Brighton Digital Festival to launch their previously tourism-oriented city brand in a new field, the digital sector.

Reputation is the overall trust or esteem that talents or other target groups feel for the place. It can be earned for having attractive overall qualities or values in a city or for top performance in different areas, like organising sports events. Helsinki was ranked World's Most Liveable City by the magazine 'Monocle' in 2011, which was intensively communicated to raise the city's reputation nationally and abroad. This represents a talent-oriented message.

An often-overlooked aspect of the Place Brand is *identity*, in other words the meaning and significance of the place, for its inhabitants and other groups. The sustainable development of a place needs people who care about it, feel that they belong there and can identify with the residents and their lifestyle. The city of Kalmar and Linnaeus University are planning to move the university to the harbour, right in the city centre, in order to better integrate the students in the local society and thereby enhance their identification and affinity with the city.

Being *authentic* means being true, unique and for real. It could be seen as the opposite of being copied, generic or mass-produced. Consumers today face a surplus of goods and services, so those sellers who can use cultural markers or storytelling to signal culture, heritage or emotions will build stronger relationships in the market. The airline company Norwegian is displaying authors, compos-

ers and other renowned Norwegian and Nordic citizens on their airplanes with the ambition to stand out in the crowd.

Purpose – in a changing world, smart places manage to find a role to play in certain fields where their competence and resources can be combined into competitive place offerings. Learnings from those places that succeed show that a strong place leadership is needed, as well as risk-prone approach from the local private sector. Davos has carved out a sustainable niche as the natural place for international top-level summits. The University of Tromsø positions itself as northernmost university of the world. To support this positioning, Tromsø focuses on excellence in fields that correspond to local challenges, such as Polar Environment and Telemedicine. Vancouver and Copenhagen credibly position themselves as green city frontrunners helping to solve the global climate challenge.

CASE 1:

GOTHENBURG, SWEDEN – EARNING A NEW REPUTATION

Sweden's second largest city, Gothenburg, has a long history and a deep-rooted identity revolving around heavy industry, shipyards and car manufacturing. The image of the city during the 70's and 80's was indeed 'grey'. In the early 1990's a joint leadership took form, including public officials, business leaders and academia. The partnership was characterised by a trustful and pragmatic co-operation with a focus on reshaping the physical environment, especially around the city harbour, promoting business diversification, and to making the city attractive for visitors and inhabitants.

Gothenburg invested heavily in event management capacity, necessary for arranging events like the World Championships in Athletics in 1995. They also built smart development agencies promoting the city. The case illustrates that creating a new city brand is a long-term process, and that both communication and improvements on the ground are needed to earn a new reputation. The overall reputation of Gothenburg today must be described as solid, positive and distinctive, but the international visibility is still quite low compared to the more renowned Stockholm, the capital of Sweden.

CONSIDERATIONS:

- How can you track and analyse the target audiences' perception of your place, as seen from the five perspectives?
- Avoid branding and promotion initiatives that are not perceived as honest and true in the eyes of general public. Place branding and place development must go hand in hand.

4.4 THE TALENT-SEEKING COMPANIES – WHO ARE THEY?

For public actors wanting to build brand partnerships with the private sector, Tendensor's research project Business Incentives in Place Branding¹ can bring guidance. It showed what motives and incentives make private companies willing to engage in branding their city or region. Talent attraction turned out to be one of four main incentives and the study showed what kind of companies were more likely than others to be willing to invest time or money in joint talent branding activities:

- **Large companies in relation to the size of the place**

Large companies can often foresee their future need of labour and skills more easily than smaller companies. They tend to be more willing than smaller actors to join forces to strengthen the attraction of the local labour market. It is also a

challenge in Talent Attraction Management to build alliances with SMEs.

- **Companies searching for experts and niche skills**

Employers searching for people with high level of expertise or people with industry specific competences are often active in place branding. Since the talents often have to be attracted from the outside world, the qualities of the place are an important part of the talents' basis for decision.

- **Fast growing companies**

Companies that are experiencing rapid growth often face difficulties in recruiting, especially if the local labour market is limited. This category of companies can also contribute to the talent-oriented marketing of the place with a large amount of job offerings.

Academia and public sector must also be seen as important stakeholders in place branding partner-

ships, as mentioned earlier. Together, the three sectors can offer a wide range of career opportunities or talents and their spouses.

CONSIDERATIONS:

- **Make sure to involve the private sector as co-creators from the beginning of the branding process, making their business motives aligned with the process.**

¹ I. Andersson and Ekman, 2011

4.5 TALENT ATTRACTION ARENAS

We argue that Place Branding has to be more focused to meet the challenges associated with Talent Attraction Management. The word 'sloganeering' is sometimes used to describe the lack of distinctiveness and underlying competitive strategies. Unfortunately, sloganeering can still often be seen in the Nordic countries and elsewhere.

As described in chapter 2 (Attraction factors for talents) some general characteristics of the place can be expected to appeal to talents, such as a liveable city core and an open social environment. Even if such overall values can contribute to the general image and attractiveness of the place, they tend to be too soft in their contour to be used for efficient positioning of the place. If the place communicates sameness rather than differentiation it will not be powerful enough in the war for talents. Thus, a combination of soft and hard factors needs

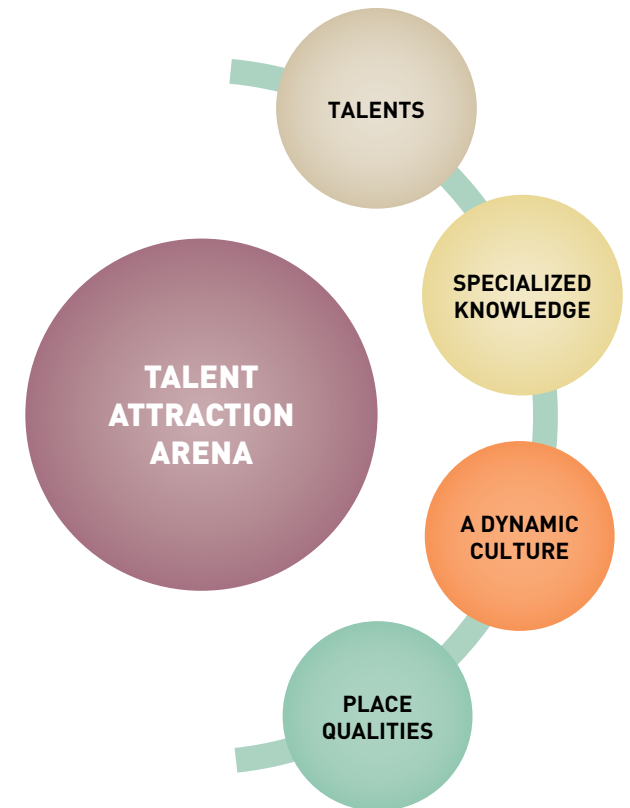
to be packaged into a coherent whole.

In this toolbox, the new term 'Talent Attraction Arenas' (TAA) is introduced. It highlights the necessity of forming talent-oriented place offerings that combine soft and hard factors to stand out as unique in a national and international competition.

A Talent Attraction Arena is defined in the following way:

"A Talent Attraction Arena is a combination of talents, culture, specialised knowledge and physical place that together form a unique place offering in a certain domain"

Figure 4: Four characteristics of a Talent Attraction Arena

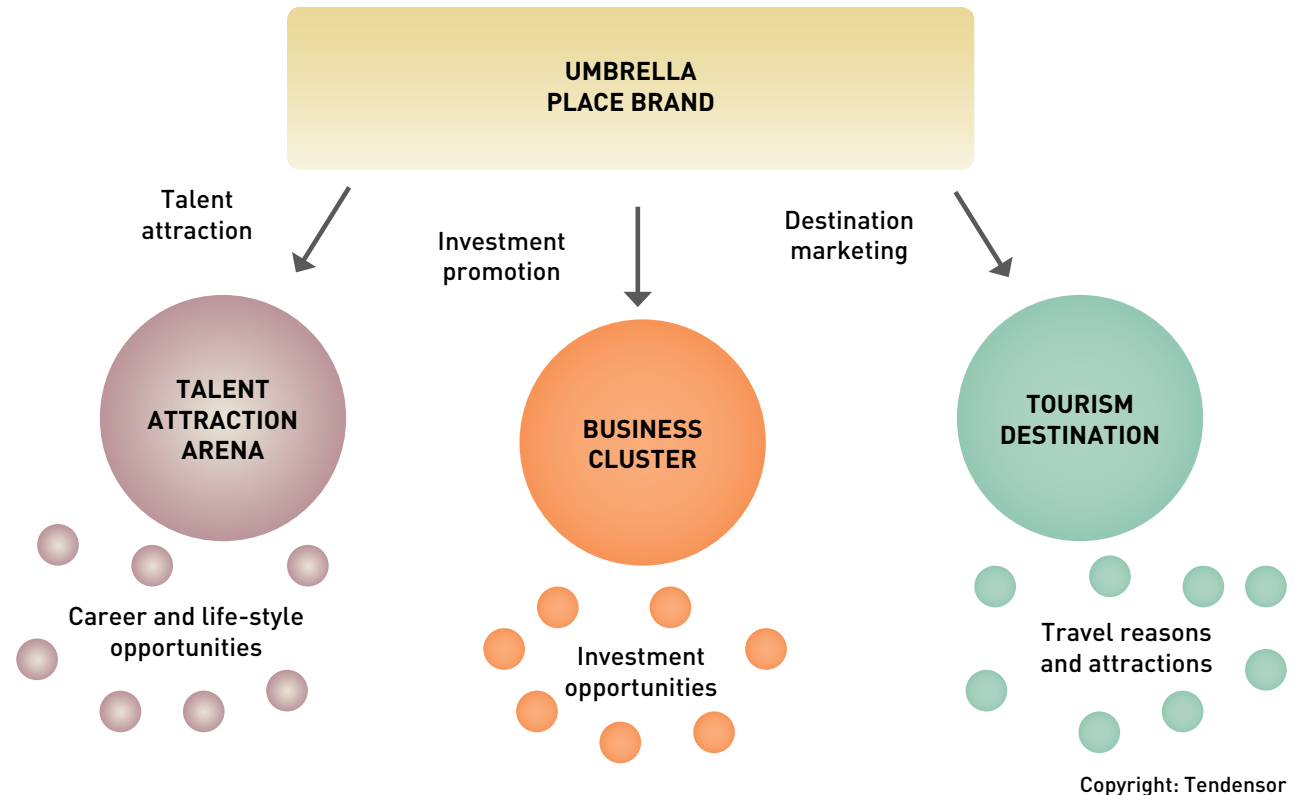


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First, the TAA should have a critical mass and competitive mix of talents (people attract people). The working culture of the firms and the local environment should be open and innovation oriented. Furthermore the TAA should have a dynamic and competitive knowledge base with a clear profile. Lastly, the TAA has a physical dimension with attractive amenities, services and cultural resources, both 'in-house' and in the surroundings.

A Talent Attraction Arena does not replace a city's or a region's umbrella brand but it functions as a powerful value-adding force and an eye catcher for talents, just as a business cluster does for an investor and tourist destination does for a tourist. TAAs benefit from a strong, attractive image of the surrounding city or region (the umbrella brand). Figure 5 illustrates the relationships between Talent Attraction Arenas and other concepts in the place-branding ecosystem.

Figure 5: Talent Attraction Arenas in the place-branding ecosystem



An illustrative example from the Nordic region of how talent attraction can be integrated with tourism and investment promotion is how the Tampere region in Finland uses the umbrella branding concept 'Tampere – all bright' for attracting talents, investors and visitors as well as innovation activities.

The starting point for the work to nurture a TAA is to look at both what groups of talents that are currently attracted to the region and identify what the current strongholds that could be further developed. For sure, many of the Nordic regions exhibit clusters, science parks or similar structures that, to some extent, function as TAAs today.

Three types of Talent Attraction Arenas

There is a wide range of phenomena that could be named Talent Attraction Arenas. We can distinguish at least three types in this toolbox:

- **Innovation-oriented TAA:** Here you will find clusters, science parks and centres of excellence or other forms of geographically concentrated innovative milieus that put talent attraction high on the agenda. Kista Science City (described in chapter 5) in the Stockholm region is a good example, which has created an environment that can be characterised as a TAA that attracts global ICT talent.
- **Lifestyle oriented TAA:** This category of arenas has succeeded in attracting special target groups of people sharing the same interest or lifestyle. They could be called 'tribalised' or lifestyle TAAs. The ski resort Åre (www.aren360.com) in northern Sweden has gone from an ordinary alpine destination to a magnet for talents, entrepreneurs, consumer brands

and investors focusing on winter- and outdoor-related lifestyle products and services. Brighton in the UK, using its heritage and attractive lifestyle to attract digital talent is another example (described in chapter 5).

- **Mental Map Shift TAA:** Some places reshape the perception of the place as an entity. Forming smart alliances over borders opens up new possibilities. The best example is the TAM initiative of three cities in North Carolina; Durham, Chapel Hill and Raleigh called The Research Triangle (www.researchtriangle.org). Together they have the critical mass to compete for talents (www.workinthetriangle.com). Every year they arrange the talent oriented open source event Spark-Con (www.sparkcon.com), created by volunteers who want to highlight the creative passion that can be found in the area. The next chapter will address how the physical and sense of place dimension of TAAs can be developed.

CONSIDERATIONS:

- Identify your existing and potential Talent Attraction Arenas. Explore the possibilities for making them more talent-oriented, seen from the four dimensions outlined above.
- Evaluate the potential effects of concentrating TAM activities to a larger extent to your potential Talent Attraction Arenas.

NUMBER OF BRANDS

4.6 CROSSING BOUNDARIES FOR STRONG BRAND PORTFOLIOS

A typical situation for place branders is when they are expected to focus on one particular brand, often the municipality or an administrative region. It often causes a static approach to what is relevant and attractive in the surrounding region in the eyes of talents.

Some general advice is to shift the focus to a portfolio of brands, including nation, functional region, cities, cluster and Talent Attraction Arenas, as well as strong employer brands. Depending on where the talent is coming from and what lifestyle preferences they have, a more dynamic range of place qualities can be exposed. A good example is www.crossborder.net, an initiative that promotes job opportunities in four countries in the north Calotte arena.



Figure 6: A portfolio of place and corporate brands

Some categories of places should, more than others, consider brand alliances and portfolios. One example is smaller municipalities without the critical mass of jobs and the visibility needed for talent attraction on their own. Another category is administrative or cultural regions whose territory does not correspond to functional labour markets or city regions.

Sometimes place managers initiate constructed place brands (as opposed to more organic place brands) for co-operation across administrative borders (which Mental Map Shift TAAs described above are examples of). A striking example is the Brainport Region, coined by the Eindhoven Region in the Netherlands. The idea is to send a clear signal to the international talent community. However, constructed place brands may suffer from a lack of authenticity and people on the street cannot always identify with them.

CONSIDERATIONS:

- Analyse what brands – national, regional, cluster or employer brands – you can use when branding your city or region to talents.
- Use Talent Intelligence (described in chapter 2) to understand how your target groups view and value the possible brands in your brand portfolio.

However, constructed place brands may suffer from a lack of authenticity and people on the street cannot always identify with them.



4.7 CO-BRANDING FOR TALENT ATTRACTION

In this case we use the term 'co-branding' to describe situations when place brands are used together with other brands in order to add brand values. When companies and organisations work with employer branding and carry out recruitment-oriented marketing, the place brand could be an important ingredient, since the quality of the place is an important part of the talent's basis for decision. A good example of an initiative to support co-branding is Talent Attraction Denmark online toolbox, described in case 2.

CASE 2:

THE TALENT ATTRACTION DENMARK TOOLBOX FOR CO-BRANDING

To support Danish employers in attracting international talents, Copenhagen Capacity and their partners have launched the toolbox portal www.talentattractiondenmark.dk. Here, companies can access videos, testimonials, texts, infographics, brochures, factbooks and photos communicating the culture and qualities associated with a life in Denmark. To develop this co-branding potential further, key phrases, stories and brand statements that express the essence of the Danish brand identity could be added.



Photo: Ursula Bach

The Danish example shows the importance of broadening the meaning of co-branding: going from only displaying logos side by side to using a range of communicative tools.

Success in co-branding in talent attraction has two upsides. First, the communicative power of the business community and other employers is used effectively. Second, relevant place information can be made available just in time when the talent is made aware of job offers.

Co-branding will not take place without having right preconditions. Five success factors for co-branding can be observed:

- ▶ **1.** An inclusive branding process, in which employers have been made co-creators of the brand.
- ▶ **2.** An appealing and creative graphical expression that creates a 'pull effect' among employers.

- ▶ **3.** Face-to-face business relations with employers, recruiters and brand managers.
- ▶ **4.** Smart collaborative recruitment projects where employer brands are well-exposed.
- ▶ **5.** An open digital service platform offering employers full access to the brand.

Admittedly, many place branders have overestimated the willingness of the private sector to use place brands in their marketing channels. The third and the fourth points above should not be overlooked. In addition, working with the concept of Talent Attraction Arenas, which are brands closer to the day-to-day operations of many companies, co-branding will be facilitated.

CONSIDERATIONS:

- See successful co-branding as a proof of a business orientation in your place branding process.
- If the local authorities are the only ones communicating a place brand, it is time to shift strategy.
- Introducing the concept of Talent Attraction Arenas may facilitate co-branding, as these brands are closer to the day-to-day operations of companies.



5.0

DEVELOPING PLACE QUALITIES FOR TALENTS

- *Urban regeneration as a talent attraction strategy*
- *Nurturing Talent Attraction Arenas through ecosystems of amenities and services*
- *Using culture and events in the city*
- *Promoting an open social environment through third places*

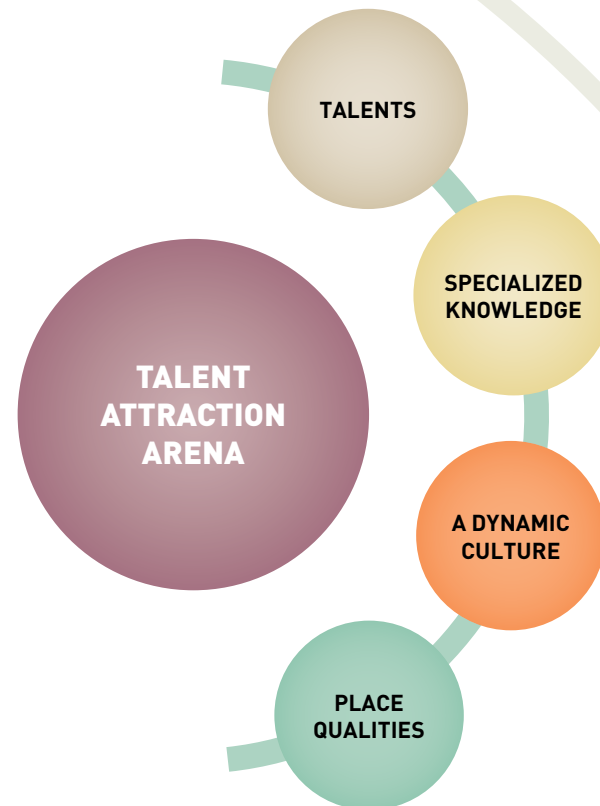
5.1 INTRODUCTION

Developing attractive place qualities is essential to building the attractiveness and reputation of the place, and an integral part of branding that place to talents.

In this chapter, we take the concept of Talent Attraction Arenas (TAAs), introduced in the previous chapter, and further elaborate the dimension of physical place qualities and sense of place. Recall from the previous chapter that a TAA is a combination of: 1) Talents, 2) Specialised knowledge, 3) Culture and 4) Physical place that together form a unique place offering in a certain domain.

The physical dimension of the TAA is about the supply of attractive amenities, services, meeting places and cultural resources, both 'inhouse' and in the surroundings. We will here discuss how TAAs can be built, addressing four different strategies for

Figure 1:
Four characteristics of a
Talent Attraction Arena



Copyright: Tendensor

developing the physical place and its sense of place:

- ▶ Urban regeneration as a talent attraction strategy
- ▶ Nurturing Talent Attraction Arenas through ecosystems of amenities and services
- ▶ Using culture and events in the city
- ▶ Promoting an open social environment through third places

One aspect that is important here is making talents co-creators of the place development, service provision and cultural offerings, which can be done through networks or open innovation and crowd-sourcing platforms. Please consult chapter 7 on networks for talent attraction and chapter 9 on student retention for ideas on how to make talents co-creators of the place and its offerings.

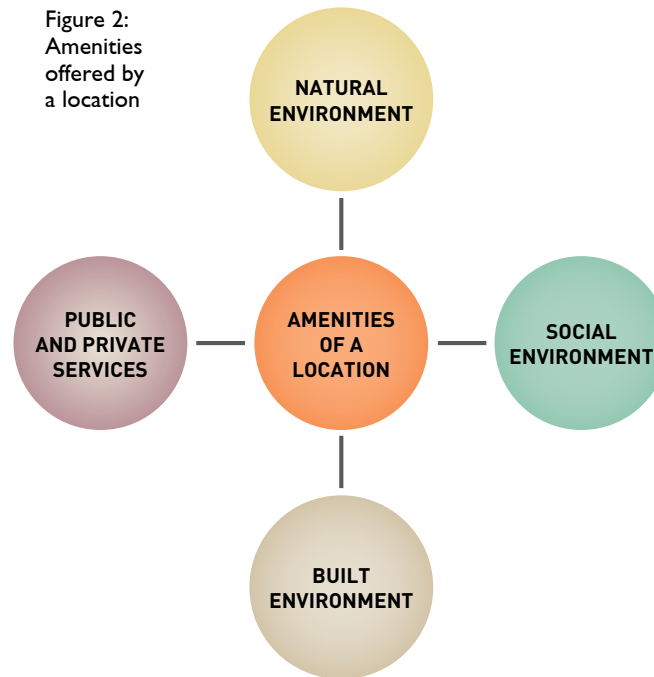
But first, let us take a look at how urban design and amenities of a region can be understood.

5.2 URBAN DESIGN AND AMENITIES OF A REGION

One way of influencing the attractiveness of the place is through urban design, which in turn can be seen to be part of a larger package of amenities offered by a region. These can be described in terms of four different categories¹:

1. **Natural environment:** for example weather, topography, flora and fauna, access to coast, forests, and mountains.
2. **Social environment:** for example attitudes to outsiders or diversity, access to social networks.
3. **Built environment:** for example public and private buildings, urban design, walkability, interesting architecture, transport infrastructure, clean air and water.
4. **Public and private services** offered to residents such as schools, police and emergency services, recreation, community centres, libraries,

Figure 2:
Amenities
offered by
a location



museums, stores and shopping centres, restaurants and entertainment venues.

In this chapter, the focus is on the built environment and public and private services. These are

also the ones that are said to be the easiest to influence for local authorities. The natural environment is almost not at all possible to influence, and the social environment, often grounded in tradition and custom, is considered difficult – or will at least take a long time – to alter (social networks, however, are possible to facilitate, as addressed in chapter 7, and urban design can be used to create open social environments, such as third places, discussed below).

It is important to bear in mind that it is nearly impossible to say which component of a city's amenities or urban feel that matter most. The explanation is simple: individuals or groups of individuals have very different preferences based on their values, lifestyle choices and in what walk of life they come from, and every place has a unique combination of amenities creating its sense of place. One

1. International Regions Benchmarking Consortium, 2011

can, however, indicate what seems to matter most to different groups in broader terms (see chapter 2 for a general discussion on attraction factors).

In addition, it is possible to highlight general principles for what makes cities attractive to people in general. Danish architect and urban theorist Jan Gehl² has researched what makes cities well suited to the “human dimension” (as opposed to cars and traffic). He puts special emphasis on walkability: cities that invite people to walk will strengthen city life. He also lays down five principles for city planning that takes the human dimension into account:

1. **Assemble:** A city should locate its functions close together to ensure critical mass of people and events
2. **Integrate:** Increase the diversity of form, function, and experience of buildings and spaces by mixing them.
3. **Invite:** Design city space so that it is inviting and safe for walking and bicycling.
4. **Open up** the edge between buildings and the city, allowing the buildings to interact with the city.
5. **Increase:** Invite people to stay longer and more frequently in city spaces, which, of all principles and methods for reinforcing city life, is considered the most simple and effective.

2. Gehl, 2010



5.3 URBAN REGENERATION AS TALENT ATTRACTION STRATEGY

Urban renewal of cities is about building on the strengths of each place, transforming under-used or dilapidated areas, promoting local economies and providing a mix of services, uses and activities that build attractiveness and meet the needs of the community of both current residents, as well as potential residents.

Some of the prime examples of cities in Northern Europe that have used urban regeneration to become more attractive places to both their own citizens and to outside, potential residents and talent are Manchester in the UK and Drammen in Norway (described in case profile 1).

Urban renewal of cities is about building on the strengths of each place, transforming under-used or dilapidated areas, promoting local economies and providing a mix of services, uses and activities that build attractiveness and meet the needs of the community of both current residents, as well as potential residents.

Manchester began its overhaul of the central areas in 1996, after a long period of decay, shrinking population and many vacant properties. The turning point was the IRA bomb attack that destroyed much of the centre (but miraculously caused no human fatalities). Officials turned the adversity of the bomb into an opportunity to re-plan and rebuild the heart of the city centre beyond restoring it to its former look. Public-private partnerships were formed to drive the development. The urban renewal of Manchester focused on creating meeting places for young and creative people in the city.

CASE 1:

DRAMMEN, NORWAY – FROM UGLY DUCKLING TO WHITE SWAN

For a long time, Drammen had a reputation for being one of the ugliest places in Norway --- a grim industrial town with environmental problems and traffic noise. Over the past few decades, Drammen has worked hard to improve its image in order to attract and retain residents. At the centre of Drammen's transition has been the relationship between an urban branding process and a regeneration of the city's physical environment. The key components of this process have been:

- Physical regeneration
- A clear vision of the future and a desired image of the city
- Private public partnerships with strong community involvement
- New activities and arenas – culture, sport and leisure
- Transition from industrial- to knowledge-based society through the creation of new Talent Attraction Arenas

The creation of new TAAs in the health sector and creative industries, which operate with the centrally located Papirbredden --- Drammen Knowledge Park as a platform, has been at the core of the renewal.

The investment has been paying off: Inhabitants are steadily increasing; many more people now consider moving to the city and Drammen is the city in Norway where citizens are most proud of their city (an

impressive feat, as it was the city with the least proud citizens some decades ago).

The key lessons learned from the Drammen case are:

- The Drammen case illustrates that by mobilising actors and following a clear strategy and vision, one can profoundly change the attractiveness of city in less than a decade.
- By taking the first very concrete steps to regenerate the city, the local authorities can lead by example and play an important role in spurring business and other actors to act.
- Active branding and storytelling is important to get the word out to the outside world and to make the citizens unite around a city brand and be proud of their city.
- Long-term plans and strategies can make a city appear trustworthy, consistent and transparent, attracting investors looking for low risk investments.
- Just changing the physical face of a city is not enough; the city needs to be filled with life through activities and events.



CONSIDERATIONS:

- Creating a sense of urgency is necessary to induce urban regeneration. The power of crises as catalysts should not be underestimated.
- Keep stakeholders in mind at all times – for whom is the regeneration done?
- Urban regeneration is a long-term project and needs mobilisation of many different policy areas, but change can happen in decade with focused, consistent efforts.

5.4 NURTURING TALENT ATTRACTION ARENAS THROUGH ECOSYSTEMS OF AMENITIES AND SERVICES

As it is generally very difficult to say which amenities matter most; a general recommendation is to analyse what amenities the chosen target group value the highest. This can be done through Talent Intelligence, such as panels and focus groups (read more about research methods in chapter 2).

What is clear, though, is that it is important to develop a wide range of services and features in the urban environment, and to think along the lines of creating a diverse ecosystem of amenities and services that cater to talents.

Some observers have suggested that in order to move beyond the issue of individual preferences, one can create ecosystems with a package of cultural and commercial features, social attitudes, services and built environments in so-called 'scenes'.

What is clear, though, is that it is important to develop a wide range of services and features in the urban environment, and to think along the lines of creating a diverse ecosystem of amenities and services that cater to talents.

Taking this concept further, it is here proposed that a location can work with the concept of Talent Attraction Arenas. Then, building coherent ecosystems of services and place qualities can support the creation of Talent Attraction Arenas that, in combination with specialised knowledge environments, cater to specific sub-groups of talent.

Brighton and Hove in the UK is an example of a city that has managed to transform the city and its image of a tourist town to offering a vibrant Talent Attraction Arena that caters to young, creative and digital talent through, among other things, creating an attractive ecosystem of amenities. Read more about Brighton in case profile 2.

CASE 2:

BRIGHTON AND HOVE – FROM SEASIDE TOURIST MAGNET TO BUZZING DIGITAL HUB

Brighton has a blossoming digital and new media business environment, with the highest proportion of LGBT population per capita of any city in the UK, and 49 % of the about 273 000 strong population has a degree from higher education. The city centre is buzzing with cafés, shops and a festive atmosphere. However, there is nothing inevitable about the current buzz of Brighton. It has a long and impressive history as a tourist destination. But Brighton could have squandered this heritage, as has been seen to be the case with many slumbering seaside resorts whose heydays are clearly over. However, Brighton has used this heritage to the maximum. Not only has it developed its tourist industry further, but also successfully managed to convert its cultural heritage into success in new media and the digital sector, supported by a proactive urban development and promotion of an ecosystem of services, culture, attractive shopping and amenities.

A recent example is the Jubilee Square redevelopment. Through a £50 million public-private redevelopment programme, the Jubilee Square development transformed a large derelict site into a vibrant space for a new Brighton and Hove Jubilee Library and a contemporary urban living area with a mixture of retail, leisure, hotel, office and residential facilities, combined with a wide range of events, including performance, food and arts markets, street theatre, exhibitions, music, commercial promotions, and community focused events that are free for all.



Key aspects of Brighton's regeneration are:

- **Culture**, which has been a key theme in the regeneration of the city, with public funding used for the re-development of an arts complex, and funding towards several other fringe theatre and arts centres. A 'Percent for Art' programme is applied to all new developments across the city.
- **Development or preservation of small-scale street-side shops:** while redevelopments of former industrial sites are common in many cities around Europe, what really sets Brighton apart are all the small streetside shops next to pedestrian areas in the city centre. For those in independent retail, Brighton has made sure that small shop spaces are available and put strong restrictions on the ability of developers to merge street level spaces into bigger surfaces. This promotes not only buzz, but also Brighton's plurality and its tolerant air.
- **Welcoming and promoting entrepreneurship and social enterprise:** More recently Brighton has made sure lifestyle businesses, social businesses and many entrepreneurs that base their business model on values other than pure profit can find their place in the city. There has been a drive to nurture this culture of social enterprise and accommodating these businesses and entrepreneurs. There are the small shop spaces, and for entrepreneurs in e.g. the digital and creative sectors, a raft of co-working spaces. The city has roughly twice as many freelancers per capita than the rest of the UK.

For those in independent retail, Brighton has made sure that small shop spaces are available and put strong restrictions on the ability of developers to merge street level spaces into bigger surfaces.

Another example of a location that is pursuing the ecosystem approach to urban development and developing place qualities for talents is the ICT cluster in the Kista area in Stockholm, which has managed to create a TAA for global talent. Read more in case 3.

CASE 3:

KISTA SCIENCE CITY – USING URBAN DEVELOPMENT TO DEVELOP A FULL-SERVICE TALENT ATTRACTION ARENA

One of the largest ICT clusters in the Nordic countries is found in Kista, located in one of the suburbs of the city of Stockholm and home to more than 1,000 firms. Since the year 2000, Kista has pursued a comprehensive strategy to brand and develop itself as a science city, a transition from its science park origins. At the centre of this work is a clear strategy for developing the attractiveness of the place on the ground and a full-service ecosystem that caters to ICT talent. This is done in close collaboration and continuous dialogue with cluster firms, real estate and construction companies, the city government and the universities in the area.

Key to this strategy has been:

- **The ambition to create an attractive, welcoming sense of place and urban environment.** Construction of natural meeting places, such as squares, and making pedestrian passages and sidewalks more open and green have been elements of this goal, alongside trying to make sure that the street level of office buildings – many of which have the typical ‘science park look’ – house meeting places (third places such as cafés, restaurants, etc.), shops and other amenities in order to create an open, urban feeling. To this end, the Kista Science City (KSC) cluster organisation has worked closely with the city administration and infrastructure and real estate construction firms.



© Niclas Gråhn / Kista Science City

- **The ambition to create a full-service city ecosystem.** This ambition is about ensuring that Kista has a rich supply of services, culture, entertainment and leisure activities, amenities and housing so that one does not need to leave the area after office hours, striving to develop the urban sense of place and attractiveness of the area further. Interestingly, KSC counts all shops and companies located in the area, irrespective of industry category, as being part of the cluster's ecosystem, as they all play an important role in facilitating the dynamics and attractiveness of the cluster. For example, cafés, restaurants, shoemakers and dry cleaners are all seen as part of the ecosystem.

This quote from KSC's website sums up the science city vision in a nutshell:

"Kista Science City is much more than 'just' an ICT cluster, it's a city of science with a well-planned public environment, with parks, recreation facilities, shopping facilities, good housing and cultural activities and events, where people can enjoy living, studying and working. Projects are constantly under way at Kista Science City, enhancing and improving the townscape in the form of more efficient infrastructure and planning of new districts."

CONSIDERATIONS:

- Developing ecosystems of services that cater to talents add value to the physical and sense of place dimension of Talent Attraction Arenas.
- A conclusion for any place that decides to pursue the route of creating a buzz is that pedestrian areas and street level shops and café spaces are to be planned and promoted, as well as promoting tourism to add to the customer flow.

5.5 USING CULTURE AND EVENTS IN THE CITY

Communities that offer a wide variety of cultural amenities are more likely to attract talents. Even though it is debatable how large the impact is on the attractiveness of the place, it is clear that more and more people are building a lifestyle around their creative experiences.

As a result, using culture to create vibe and a sense of attractiveness in a city is a strategy that is increasingly used by many cities, both in order to engage current residents and to attract visitors and talent. Research shows that the economic benefits of the arts go far beyond traditional factors. The ability to maintain creativity and innovation across all sectors requires access to a vibrant cultural environment. There have been many studies that established the benefits on workers of exposure to different forms

of art.³ In addition, culture can be used to promote open and tolerant social environments.

There are many ways to promote culture, art, music, and performing arts in a city and one of the most visible manifestations is through festivals and yearlong events. An example of a yearlong broad effort in the Nordic countries is Helsinki World Design Capital 2012. Impact assessments show that the thematic year had clear short-term economic effects, as well as effects on the international brand image of Helsinki, mobilising citizens to become more engaged in their city's development (which is assumed to have a retaining effect on talent). Culture can specifically be used to promote technology-oriented TAAs. A Canadian report³, for example, argues that there is a strong link between

the presence in cities of strong music scenes and a creative ICT workforce, and that these scenes can be fostered in inexpensive ways. City of Austin, Texas, is used as an example, which has created a TAA at the intersection of music, talent and culture. In Austin, the SXSW event has become a vehicle for talent attraction and retention. Read more about the event in case profile 4.

3. Information and Communications Technology Council, 2013

CASE 4:

THE SOUTH BY SOUTHWEST FESTIVAL AS A FLAGSHIP TALENT MAGNET

South by Southwest (SXSW), started in 1987 as a music festival, today provides a festival 'portal' of entry for outside talents to Austin, Texas. In addition to showcasing the city's vibrant music scene, the more recently founded SXSW Interactive focuses on emerging technology. Attracting creative entrepreneurs from around the United States to Austin, SXSW Interactive is the primary channel through which outside talents learn about the start-up scene in Austin and, as a result, is one of the most important tactics for talent attraction and city branding more broadly. It also functions as a talent attraction mechanism through the myriad connections it forges between local start-ups and external talents. SXSW can therefore be described as the flagship of Austin's Talent Attraction Arena at the intersection of culture, technology and talents themselves as co-creators of the arena.

The SXSW festival must be seen in the context of the fact that Austin is perceived by many as one of the world's hotspots for creative talent and innovation. The SXSW events have been pivotal in positioning Austin as a place where creativity and commerce are mutually valued and nurtured, an image that produces benefits for talents and companies alike. There is a strong sense of identity in Austin and a near unanimous belief that Austin's creative, inclusive, technology-driven ethos is a key factor in defining the city and its appeal to outsiders. Thus, there is a strong

link between the image and identity of Austin, and what SXSW helps to convey about the city. Many actors involved in talent attraction in Austin emphasise the importance of 'being authentic'. Clearly, SXSW is an example of an authentic expression of Austin's creative appeal. The impact of SXSW in numbers:

- In 2013, SXSW and its 155,000 conference or festival participants resulted in an injection of more than \$218.2 million (≈160.5 MEUR) into the Austin economy.
- In 2013, the value of SXSW print and media online publications coverage totalled more than \$37.5 million (≈27.6 MEUR).
- The impact on talent retention and retention is for obvious reasons difficult to estimate, but observers agree that the event's impact is enormous, given the positive impact of the creative economy in the city.

CONSIDERATIONS:

- **Culture can be specifically used to promote technology-oriented Talent Attraction Arenas, where culture, talent, tech knowledge and physical environment intersect.**
- **Be authentic when using culture, as culture can help introduce the spirit of a place to outsiders and nurture identity internally.**

Figure 3: An ideal third place



5.6 PROMOTING AN OPEN SOCIAL ENVIRONMENT THROUGH THIRD PLACES

Recall from chapter 2 on attraction factors that talent favours environments that are socially open and interactive. The social environment is often a product of tradition and customs and can be challenging to alter. There are, however, ways to promote an open social environment and sense of place through place-based service design. The concept of 'third places', coined by American urban sociologist Ray Oldenburg, offers a useful framework in this regard.

The first place is the home, and the second place the workplace; these are where people many spend most of their time. The third place is therefore made up of meeting places that form the 'anchors' of community life and creative interaction across community boundaries.

Third places can be cafés, coffee shops, restaurants, bars and other hangouts, as well as libraries, parks and hair salons, or other places where people meet and talk. A wide range of third places and a pleasant character around them will contribute to an inclusive, vital and creative local community, according to Oldenburg. He suggests that there are a few hallmarks of a well-functioning third place, illustrated in figure 3.

Some observers argue that third places have never been more important than in today's place-based, entrepreneurial economy. When businesses become smaller and more nimble and the talent base more mobile and selective, third places can be critical arenas and 'deal closers' for both talent and investment.

From a talent attraction management point of view, one could distinguish between three different types of meeting places for talents:

- **Lifestyle-oriented meeting places** where people who share the same interest or lifestyle prefer to meet. A good example is an art gallery or a jazz club.
- **Meeting places for professionals** where people meet to discuss work-related topics such as meeting places in a science park and, increasingly, café and 'coffice'⁴ environments.
- **Spontaneous meeting places** (or 'white fields') where it is easier to drop by without knowing the secret codes.

All three should be of value for attracting and retaining talents.

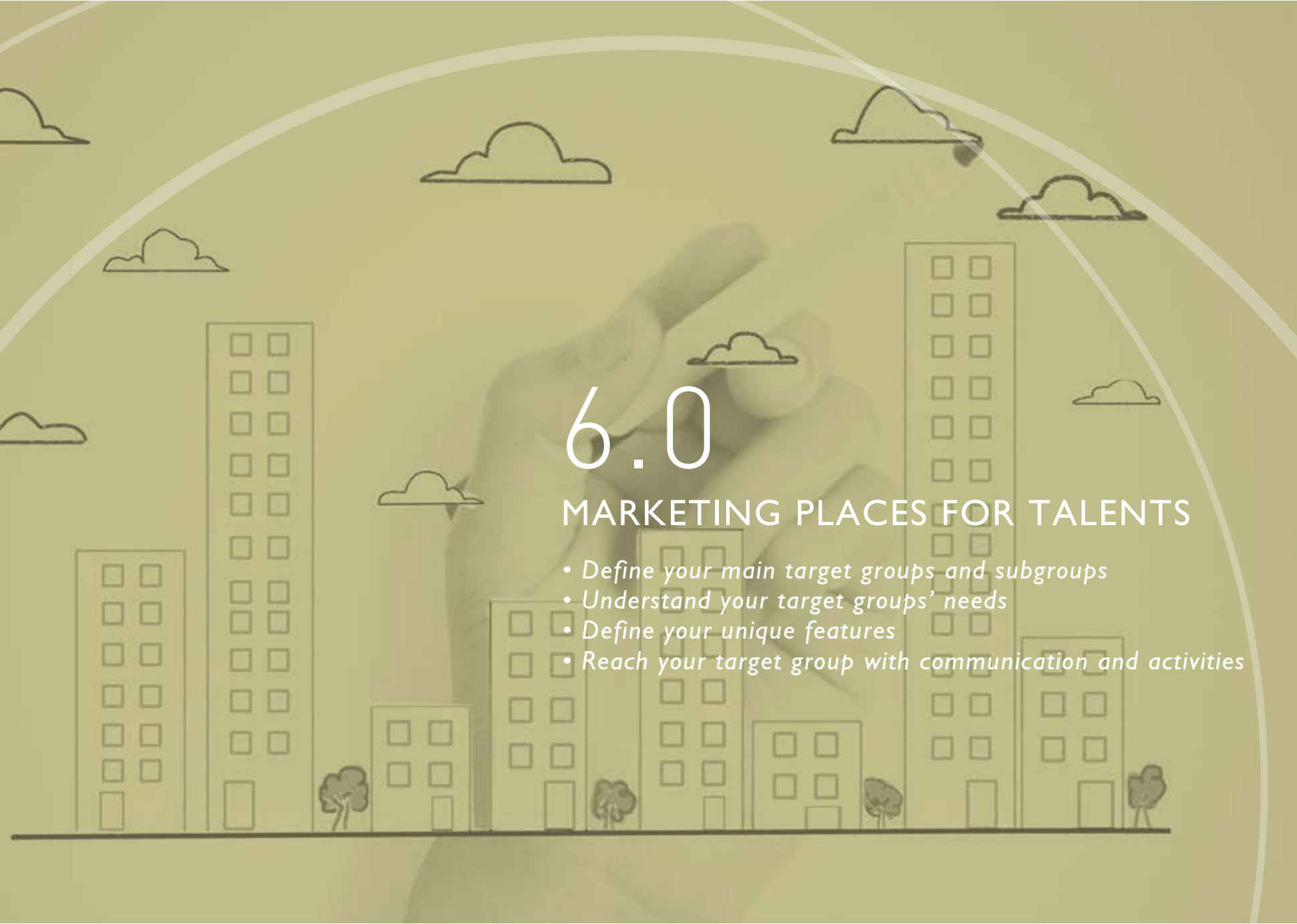
4. Coffice = Café + office

CONSIDERATIONS:

- Creating attractive third places is a task for both individual entrepreneurs, such as café owners, as well as for public sector actors and urban design practitioners.
- What can the public sector do to promote third places? The public sector can lead by example and spur private business to act, which is illustrated by the Drammen case (case 1). By having a clear vision and taking actions in line with that vision, the public sector can trigger a development where private actors also want to contribute to the development of the place.



Photo: Magnus Palmér

The background is a solid olive green color. Overlaid on this is a faint, stylized illustration. In the center, a hand is shown from the wrist up, with the index finger pointing upwards. Behind the hand is a city skyline with several tall buildings of varying heights, each with a grid of small squares representing windows. There are also a few smaller trees and clouds scattered throughout the scene. A large, thin, white arc curves across the top and right sides of the image.

6.0

MARKETING PLACES FOR TALENTS

- *Define your main target groups and subgroups*
- *Understand your target groups' needs*
- *Define your unique features*
- *Reach your target group with communication and activities*

6.1 INTRODUCTION

Marketing is a core activity of Talent Attraction Management (TAM), and, alongside place development, an integral part of branding the place as a talent magnet. The main purpose is to attract more talent to the place.

Effective talent marketing rests on four main steps:

- ▶ **1.** Define your main target groups and subgroups
- ▶ **2.** Understand your target groups' needs
- ▶ **3.** Define your unique features
- ▶ **4.** Reach your target group with communication and activities

These four tools in the talent marketing toolbox will be discussed in the following, alongside an increasingly important aspect of talent marketing: how to go from mass-marketing to individualised marketing?

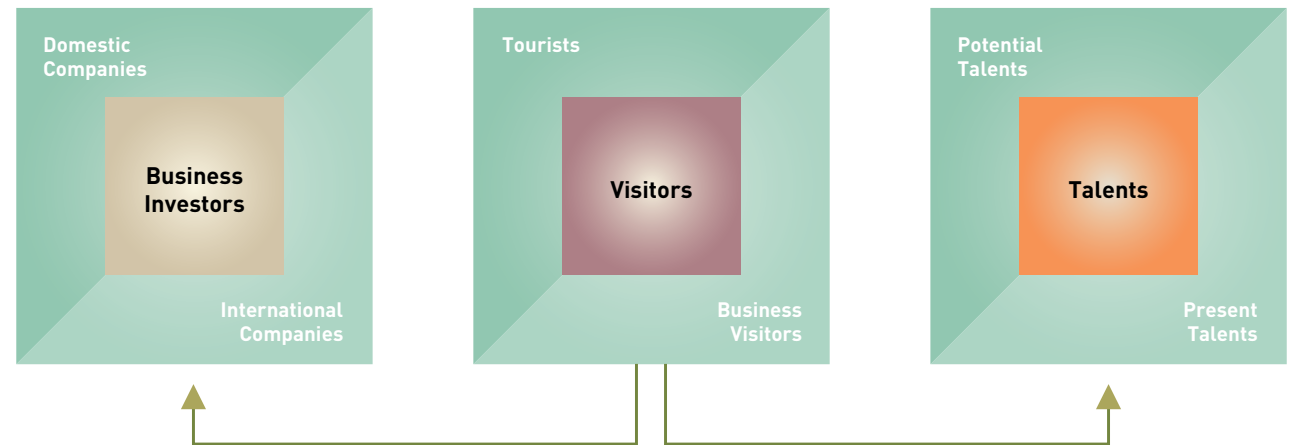
Figure 1: Main target markets for places

6.2 DEFINE YOUR MAIN TARGET GROUPS AND THEIR SUBGROUPS

A first basic step in target group identification is to understand who your main subgroups are. Even the biggest city or region cannot reach their goals without defining their target subgroups. This is underlined again and again in all marketing literature – but the fact remains that the subgrouping exercise is too seldom pursued in practice.

We start with an understanding of the main three target markets for all places.

DEFINE TARGET MARKETS



The illustration indicates several important lessons learned for TAM. For example, it shows that all visitors in the middle of the illustration can be interpreted as potential talent. Historically, the interpretation has been that the link towards the left-most target market, 'business and investors' in the illustration is the most important direction. However, our prediction is that there is clear shift to the right, towards 'potential talents'.

In both cases, we are dealing with a mass-market dimension. In more practical terms this means that, for instance, arrivals and departures via the airports can be seen as a golden opportunity for the place to communicate to the mass market.

If a location has an international ambition in talent attraction, there is an opportunity here to approach the international audience in the international terminal. If 35-40% of the visitors are foreigners (a common figure) there is a communication window

to send messages relevant for talent attraction). (Most airports are not used for such purposes – yet. One exception is the airport in Quebec, Canada, where talented people are welcomed in a striking manner via printed messages on the walls).

Web pages also often reflect the mass-marketing approach towards talent. An observation here is that the mass marketing has, step by step, developed towards the target group called 'potential talents'. This is symbolised by the massive focus on themes such as living and quality of life. However, truly effective talent marketing rests on the principle that specific segments of target groups are singled out and approached.

Subgroup segmentation

Subgroup segmentation is an important strategy element, wherein segments of subgroups are qualified and singled out in order to increase the hit rate. Subgrouping can be based on many different

variables such as geography, demography, private interests or professional belonging.

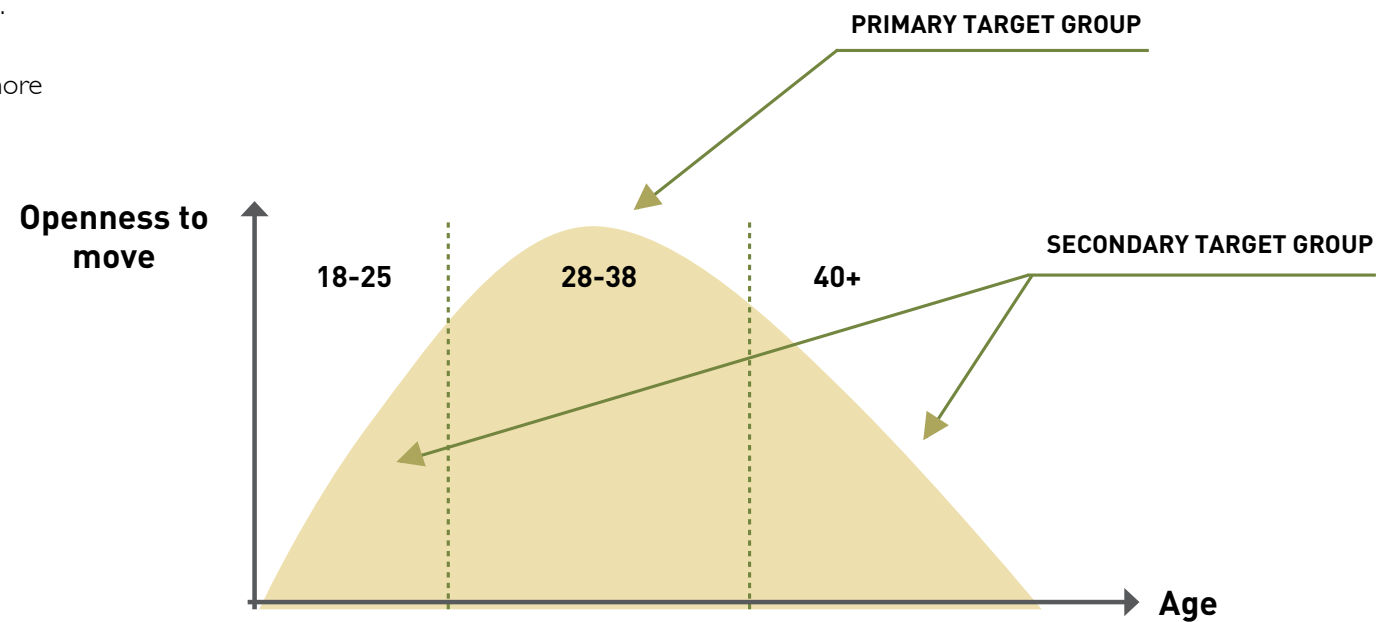
City of Jönköping in Sweden, whose 'Welcome-2Work' initiative was researched in the analysis for this toolbox, has taken a strict position on subgroup segments based on demography and geography illustrated in figure 2.

The assumption here is that people over 38 years of age are less inclined to move. This implies that elderly individuals and families are defined as 'secondary'. But the subgrouping focus goes one step further: the main target group is focusing on people who today live in the three main cities of Sweden: Stockholm, Gothenburg or Malmö. An additional prerequisite in the segmentation process is that there must be some sort of personal link to Jönköping. Based on this segmentation, an individualised, one-to-one marketing campaign that targeted individuals in the segment was defined.

Niches and super-niches

Targeting niches and 'super-niches' is an even more specific way of defining target markets. A segment contains several niches, which in turn contains super niches. For instance: professional group (segment), life science (niche), biotech (super-niche). There are many testimonials indicating that this type of super niche development will be even more common in the future.

Figure 2:
Subgroup segmentation of the
Welcome2Work initiative in
Jönköping, Sweden



6.3 UNDERSTAND YOUR TARGET GROUPS' NEEDS

Positive talent attraction results presuppose a deep understanding of your target groups' needs, expectations and dreams. You need to make sure that you respond to such needs and that you communicate in such a tone and manner that members of the target group are prepared to receive your offerings. In business, such analysis is often referred to as 'business intelligence'. Here we call it 'Talent Intelligence', which is further described in chapter 2.

One successful TAM exercise is to organise innovative conversation groups, often called 'focus groups', with the clear task of investigating and foreseeing the needs, expectations and hopes of potential talents. Read more about focus groups in chapter 2.



6.4 DEFINE YOUR UNIQUE FEATURES USING HARD AND SOFT FACTORS

With target groups' needs and desires in mind, the next step is to identify the unique and attractive features that should be marketed. This exercise shall be based on the chosen brand positioning of the place and, if such work has been done, of the chosen Talent Attraction Arenas (TAAs) that the place wishes to promote. Packages of differentiating features for TAM with a subgroup focus are more and more frequently introduced here. This implies a constant search for new and varied concepts. The unique features, or USP (Unique Selling Propositions), can be categorised in two main groups: *hard factors* and *soft factors*.

Hard factors

Hard factors are of a quantifiable character and with a fairly material content. For instance, this

might be tax levels, price levels, services and amenities for talents and infrastructure, such as the urban traffic system. Sometimes these hard factors are seen as 'hygienic': they are important but not decisive in the end. People tend to take them for granted.

Increasingly, one hears storytelling examples directed towards professionals about unique clusters, companies and research projects within the city. Thus, it is not enough any longer to speak in general terms about e.g. life science, design, ICT or new materials. Today, the expectation is to differentiate and tell a story about a niche or a super-niche within life science, design, fashion or ICT. For example, instead of marketing an ICT cluster, one may need to market a sub-cluster of computer game development or mobile applications.

Superficial sloganeering without a clear relevance in the local realities is often counterproductive – there

must be challenging, hard facts about hard factors. But that is not enough: you need to find combinations where soft factors are adding inspiration, which for example can be done through communication Talent Attraction Arenas of place offerings that combine hard factors, such as physical place qualities and niches of specialised knowledge, with more soft factors, such as culture and presence of other talents. Read more about TAAs in chapter 4 and 5.

Soft factors

The more qualitative factors need to be packaged in a dramatised and appealing way so as to spark the imaginations of potential talents. Examples of soft factors are those that appeal in a more emotional way and stem from qualitative factors, such as values, identity, known personalities, culture or habits. Here the new 'sensory marketing' approach can be applied to open the doors for reorientation of thoughts.

It may no longer enough for a place to market itself in terms of a 'Green City', 'Knowledge City' or 'Smart City'. If the majority of the European cities¹ are already arguing that they are 'Green', 'Knowledgeable' or 'Smart', the uniqueness is diluted. The recipe here is to try to go beyond the European 'Culture of Sameness' and the existing jargon. Potential talents are sensitive and smart enough not to be attracted by general sloganeering.²

Instead, there are great possibilities to twist the soft factors in such a way that it might attract potential talents. Let us give some brief examples illustrating this direction:

- 'Global Schoolhouse'. Based on the fact that Singapore has managed to attract many affiliates of main international universities as well as a number of research centres owned by multinationals.
- 'Nobel City'. Based on the fact that Stockholm is hosting the Nobel Prize ceremonies, a message

The recipe here is to try to go beyond the European 'Culture of Sameness' and the existing jargon. Potential talents are sensitive and smart enough not to be attracted by general sloganeering.

1. Altogether, there are more than 155,000.

2. The opposite of sloganeering is when there are real, tangible and intangible facts behind the message.

that is highly relevant for talents could be elaborated. It is not used, however, in Stockholm. Instead, the small Swedish city of Karlskoga is using that promising name: 'The Nobel City'.

- 'Brainport Region', a claim that is substantiated by the fact that the region has been ranked as the 'World's Smartest Region', as well as a range of projects and marketing and branding activities.
- 'The City of Pure Energy'. The Icelandic city of Reykjavik has elaborated a marketing drawing on unique features that are based on extreme contrast and directed towards the world of innovation. The storytelling concludes with 'Visit Reykjavik – be inspired.'

One approach that is a key strategy of developing and communicating talent attraction arenas, where specialised knowledge is an essential ingredient, is to twist your cluster capacity into a more precise marketing message. Talents respond favourably to exciting knowledge areas and to the possibility of

becoming part of the cluster and its available niches. Some successful examples:

- 'The Paper Province – the Hollywood of pulp and paper', Varmland, Sweden.
- 'EnergyVaasa – the Nordic leader in Energy Technology', Vaasa, Finland
- 'The Red Wine Capital of the World', Bordeaux, France
- 'Spirit of Food', Kristianstad, Sweden

The list can be made much longer, since places are increasingly now trying to reposition their competence areas and clusters. The whole world of TAM is a conceptualising adventure and places are increasingly competing with their latest conceptual ideas and USPs. Thus, the content of the toolbox will change into more of qualitative and innovative communications.



Photo: Lasse Davidsson

6.5 REACH YOUR TARGET GROUP WITH COMMUNICATION AND ACTIVITIES

Talents want tailor-made offerings, which the concept of Talent Attraction Arenas, introduced in chapters 4 and 5, is meant to capture and, hence, form the basis for specific, tailor-made place offerings and marketing. As for tools, places and place managers have a broad toolbox available:

Portals. Today, there are hardly any places without a place portal. But few have a direct and tailor-made communication for talents. That said, there are indeed a growing numbers of portals with a distinct talent focus, often integrated with portals for job seekers.

Among the clearest examples, one finds the portal for 'Brainport Region' (Eindhoven), and the more niche-oriented 'Make IT in Ireland' (read more in



case 1). It is an interesting exercise to compare some homepages in search of inspiration for talent marketing.

CASE 1:

MAKE IT IN IRELAND – A PORTAL FOR RECRUITING INTERNATIONAL TALENT AND MARKETING IRELAND AS A TECH HUB

The Make IT in Ireland initiative has the dual aim of attracting highly skilled tech talent to Ireland and of marketing and branding the country as a dynamic and growing ICT and tech hub. The initiative had come from a group of leading IT companies who had come together to discuss how they could join forces in solving the challenge of finding the right skills, especially multilingual tech talent. Companies such as Facebook, Twitter, Google, PayPal, Accenture and Microsoft are founding members of the initiative.

At the core of the initiative is an online platform with information about working and living in Ireland, testimonials from talents who already have moved there, and information on companies seeking to recruit.

The Make IT in Ireland initiative is commercial; it is 100 % funded by the companies involved and has no government support yet, but the ambition is to eventually get the government on board. Companies such as Google, Twitter and Facebook are also supporting Make IT in Ireland in a non-financial way, for example by communicating the initiative in their respective social media channels and helping to provide customised services. And this is the greatest achievement of the project so far: the fact

that all the large IT companies that are present in Ireland support the initiative, even though some of them are competitors. Other success factors are:

- Dedicating sufficient time and resources for implementation of the project is important.
- Government has to be involved, but showing that there is a genuine demand for the project from industry before approaching government agencies and asking for their support can be a key strategy.

Read more here: makeitinireland.com



Tailor-made marketing toolkits, with the aim to foster and facilitate talent attraction of companies, are growing in number. An advantage in this case is that marketing and HR managers in firms can integrate such toolkits in a natural manner while having dialogue with potential employees.

One recent example of such a toolkit is the Talent Attraction Denmark portal. An online toolbox with free content, it supports everyone from SMEs to multinational companies and universities in recruiting international talents. It focuses on branding Denmark and Danish companies through unique and distinctive material. It comprises inspiring material for the recruiting process, consisting of videos, photos and texts.

Read more here: www.talentattractiondenmark.dk and in case 2 in chapter 4 on branding.

Tailor-made residential offerings can act as a trigger for talents to take the decisive steps. Just like when purchasing your next car, you need something concrete that can take the decision-making process a step further. Thus, you must 1) show the options in a printed format; 2) open the real doors to real estate agents and others. You must even be prepared to motivate the real estate agency to translate the offerings into the relevant language.

Tailor-made talent networks open, only a fingertip away, for global interaction with other experts and talents. One example here is the virtual Finnish 'Solved Network', which brings together cleantech experts. The webpage starts by communicating: 'Let's define your challenge and find the right experts to start getting it solved'. The philosophy is based on the assumption that leaner and more effective solutions to tackle the environmental challenges faster can be provided via tailor-made networking. Of course, the virtual contacts can

inspire real face-to-face meetings, which in turn can act as a door opener for talent attraction.³ Read more about talent networks in chapter 7.

Communication via front staff and residents can be an effective tool. 'Front staff' is here defined as current residents having natural contacts with visitors and hence potential talents. These can be: restaurants, hotels, air terminals, museums, taxi drivers, reception at the city hall, etc. There are many interesting examples of special training for such front staffs. One example concerns the mayor in Aberdeen, who was sick and tired of all the negative city stories being circulated via the local taxi drivers. The mayor condensed the USPs of the city in a short document and invited all the taxi drivers to a one-day training session. The reaction among the drivers was overwhelming and the USPs formed the basis for the drivers' new professional role as place managers.

3. Solved: www.solved.fi

Campaigns addressing traditional and social media can be a strong and highly individualised tool. One example is found in Finnish city of Vaasa where the cluster organisation EnergyVaasa has launched creative campaigns, such as the '10,000 doers wanted' campaign. Read more about this initiative in case 2.



CASE 2:

ENERGYVAASA: 10,000 DOERS WANTED

The Vaasa region (Finland) is a significant and growing energy technology cluster in the Nordic countries. The region's aim is to have an additional 10,000 jobs (or 'doers') in the cluster by the year 2020, which is double the amount of people working in energy technology in the region in 2012. The '10,000 doers' campaign is one of the means of reaching this objective. The concept consists of regional companies doing recruitment campaigns together in print media as well as the Energy Ambassador campaign, which has received much attention in media.

The Energy Ambassador campaign targeted future talents that are needed in the Vaasa region. One Energy Ambassador was recruited, whose tasks consisted of getting to know the cluster's top companies and tell about his (the selected Ambassador in 2012 was a he) experiences, mostly in social media. The summer job as Energy Ambassador is remunerated with €30,000, making it an exceptionally well-paid summer job. Partners in the campaign gave the ambassador the use of four-star lodging, a car, etc. The budget for the recruitment ads was €150,000, of which the companies involved covered about 80%. The Energy Ambassador campaign budget was about €100,000, of which the businesses covered about 60%.

Results were clear and instant: the campaign has received great attention, both before and during the summer job, and the Vaasa region is by now known indeed for its energy technology throughout the country. The value of the visibility that was received in the media is estimated at €3 million. In social media results were equally good, with some 100,000 views per week on Facebook, 20,000 views on YouTube and 30,000 views on the ambassador's blog.

Business benefits were also clear: for example, one of the cluster companies, ABB's summer job applications in the region were up by 20% compared to previous years.

Recruitment missions and matchmaking

events are normally organised in joint efforts with companies. An example is Montreal International, where ambitious, tailor-made trips are organised to foreign countries (read more about this case in 3).

In some other cases, when the mission takes place domestically, the public sector has a more driving role. Inspired by the potential of life-style migration, a number of rural communities in Nordic regions have organised recruitment missions, particularly to the Netherlands and Germany.



Photo: Magnus Palmér

CASE 3:

TALENT MONTREAL – TARGETED INTERNATIONAL RECRUITING MISSIONS

In 2010, the investment promotion agency of the Greater Montreal region in Canada, International Montreal, began going on international recruiting missions in which companies can recruit highly skilled workers. The background is it that it has been increasingly difficult for the region's high-tech firms in industries such as ICT, computer game development and aerospace to find highly specialised skills.

Organised under the auspices of the Talent Montreal programme, the recruiting mission programme began with a thorough analysis of what skills were lacking in the region and to what extent one would need to go abroad to find the skills, and, finally, where in the world the skills could be found.

Two recruitment missions a year have been organised. Most of the missions have been going to Paris, but also to other French cities, such as Lyon and Toulouse, as well as Brussels and Barcelona. The focus is on recruiting highly specialised talent with about 8-12 years of working experience. The missions are not like a job fair, but rather, matchmaking with carefully selected candidates that meet the skill needs of the participating firms. To each mission, about 12,000 candidates register, of which 2,000 are shortlisted. From these, the firms choose between 50 and 250 people that they want to interview.

On average, 35 firms go on each mission, some of which hire 10-15 people, but some only hire one highly specialised person. The initiative is 20% financed by local government, and the participating companies finance the rest. Each firm pays a fixed amount of 12,000 CAD (≈ € 8,500) to take part in a mission, irrespective of how many they need to and ultimately are able to recruit.

The results have been conclusive. At a total of eight international recruiting missions, about 50 businesses in Greater Montréal have been able to:

- Meet more than 7,500 pre-selected candidates
- Select more than 1,700 candidates for a second interview
- Hire more than 400 specialised and experienced workers

The main success factors of the initiative have been:

- **Sustained promotion:** it has been important to promote the mission well in advance; and each mission has been preceded by 1-3 trips by the project management to the target market to pave the way for the mission.
- **Matching firms with the right people:** a large pool of pre-selected candidates and a thorough screening process are needed in order to match firms with relevant candidates.
- **Building relationships with local partners** in the host destination, and informing their government that the mission is taking place in order to not cause any friction.

Sea Turtle Recruiting is about 're-attracting' the diaspora of a city, region or country who have left to pursue opportunities in another city or country. Estimates show that there are about 200 million expats globally, of which 70 million want to return to their home country one day, presenting a large, often untapped, potential for international recruitment⁴. The 'sea turtles' can bring valuable business, cultural and language skills and capital back to their home country. An interesting initiative is found in "Return to Bavaria" in Germany, described in case 4.

Other examples of good practices of reaching sea turtles include connecting with former networks in the home country of alumni, a talent scout abroad who mingles in offline expat networks, and contacting personal coaches or recruiters who are in dialogue with sea turtles that search for an appropriate job and employer back home.

4. IG Intelligence Group et al., 2013

CASE 4:

RETURN TO BAVARIA – ATTRACTING BACK THE SEA TURTLES

A 're-attraction' initiative, the most comprehensive activity of the Return to Bavaria initiative has been to organise a conference, to which the 100 top talents living abroad were invited. The 100 individuals were selected in a competition where they could apply to attend the conference. Identification of the potential candidates was made primarily through word of mouth: the initiative has sparked such attention that word about it has spread to many high-potential talents with Bavarian roots, for example via their families, who still live in Bavaria. The initiative paid for flight tickets and accommodation for the selected participants. Once the 100 candidates had been selected, companies looking to recruit were invited to the conference, where a job fair and matchmaking activities were organised, facilitating meetings between the companies and the prospective talents. The companies were selected based on the profiles of the talents so as to make matchmaking as customised and efficient as possible.

Once a high potential shows interest in moving back to Bavaria, the Return to Bavaria initiative offers a range of expat services. The initiative is fully financed by the Bavarian ministry for the economy and employment.



7.0

LOCAL AND GLOBAL TALENT NETWORKS

- *Designing talent-oriented networks*
- *Personal motives and rewards for joining networks for talents*
- *Use of social media in talent attraction*



7.1 INTRODUCTION

Talent-oriented marketing, by its very nature, is often individualised and network-oriented. As a result, this chapter will provide tools for designing talent-oriented networks for a variety of Talent Attraction Management purposes: for furthering *talent attraction*, *talent reputation*, *talent reception* and *talent integration*.

We will also look into the personal motives and rewards for joining networks for talents. At the end of this chapter, the use of social media in talent attraction will be presented.

7.2 AMBASSADOR NETWORKS IN PLACE BRANDING

Consumer brands like Sony, Jet Blue and Microsoft have been pioneers in using brand ambassadors to promote their products or services. Similar kinds of networks of ambassadors are increasingly being employed in the branding and marketing of places. An ambassador can give a credible testimony of the attractiveness and the competitive edge of the place. The ambassadors' own personal networks can enrich the social capital of the place and lead to fruitful new global business relations. They can also be used to attract and retain talent, as explained in the next section.

In terms of participants, purpose and selection, it is possible to formulate a typology with five main categories of networks¹:

- **The citizen-focused network** is a local network mainly including people who live in the location. These networks are inclusive and the main method of selection of new members is usually through expression of interest or simply signing up for it. The networks tend to be large in size. The main purpose of these networks is usually to create proud and committed citizens. A good example from Sweden is Jönköping Ambassadors (www.jonkopingsambassaden.se) including over 1,000 people inside and outside Jönköping, committed to promoting and enriching the city.
- **The business-oriented networks** include business people, often from the management of companies located at the place or people having a connection with the place. The overall

An ambassador can give a credible testimony of the attractiveness and the competitive edge of the place.

1. For further reading about ambassador networks in place branding, refer to Andersson and Ekman, 2009

purpose of the business networks is mainly to attract investment and entrepreneurs and create new business opportunities. A typical example is GlobalScot (www.sdi.co.uk/globalscot.aspx), a network of more than 600 successful executives located throughout the world, active in a wide range of industries. GlobalScot provides Scottish businesses with an invaluable framework of support and practical advice to help them seize domestic and international business opportunities.

- **Fame ambassador networks** are used for improving the place's image by exposing well-known and respected persons from sports, media, the arts, business and politics. These initiatives are not always networks per se, since the degree of interaction between the members can be limited.

- **Tourism ambassadors** are citizen-focused, like the first category, but aim specifically to recruit people who are willing to give service and guidance to visitors. London Ambassadors were established for the Olympic Games in London 2012. Limerick in Ireland (www.limerick.ie) has recruited street ambassadors to give visitors a friendly first impression of the city.
- And, lastly, there are **specialised or niche networks** in terms of participants and themes. Newcastle Science City (www.newcastlesciencecity.com) has more than 500 ambassadors committed to telling the rest of the world about Newcastle's scientific excellence in sustainability, biomedicine, and aging and health. Edinburgh (www.conventionedinburgh.com) and Reykjavik have created ambassador net-

works to attract large conventions, conferences and meetings.

Some networks are hybrids of the categories mentioned above. One example is Lyon (www.onlylyon.org), which has over 13 000 ambassadors representing all sectors, locally and abroad.

7.3 NETWORKS FOR TALENT ATTRACTION MANAGEMENT

The study for the toolbox has shown that talent networks are created and used in all the presented stages of the Talent Attraction Management process; from branding and marketing to talent reception and integration. Even if talent networks can have multiple purposes and can change in character over time, we are able to outline three main categories of networks for Talent Attraction Management.

Networks for capturing the goodwill of global friends

External networks, like Globalscot mentioned above, can, according to this toolbox, be seen as a core strategy for a fruitful talent attraction, even if their purpose is declared to be broader. These networks give local individuals, companies and organisations access to knowledge, business oppor-

tunities and a recruitment base that otherwise may have been beyond their reach. The ambassador networks can be seen as a sign of a paradigm shift from mass-market approach to individualisation in place marketing.

Established in 1996, Copenhagen Goodwill Ambassador Corps (www.ambassadornet.dk) is a well-managed network of global top talents motivated to connect and build strong relations to corporate executives, investors, academic institutions and public figures around the world. Their goal is to attract international investments, conferences, and tourism to Copenhagen. Since its foundation, Copenhagen Goodwill Ambassador Corps has provided significant value to the city of Copenhagen, with more than 200 completed projects and cases. The network spurred the creation of the Youth Goodwill Ambassador Corps in 2010 (read more in case 3 in this chapter).

The alumni networks of universities should also be

regarded as a potential resource for TAM. Former students can constitute an attractive recruitment base for local employers. The MBS Alumni (www.alumni.mbs.ac.uk) at Manchester Business School claims as members over 50,000 alumni across 169 countries.

Lastly, ambassador networks can be seen as a tool for step 5 in the Expat Management Toolbox (see chapter 8) global mobility and leaving efforts. Talents having left the place can give testimonials about the place's attractiveness and become important ambassadors.

CASE 1:

LIDKÖPING, SWEDEN – SMALL TOWN WITH GLOBAL NETWORK

Lidköping is a Swedish municipality with 26,000 inhabitants. Since year 2000, Lidköping has managed a network of 40 successful business leaders and officials spread around the world. They all grew up in Lidköping and they are dedicated to contributing to the success and branding of the municipality. Mainly, they are used as external representatives of the community, as support in inward investments and as advisors in local business development. As a result of the commitment of the ambassadors, Lidköping Invest was created, offering venture capital for entrepreneurial local companies. Every summer the ambassadors gather for an informal conference in Lidköping.



Networks for connecting employers to talents

The second type of network for Talent Attraction Management is the professional network, which can be used for expanding the recruitment base for local employers. Such networks can be online communities, LinkedIn groups or networks as a result of joint recruitment activities. There are also specialised forums for talents showcasing their work, such as CarbonMade (www.carbonmade.com).

A central idea of Talent Attraction Management for cities and regions is the potential value of mobility of talents and employers' shared access to talents' profiles. We can expect to see more e-portfolios, talent databases and talent communities in TAM in the future. As case in point, here is Eindhoven's talent attraction efforts in the Brainport region, described in case 2.

CASE 2:

BRAINPORT REGION – FROM GENERAL TALENT BRANDING TO SPECIFIC KNOWLEDGE COMMUNITIES

Eindhoven's TAM initiative Brainport International Community (BIC) is 2014 transformed into Brainport Talent Centre (BTC), carrying an up-graded talent strategy. Focus will shift from general branding approach to building specific knowledge domains for recruiting through online talent communities. Employers will be able to share talents' profiles in a common TalentBox, open for semantic searches and matching.

Sharing knowledge and building networks are outlined as key strategies for attracting and retaining talents. BTC will also focus on measuring and communicating return on investment in the TAM process.

Here, Talent Attraction Arenas can play a pivotal role and become the natural platform on which employers share access to talent profiles.



7.4 RECEIVING AND INTEGRATING EXPATS

Networks can be used to make the reception and integrating of newly arrived talents easier. As described in chapter 2 (attraction factors for talents) there are differences in the willingness of talents to integrate into local society.

While Quality of Life Migrants and Social Relations Migrants seek ways to fully integrate into the local society, the Global Economy's Nomads are more interested in fusion cultures for internationals. Networks can be designed with these different preferences in mind.

All over the world, expat networks can be found that target talents having moved to a certain country, region or city. Four main categories of expat networks can be identified:

- **Expat-driven networks:** These networks are created and managed by the expats, without too much help from place managers. An example is the LinkedIn group 'Expat Network Norway', which connects about 200 members.
- **Public sector-driven networks:** Planned public sector-driven networks can be found at national, regional and city levels with the purpose of integrating international talents. The Youth Goodwill Ambassador Corps (www.ygadenmark.org) is open to non-Danish students who are currently enrolled in programs in its five partner universities. The students are engaged in several creative projects, where they help co-create actionable content for place development. Read more in case 3.
- **Non-profit networks:** Expat Networks with non-profit purposes and run by volunteers can be found, such as Global Expat Center

Stockholm (www.globalexpatpartners.com).

The key persons behind the networks are often expats themselves. Read more about Global Expat Centre Stockholm in chapter 8.

- **Commercially driven networks:** A wide range of commercial actors exist, such as Inter-Nations (www.internations.org) and Nexus (www.expatsnetwork.com), which organise expat communities internationally.

CASE 3:

YOUTH GOODWILL AMBASSADOR NETWORK OF DENMARK

Youth Goodwill Ambassador Network of Denmark (YGA) is a global network of talented international students. They brand Denmark as an attractive study destination while working to increase the job opportunities for the appointed youth ambassadors as well as international talents in Denmark. All members of the network study in Denmark while taking part in a unique talent development program and working with key Danish stakeholders within business, culture and academia. Today, the network consists of 350 international students from more than 50 countries worldwide.

Founded in 2010 by Copenhagen Capacity and Wonderful Copenhagen, in partnership with the Danish Agency for Universities and Internationalisation, the network is managed by Copenhagen Capacity's Talent Department. It is modelled after Copenhagen Goodwill Ambassador Corps, active since 1996. It receives approximately 95% of its funding from public sector funding, with the remaining 5% coming from private funding by corporate strategic partners of the programme. The long-term goal is to move towards greater private funding.

Many of the activities of the network are based on the ideas of co-creation and idea generation through crowdsourcing and 'crowd-marketing', harnessing the engagement and creativity of the network members. For example, in October 2013 a City Branding Battle was organised,

in which students, with the help of professional guidance, competed against each other in creating marketing material for Danish cities. Another example is that the talents in the network actively participated in co-creating PR material highlighting the benefits of the network and of international students in Denmark.

The network creates a range of benefits:

- **Marketing and branding:** The ambassadors promote Denmark as country and study destination in their personal networks both during their studies and, in those cases where they leave after finishing their studies, in their home country.
- **Opinion-forming and awareness:** the network and the ambassadors can positively influence the public's and decision makers' views on immigration and labour market openness
- **Recruitment opportunities** for companies in Denmark and **job opportunities** for students.
- **Affiliation with Denmark** through engagement and a chance to make a difference.

Evaluations indicate that there are retention effects: out of 200 who had joined the programme from 2010 until autumn 2013, 100 are still in the country, of which 40 are either working part-time alongside studies or have found a full-time job. Furthermore, in 2013 the youth ambassadors created international PR in more than 20 countries.

Read more: www.ygadenmark.org

7.5 CHARACTER AND SCOPE OF TALENT NETWORKS

When creating ambassador or talent networks, there are some specific considerations that will have an impact on its character and on the perceived value of the network:

Open or exclusive? If access to the network is limited, being open only for certain people, or the application process is complicated, it can bring the benefit of status or exclusiveness. The downside is often that the higher barrier shuts interested but less high-profile people out.

Local or global, or both? Local networks often capture the pride and creativity of citizens, but miss the potential value of connecting to the outside world through global ambassadors. Managing global networks requires a large proportion of social media use.

Professional or leisure? Many places have formed strictly business or triple helix-oriented ambassador networks to attract investments and other opportunities. Networks focusing on social life or expat integration would also appeal to other groups, such as students.

Among the success factors are:

- Bearing in mind that initiating a network creates expectations on a lasting relationship with continuous value creation and dialogue.
- Securing the organisational capacity before pushing the start button.
- Finally, putting emphasis on forming a culture that will enhance the openness and interaction among members.

Local networks often capture the pride and creativity of citizens, but miss the potential value of connecting to the outside world through global ambassadors.

7.6 UNDERSTANDING MOTIVES OF NETWORK MEMBERS

People joining ambassador or talent-oriented networks can have various motives or expectations. Understanding the motives is important for designing and for creating perceived value in the networks. Here are some of the most common motives for network members:

SOCIAL RELATIONS

To meet and socialise with existing or new friends.

PERSONAL STATUS

To be respected and renowned.

LOOKING FOR A JOB

To find job offerings and potential employers.

GOOD CITIZENSHIP

To give something back.

TO DO BUSINESS

To find new partners, projects or customers.

INSIDE INFORMATION

To be well informed.

EXCHANGE IDEAS

To learn more and to be listened to.

CURIOSITY

You never know what to expect.

7.7 SOCIAL MEDIA AND DIGITAL ARENAS FOR TALENT ATTRACTION MANAGEMENT

Social media plays a key role in TAM initiatives, both in the Nordic countries and elsewhere. The explanation is that social media is rapidly becoming the most important arena for talents to find attractive employers and job opportunities. Employers, on the other hand, use social media for branding and marketing purposes, finding and selecting candidates and expanding their networks of external professionals.

To fully understand the possibilities offered by social media for TAM, we will first have a look at the changing rules of the game for the two key players on the field: talents and employers.

The talents' view: a dynamic arena for personal branding and job search

Among professionals in different sectors, more and more people are becoming frequent users of social media for career purposes. They will all leave a public digital footprint in various forums telling friends, colleagues and future employers who they are and how they would like to be perceived.

The talents' use of social media for career purposes can be divided into four categories:

1. First, there are the **personal profiles and e-portfolios** which highlights their personal credentials and competencies.
2. Second, there is the **searching for and sharing of information between talents** concerning potential jobs, employers and places to move.
3. The third is **topic-oriented discussions** for learning and experience-sharing among professionals within certain domains.
4. The last category is **online private-life**

conversations or self-expressive actions that will have an impact on the personal digital footprint or the personal brand.

All four will be of value for recruiters.

The employers' view: branding, learning and candidate search and selection

Talents all over the world use Glassdoor (www.glassdoor.com) to review companies from an employee point of view; personal testimonials of working conditions, salaries, culture and management, searchable by company, city or country. Up to now, over 1000 companies in the Nordic countries have been reviewed.

Glassdoor.com is not the only digital arena where talents freely exchange information about employers. This phenomenon puts pressure on organisations to build and live up to a good reputation as an employer. The online conversation cannot be

edited or controlled, but an active employer presence can contribute to learning and to organisational change – indicating the transformative power of social media that goes beyond its communicative power.

Proactive employers use social media to raise awareness around the company and to create networks of followers. These activities are not always exclusively aimed at potential employees but rather as a 360-degree brand conversation² with engaged people outside the company, as demonstrated by Ving Travels ([facebook.com/vingresor](https://www.facebook.com/vingresor)). Tools for employer presence could be online creative campaigns, blogs, twitter feeds or corporate pages on Facebook or LinkedIn. Larger companies often establish dedicated career sites, such as Microsoft's website in Denmark³.

Social media is now a primary source for finding and selecting candidates. A large majority of em-

ployers (93%) use various online sources, not only for finding and selecting candidates; 25% say that they have excluded candidates having a negative online footprint⁴. Companies benefit from having a vast online network of followers, customers, partners and potential talents when searching for talents. Small companies often use the employees' own personal networks for finding candidates.

The dominant online service for professionals is without a doubt LinkedIn, which offers great possibilities for visibility and connectivity for career purposes. This is also where employers are most actively searching for talents. In some sectors, such as ICT, basically all recruiting is now done through LinkedIn, and some European recruiters are now even outsourcing the basic search for and screening of candidate profiles on LinkedIn to low-cost countries in Eastern Europe or South East Asia. The use of Twitter and Facebook are more related to general corporate branding, market and customer

Companies benefit from having a vast online network of followers, customers, partners and potential talents when searching for talents. Small companies often use the employees' own personal networks for finding candidates.

relations, and for showing social responsibility, but the potential of these tools for connecting to talents should not be underestimated.

2. Tendensor defines Brand Conversation as 'the topic your customers would want to dive into if they had a chance to have coffee with you'. Originally formulated by Andy Horner.

3. www.careers.microsoft.com/careers/en/dk/home.aspx

4. Stepstone, 2013

Social media for Talent Attraction Management purposes

Learning from the use of social media in the relationship between employers and talents and from lessons learned from talent-hunting cities and regions, we can point out some key strategies for social media use in TAM:

- **The use of place ambassadors and followers:**
Places can contribute to the recruitment base for employers by creating networks of people committed to the place and its culture, businesses and cultural life. Local networks of international students or expats, as well as ambassadors spread around the world, can be potential co-workers or business partners. Social media plays a key role for managing these networks and there is a potential in finding new creative ways for exposing talents and jobs. Social media networks can also be used to engage talents in idea generation and co-creation of the place's

development, for example through crowdsourcing activities.

- **Talent attraction arenas and talent networks**
Talent Attraction Arenas, as described in chapter 3, can be clusters, science parks or life-style oriented environments with a strong combination of amenities for attracting talents. The TAA should be able to accelerate the talent attraction of employers by connecting to talents locally and globally, and matching talents with employers through the use of social media.
- **Professional community presence**
By being present in LinkedIn groups or other forums for professionals, TAA representatives can reach talents that match the competence needs of local employers, but not actively search for a job at the moment. Brainport Talent Centre will go even further; specially recruited 'nerds' will connect to global talents in online technological

forums to gain knowledge and to show what local companies can offer. Pilot studies will be carried out 2014.

- **Creative online talent campaigns**
Places can co-finance and run joint online campaigns for attracting talents from outside. By concentrating the effort into a certain time period, a creative and unique expression can be created. Another benefit with time-limited campaigns is that actual job offerings available right now can be exposed to the talent audience. Örebro, Sweden, has successfully tried this; read more in case 4.

THE 'GET A LIFE' ONLINE CAMPAIGN OF ÖREBRO, SWEDEN

'Örebrokompaniet', promoting the Swedish City of Örebro, was awarded the IAB MIXX Award for its talent-oriented campaign 'Get a life'.

The idea was to attract the best and the brightest ICT professionals to Örebro. A thousand top individuals in the country were recognised and each of them received a personal invitation to google their own name. A custom made personal message met them on the screen: 'Get a life, Nikke --- you are one of the brightest in ICT.' The core argument used in the campaign was the superior quality of life in Örebro, compared to cities like Stockholm.

CONSIDERATIONS:

- Can your Talent Attraction Management strategy be more efficient and fruitful for regional employers through enhanced use of social media?
- Can existing Talent Attraction Arenas become more accessible and attractive for talents by using social media?
- Can a creative online talent campaign be a way to start a new collaboration with regional employers?
- Content is king in social media – how can you create benefits for talents with interesting and sought-after content?
- Social media and digital arenas are not quick fixes – do you have the long-term commitment and resources to regularly post content and engage with talents?

Shared talent databases

An open co-operation between local employers could result in shared talent databases. If a person applied to a certain company but was not hired,

he or she can, with permission, be available for job offerings from other employers. Spouses of expats can offer to be available in the database as well.



New in town?

8.0

PUBLIC EXPAT MANAGEMENT

- *Reception, soft landing and integration of international talents.*
- *With best practice examples and cases from Denmark, Sweden, Finland, The Netherlands, Czech Republic and Canada*

8.1 PUBLIC EXPAT MANAGEMENT – RECEIVING AND INTEGRATING INTERNATIONAL TALENTS

Efforts aimed at talent attraction and improving the reputation of locations in the eyes of talents have been dealt with in previous chapters. Once a talent has arrived to a place, another set of services and efforts are needed.

Coming to a new place, to live and to work, is a challenge. To integrate and make that talent welcome and feel at home is equally a challenge.

This chapter introduces the concept of *Public Expat Management*, which is seen as an integrated approach to welcoming and helping international talents integrate, and, as a result, become more mobile in the longer run. The term connects link public sector, private, academic and civil society efforts that often are carried out in isolation. The inclusion of 'public'

in the term is meant to emphasize the broader, societal responsibility for reception and integration of expats, which goes beyond corporate or academic relocation services. The public responsibility for managing expats is expected to increase as the competition for talent is heightened.

An expat or expatriate is a person temporarily or permanently residing in a country other than that of the person's upbringing. The word comes from the Latin *ex* ('out of') and *patria* ('country, fatherland').

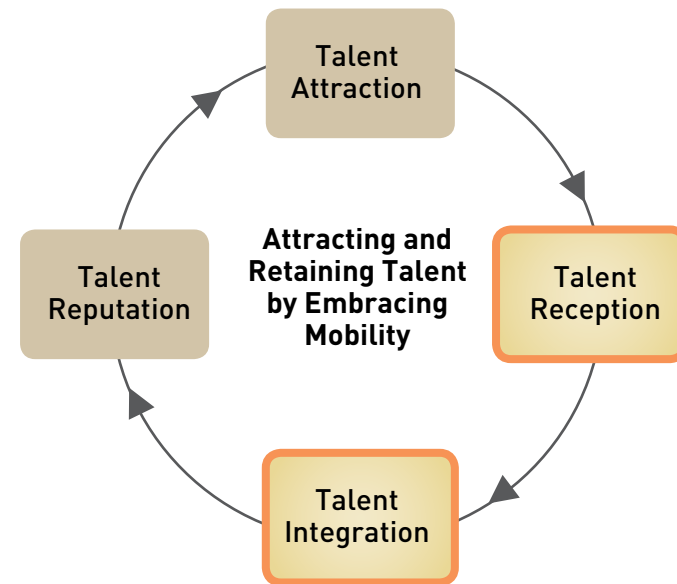
This chapter describes a number of activities and practices that focus on helping expats receive a smooth reception and integrate socially and professionally into their new location. Examples of international best practices of expat management and mobility services from a public perspective are included as illustrations.

8.2 PUBLIC EXPAT MANAGEMENT – A QUESTION OF TALENT RETENTION OR EMBRACING MOBILITY?

Public Expat Management is more than the traditional tools of talent retention. It encompasses the whole chain, from pre-arrival communication to ensuring that an expat who is moving on carries forward the good reputation of his last workplace (mobility model below).

As is argued in chapter I, the better reception a person gets when moving to a new place, the more positive the migration experience is seen as and – perhaps paradoxically – the more prone the person will be to move again. This illustrates the importance of talent reception and integration to enable better talent mobility.

Figure 1: the cornerstones of Talent Attraction Management



Copyright: Tendensor

Vast resources are invested in attracting talent to companies, cities, regions and countries. Yet, due to a substandard or failed reception or integration, many expats leave after a short contract period to

return to their home of origin with their appetite for mobility being discouraged. But why do expats leave earlier than planned?

8.3 WHY DO EXPATS LEAVE A PLACE?

International studies and responses during the research for this handbook list a number of reasons why expat talents and their accompanying family members choose to leave:

- **Lack of jobs for accompanying partners.** A study showed that, in 62% of cases where expats leave the country earlier than planned, it is because the spouses could not find work¹.
- **Lack of social integration for talent and his/her family.** There are indications that the first six months are critical here; if a person and his/her family are not establishing well in their host country during this time, there is a high chance that they will leave the country².

- **Language barriers,** both when it comes to finding ways to learn the local language as well as obtaining corporate and public information in English. As an illustration, even though many multinational companies in the Nordic countries have English as a corporate language, much formal and informal communication is still conducted in the local language.
- **Practical problems and red tape** when it comes to issues such as official paperwork, finding housing and bank and insurance matters, to name a few.
- **Lack of career opportunities and low salary.** For example, a study of life science top talent in the Stockholm Uppsala life science

region found that career opportunities and salary were the two main reasons why talents choose to leave the region³.

The Public Expat Management Toolbox tries to cover these issues and other main areas with tools, considerations, cases and best practice examples.

1. Tendensor and ONE BSR, forthcoming 2014

2. AmCham Denmark et al, 2010

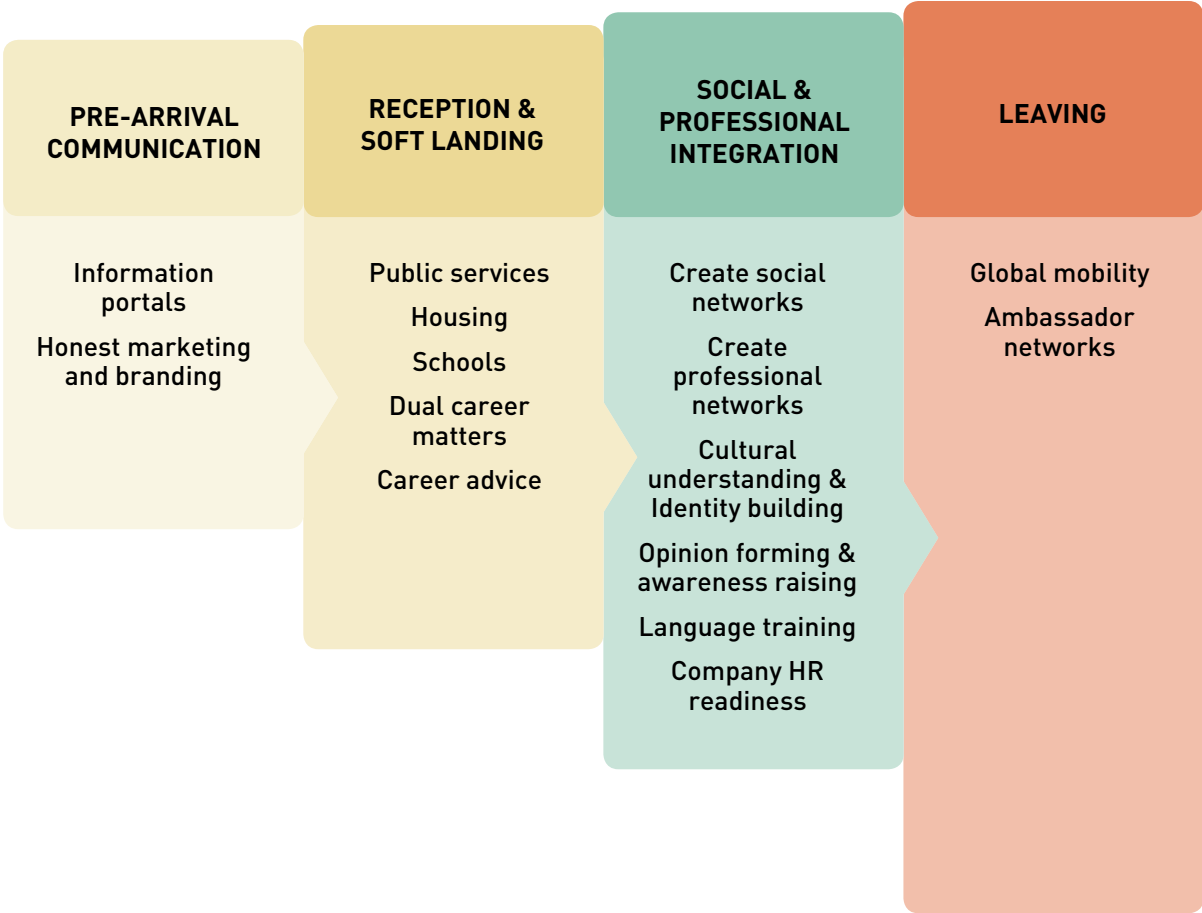
3. Sweco Eurofutures and ONE BSR, forthcoming 2014

Figure 2:
The Public Expat Management Toolbox

8.4 THE PUBLIC EXPAT MANAGEMENT TOOLBOX

The Public Expat Management Toolbox covers actions and efforts from the first moment a talent shows interest or has decided to move until the expat assignment comes to an end. The Public Expat Management Toolbox tries to encompass the expat's whole universe, including that of family members.

The toolbox has been divided into four natural groups of actions and efforts that affect the success of mainly talent reception and talent integration which, in turn, strengthens talent reputation and, ultimately, talent attraction.



Copyright: Tendensor

Pre-arrival communication

Pre-arrival communication consists of all the efforts aimed at providing relevant information to international talents before their departure. Information portals and handbooks on the location's specific features are important tools, as well as talent marketing aimed at attracting talent.

CONSIDERATIONS:

- **Honest talent marketing and branding of the location is a key factor to successful talent retention and mobility, so as not to create too positive expectations that the location cannot meet.**
- **Honest communication about workplace culture, need for local language skills, cultural habits and the political system are examples of important things for expats to consider before deciding to move.**

Reception and 'soft landing'

Reception and 'soft landing' describe efforts focused on helping talents and their spouses and family members arrive to and settle in into the new location during the first period of their stay. The general aim is to provide services that will take a burden of the expat, who has a full agenda in settling in at a new workplace and for spouses and other family members to find a meaningful life at the new location.

A list of needs and tools for them include:

- Help with Immigration/Expat official paperwork and authority contacts
- Housing and schools (relocation)
- Dual career/spouse services
- Arrival information (events, language courses, networks and communities etc)
- Career advice

CONSIDERATIONS:

- **What services do public and civil society actors best handle and what services could benefit from involvement by private companies?**
- **How can locals and civic society become involved in the process at an early stage?**

Social and professional integration

Help with social and professional integration into the host location through, for example, language studies, cultural awareness raising, and social, business and professional networks are important success factors in retaining talents. Read more about different talent networks for professional and social integration in chapter 7.

Awareness-raising and opinion-forming efforts aimed at changing attitudes of the host location towards international expats and immigrants are important tools. Also important are tools that make companies more prone to employing foreigners and upgrading their human resource practices to cater to international talents. In addition, identity building, that is to say making talents residing in the location more proud of the place and, hence, more inclined to stay, is an important tool.

CONSIDERATIONS:

- How can locals and civic society become involved in the process at an early stage? What role could employers play in raising awareness and forming opinions?
- How can companies be better made aware of the need for talents and joint efforts?

Awareness-raising and opinion-forming efforts aimed at changing attitudes of the host location towards international expats and immigrants are important tools.

Global mobility and leaving

And, finally, global mobility and 'leaving' efforts, i.e. efforts aimed at preparing expats for international mobility in general help expats to settle into both their current location and any new location they may come to. It can also help make the leaving experience more positive.

A good example of a useful tool is ambassador networks. Other examples could be post-leaving communication to remind them of their stay at the location. The general aim is to create a good reputation for the location as a place for talents to thrive.

CONSIDERATIONS:

- How can tools both act as an incentive to stay on at the location and act as a good example to make the expat recommend the location?

8.4 EXPAT MANAGEMENT CASES, BEST PRACTICES AND TOOLS EXAMPLES

In the following, some of the more interesting and promising tools will be discussed.

We have incorporated four international cases for inspiration and to help illustrate the tools we have identified. They all represent expat or immigrant centers and they were selected on the grounds of them covering several of the four groups of actions and efforts in the Public Expat Management Toolbox. They also inspire, as they all have different and unique initial approaches to their centres.

- **The case of Brno Expat Centre** (Czech Republic) started as an initiative in the wake of a collapsed industrial economy and the shift towards creative industries and professions.

- **The TRIEC (Canada) case** holds interest, as TRIEC (Toronto Region Immigrant Employment Council) have interesting insights in opinion-forming and awareness-raising, influenced by one of their founders, the private foundation May-Tree.
- **The case of Global Expat Centre Stockholm** (Sweden) shows an interesting model for social entrepreneurship with their all member/member companies financing and involvement of volunteers.
- **International House Copenhagen** (Denmark) is a case of a one-stop-shop for reception and soft landing but also because the initiative has gathered all support functions in one physical place.

A range of efforts that fulfill criteria for being best practices have been identified in workshops and

preparation research for this toolbox. They also represent good examples from all of the four groups in the Public Expat Management Toolbox:

Best practice - understanding talent needs

To best serve the needs of international talents, it is naturally important to really try to understand what needs they have. A frontrunner in this regard is the EXPAT project. An EU supported project, with partners from cities in Estonia, Finland, Latvia and Sweden, it has, among other things, conducted a survey among Expats in the main cities of these four countries. Using Maslow's hierarchy of needs as a framework, the research identifies what needs international talents have at different stages in their relocation process, and where the cities surveyed may need to improve services. The greater Helsinki region has designed services based on the research, like their web portal Helsinkiexpats.info, which links up different expat services virtually. Another tool to understand talents is focus groups, described

further in chapter 2 on Talent Intelligence.
See resource link at the end of this chapter.

**Best practice – creating
sound pre-arrival expectations**

It is assumed here that the better informed international talents are before arriving to a new place, the more likely it is that they will feel at home and stay for a longer period. Several of the talent retention efforts identified in the research of this handbook offer best practices in this regard.

For example, the Consortium for Global Talent, a private body supported by some of the main employers in Denmark, underlines the importance of deciding on from which point of view Denmark should be marketed so as to create sound expectations among expats: is it, for example, work-life balance, the cultural offering, or something else that should be at the core of the marketing?

*Dual career / spouse
services are equally about
making the new life
comfortable and inclusive
for accompanying spouses
as it is about trying to
broaden the talent base
by offering spouses career
advice and training.*

The Holland Handbook promoted by XPAT.NL provides expats of all nationalities with essential English-language information on the Netherlands and is, together with its web portal resources, a best practice example.

The Expat web portal for Helsinki, showing all available contacts, networks, authorities, events etc. on a map is another good example. See resource links at the end of this chapter.

**Best practice –
dual career / spouse services**

Dual career / spouse services are equally about making the new life comfortable and inclusive for accompanying spouses as it is about trying to broaden the talent base by offering spouses career advice and training. Apart from efforts made by expat centres mentioned below, good examples of dual career / spouse services are found in the Swedish regional 'Move to Dalarna' initiative (Re-

kryteringslots Dalarna) and the Dual Career Centre at the main universities in Munich, Germany.

See resource link at the end of this chapter.

Best practice – one-stop-shop for welcoming and soft landing solutions

International talents arriving to a new place need, among other things, to get paperwork in order; register their address, for civic registration number and with tax authorities, find accommodation, find social events and networks, etc. Often, this is a time-consuming process, as different public authorities are in charge of different parts, and, at its worst, a burdensome, illogical and bureaucratic process.

Therefore, gathering services in one physical place can help streamline this procedure, both by offering the services in one location and by helping public authorities and their private and academic partners

package their service offering in a comprehensive way.

A best-practice initiative in this regard is International House Copenhagen, which offers a range of services, such as assistance with official paperwork, relocation, job searching, introduction to Danish working and living conditions and networking. Other services include various help to accompanying spouses, relocation help, CV-writing and more. Read more about the initiative in case 1.

Also, the Brno Expat Centre (case 2) and the South Holland Expat Centre in Eindhoven have a similar approach.

CASE 1:

INTERNATIONAL HOUSE COPENHAGEN, DENMARK

International House Copenhagen is a unique and innovative initiative in the area of talent retention, initiated by the City of Copenhagen and University of Copenhagen and inaugurated in June of 2013. In one physical place, the International House Copenhagen, state, academia, municipality and the private sector join forces to make international citizens and their family members looking for work or study feel at home. At the centrally located International House, international citizens get co-ordinated assistance with all the necessary official paperwork and an array of offers of services, including advice on job hunting, introduction to Danish working and living conditions and help to create a social network. Other services include various help to accompanying spouses, relocation help, CV writing and more. The International House is also a hub for visiting Professors, PhDs and researchers providing services, a social network and a researcher hotel.

Two long-term goals stand out in the strategies of IHC:

- Reducing unnecessary time for expats to get their paperwork done.
4 out of 7 internationally oriented authorities work under the same roof.
The vision is 'It only takes one hour to become a Copenhagener'.
Newly introduced opening hours facilitate the fulfilment of this goal.
- Various high quality services for spouses and family shall secure the retention of the expat.

Read more: www.ihcph.dk



CASE 2:

BRNO EXPAT CENTRE, CZECH REPUBLIC

The Brno Expat Centre (BEC) is a joint initiative of the NGO Brnopolis o.s. and the City of Brno Strategic Office, established formally in October 2010. It follows up on several Brnopolis activities undertaken in the past two years and is directly linked to plans for both the South Moravian Region and the City of Brno.

The mission of BEC is to provide the highly skilled expatriates living and working in Brno with an opportunity for individual consultancy and to offer them an informal platform for regular meetings, the exchange of experience and the chance to make new contacts.

BEC's vision is to become a local hub & connector for all foreign nationals in creative industries & professions, employers they work for as well as public institutions and service providers open to foreigners.

BEC is influenced by the principles of Richard Florida's Creative Class. The centre is mainly financed by the city of Brno and the South Moravian Region, but they also charge member companies for various services.

Goals, statistics and results:

Brno Expat Centre follow fluctuations in the number of clients and consultations closely. They also have statistics on the number of events and attendees, visits to web-based resources and participation in social networks.



Within the last 3 years, Brno Expat Centre have provided 1250 consultations for over 700 unique persons from 74 countries of origin. Brno Expat Centre see 100% year over year growth. In total, they have organised 54 events, including seminars, informal gatherings, trips, guided tours or sport tournaments for over 700 attendees. About 800 foreign nationals have registered as clients coming back for advice or extra help, and over 1,400 subscribers receive their monthly newsletter with practical tips, invitations etc.

Read more: www.brnoexpatcentre.eu

Other examples of expat centres are listed at the end of this chapter.

Best practice – involving talents and social entrepreneurs – from triple helix to quadruple helix

The research has indicated that social entrepreneurship can help tackle many of the needs talents have when it comes to welcoming and social and professional integration. Especially by involving the talents themselves in service provision, understanding needs and designing services and support measures naturally become easier. One best-practice initiative in this regard is found in the Global Expat Centre Stockholm, which is a non-profit centre started as and run as a social venture (by an expat) and working to provide post-relocation services and support for global talent mobility. Besides the qualified professional staff, which facilitate the cross-cultural, language and spousal support related services, over 20 volunteers carry out many of the activities related to social networking.

Read more about the initiative in case 3 below, and

as an organisational model in chapter 3.

Best practice – creating mutual cultural intelligence – from one-way information to mutual understanding

To date, many soft landing and integration measures have focused on informing international expats about the political system and cultural habits of the place they have come to. However, several respondents of the study behind the toolbox emphasise that to facilitate mobility and brain circulation in a wider sense it is important to improve the cultural awareness of both expats and host societies.

For example, by creating networks where international talents get a chance to meet locals, this aim is fulfilled. Another tool is to train staff at expat centres and authorities and other bodies that regularly deal with foreigners in cross-cultural awareness and communication.

The research has indicated that social entrepreneurship can help tackle many of the needs talents have when it comes to welcoming and social and professional integration.

Again, the Stockholm Expat Centre (case 3) is an example of a best practice, as it strives to prepare its target audience for global mobility and as it involves local residents of Stockholm as volunteers in the work.

CASE 3:

GLOBAL EXPAT CENTRE STOCKHOLM, SWEDEN

The Global Expat Centre Stockholm is a non-profit company that is financed by member fees from member companies, university members and individual members, who can apply for different levels of membership with different benefits, as well as the investment promotion agency of Stockholm.

The centre was founded in 2007 by an expat living in Stockholm and who is still managing the centre. It is thus an example of social entrepreneurship. The centre involves both the expats themselves and locals in designing and carrying out services, as well as collaborations with the City of Stockholm, employers and higher education institutions (HEIs). More than 20 volunteers carry out most of the social networking activities alongside paid staff that run the courses. The centre could therefore be described as a 'quadruple helix' initiative (rather than a triple helix initiative).

The centre works based on the 'Stockholm model', developed in collaboration with Stockholm University, which has four cornerstones:

1. Creating cross-cultural awareness and communication
2. Language training
3. Spousal support
4. Social and business networking

The centre's starting point is to make life easier for expats and help create connections between local communities and 'global nomads'.

Another basis for the work is that an expat makes many continuous choices about whether to stay in the country, go back home, or go to yet another place. Expat services, therefore, cannot be only about welcoming talents to a place, but also make them feel at home and comfortable in the place long term.

Read more: www.globalexpatpartners.com



Best practice – embracing mobility by ambassador networks

Personal recommendations are credible marketing tools, and an ambassador network is a good tool to market the location through previous expats. The Youth Goodwill Ambassador Corps (YGA) is a global network of talented international students who study or have studied in Denmark. The ambassadors brand Denmark as an attractive study destination while working to increase the job opportunities for the appointed youth ambassadors as well as international talents in Denmark.

Today, the network consists of more than 350 international students from more than 50 countries worldwide. Read more about YGA in case 3 in chapter 7. See resource links at the end of this chapter and read more about other talent networks in chapter 7.



8.5 FROM BEST PRACTICE TO NEXT PRACTICE

When scouting the expat public management arena, one critical success factor for the future is evident: society's view on immigrant skills and talent mobility, which is an issue that has been beyond the scope of the study behind the toolbox to tackle.

It is evident that both a new view on immigrant skills in general and talent mobility in particular is essential in order to better integrate talents in our societies.

At the same time, Europe is currently experiencing a strong political trend towards extreme right-wing influences, protectionism and, many times, increased racism. It will take a strong political stance and unity from traditional political parties and efforts in communicating to the public the necessity

of a new view on immigrant skills and talent mobility.

Large international employers and iconic brands can act as catalysts in this work and lead the way as endorsers. To take part in this opinion formation can both boost the location and help reinforce the companies' employer branding to further attract talents.

The insights and research of TRIEC can serve as inspiration (case 4).

Useful web resources for further information:

- www.expatscentreleiden.nl
- www.w4t.eu/studies-reports
- www.denhaag.nl/en/residents/to/The-Hague-International-Centre.htm
- www.iamsterdam.com/en-GB/living/Expatscenter
- www.helsinkiexpats.info
- www.ygadenmark.org
- www.en.uni-muenchen.de/scholars/services/dual_career/index.html
- www.rekryteringslots.se (in Swedish)

CASE 4:

TORONTO REGION IMMIGRANT EMPLOYMENT COUNCIL, CANADA

In the City of Toronto, immigrants already make up 50% of the population. According to the 2011 National Household Survey, the most common countries of birth of immigrants living in Toronto were China (10.6% of the immigrant population in Toronto) and the Philippines (8.2%). Large numbers of immigrants are settling in other local municipalities within the Toronto Region.

The Toronto Region Immigrant Employment Council (TRIEC) is a multi-stakeholder council that brings leadership together to create and champion solutions to better integrate skilled immigrants in the Toronto Region labour market.


Founded by Maytree and the Greater Toronto CivicAction Alliance in 2003, TRIEC is taking action on the underutilisation of skilled immigrants' education, talent and experience. TRIEC believes that by bringing all stakeholders together through a council – employers, regulatory bodies, professional associations, educators, labour, community groups, government and immigrants – we can develop local and practical solutions. Since 2003, TRIEC has taken a variety of leading-edge approaches to im-

prove skilled immigrant integration, such as policy development, programme development, capacity building, public education and research.

TRIEC, immigrant networks and partners are building a strong network of networks, Professional Immigrants Network initiative (PINs), which creates opportunities for immigrants to connect to employment.

PINs is both an online community and a program of strategic initiatives that builds the capacity of immigrant networks, makes connections between networks and key partners and develops and empowers network leaders.

Read more: www.triec.ca



9.0

KEYS TO RETAINING STUDENTS

- *Attraction and retention factors for students*
- *The Student Retention Road Map*
- *The tools and eight best practice cases*



9.1 INTRODUCTION

In a way, students are 'internal tourists'. They come to a location and stay for several years at a time, which offers an excellent opportunity for a place to 'sell' itself to them.

In some regions, up to 70-80% of all students who go to the regional university leave after graduating. The same goes for international students: across OECD countries, on average one quarter of international students stay on after graduation¹.

But how do you retain students? This will be the topic of this chapter.

1. Direct comparisons of the number of international students that stay on after graduation in different countries are limited, as there is significant variation in how countries define international students as well as in what it means to 'stay on'.

9.2 ATTRACTION AND RETENTION FACTORS FOR STUDENTS

Recall from chapter 2 on attraction factors that there are a few specific attraction factors for students: for example, that students are especially attracted to international environments and that the teaching and research quality, cost of study and international reputation of the university play a role in their choice.

Among push factors in the destination region that discourage staying on after studies are, especially for international students, lack of professional and social networks, and local language and cross-cultural skills.

A study² of how five EU countries³ retain foreign students concluded that there was room for improvement when it comes to what higher education institutions (HEIs) can do to support interna-

Among push factors in the destination region that discourage staying on after studies are, especially for international students, lack of professional and social networks, and local language and cross-cultural skills.

2. Migration Policy Group and German Foundations on Integration and Migration, 2012

3. France, Germany, the Netherlands, Sweden and the UK.

tional students. Among the deficiencies highlighted were information provision before and during studies, language support, and study guidance. The study also tried to identify factors that influence students' intentions to stay in the five countries. It reached some interesting conclusions:

- The 'stayers' tend to be younger and are more likely to have resided in the country longer, to have work experience in the country, and to have indicated that their current country of study was their first-choice study destination.
- Those studying at master's level and those pursuing engineering, mathematics or natural science degrees tend to be more interested in staying on, but there is less interest among respondents studying social sciences, art or humanities and medicine or health sciences.
- The staying intentions are therefore lowest among respondents in disciplines that require more culturally-specific knowledge and language

skills (e.g. social sciences, humanities) and highest in those that are more technically oriented (e.g. engineering, mathematics).

- The economic situation in the country and the job prospects for certain occupational sectors, as well as the innovativeness of the sector, are also presumed to play a role.
- The desire to stay was highest among respondents from China, Eastern Europe and Turkey. Respondents from English-speaking countries, such as the US, Canada, Australia and New Zealand, were the least interested in staying on.
- Respondents who felt better informed about the legal opportunities for remaining in the country of study and those who expressed higher levels of satisfaction with the study experience were more likely to indicate that they intended to stay on.

Another study among international students in Estonia, Finland, Latvia and Sweden found that

students often face difficulties finding accommodation and physical meeting places where they can meet other students⁴.



4. EXPAT project, 2013

Another study among international students in Estonia, Finland, Latvia and Sweden found that students often face difficulties finding accommodation and physical meeting places where they can meet other students.

9.3 THE STUDENT RETENTION ROAD MAP – CREATING A RELATIONSHIP WITH THE STUDENT

Against the above background, the toolbox for retaining students can be described as consisting of five main steps, each comprised of a number of tools as illustrated in figure 1.

Figure 1: The Student Retention Road Map



Copyright: Tendensor

The general idea here is that a relationship is created with the students, from before they arrive to after they leave. The first step is to, through e.g. honest marketing and by providing relevant information, create sound expectations among students before they arrive, and to start building a relationship with them as early as possible, ideally prior to arrival and at least at their arrival. After they have arrived, a new set of tools can be used to welcome them, and help them to integrate with business and the local community during their studies. Another set of tools can be used to make sure that there are employment opportunities and that they know what the opportunities in the region are. Last but not least, alumni and ambassador networks are valuable tools to make sure that students become good ambassadors of the region and for maintaining contacts with them, irrespective of if they stay on or leave the region (those who leave may be possible to attract at a later stage, for which alumni or ambassador networks can be used).

In the following, the tools that have shown most promising impact or that are deemed most innovative will be discussed. These are outlined in table 1.

Most of the tools can be used to retain both international and domestic students. An overview

of to what extent these tools can be used to retain either or both of the two groups is also given in the table, where 'X' represents 'high extent' and '(X)' stands for 'some extent'. Below, each tool will be discussed under the category headings.

Table 1: The main focus of student retention tools

TOOL	INTERNATIONAL STUDENTS	DOMESTIC STUDENTS
HONEST MARKETING AND EXPECTATIONS MANAGEMENT	x	(x)
MENTORING PROGRAMMES	x	x
CULTURAL COACHING	x	
REGIONAL TRAINEE PROGRAMMES	(x)	x
OPEN INNOVATION ACTIVITIES	x	x
FAMILY FRIENDSHIP PROGRAMMES	x	
UPGRADING HR CAPACITY OF SMES AND CREATING AWARENESS AMONG COMPANIES	x	x
UPGRADING SKILLS OF CAREER GUIDANCE	x	(x)

Comment: X = large extent, (X) = some extent

9.4 TOOLS AND BEST PRACTICE CASE

Pre-arrival communication and reception

Honest marketing and expectations management

It is generally accepted that international student retention and satisfaction are positively influenced by the provision of accessible and high-quality information, both prior to, after arrival and during studies. Prior to arrival, relevant and accurate information about studying and living the country/city is needed. Honest marketing is of utmost importance, which becomes more and more challenging as competition for the best students tightens.

One aspect here is the importance of painting a true picture of the level of local language skills that is needed in order to find a job in the host country. Upon reception of students, it is important to manage expectations when it comes to the need to learn the language and inform about language elec-

tives that can be taken during studies, and plan the curricula to allow enough time for learning the local language (studies show that many international students struggle with finding enough time to learn the language alongside their studies or PhD research).

Social and professional integration

A range of interesting tools are available for enhancing the social or professional integration of students.

Mentoring programmes

Mentoring programmes can be utilised both to help integrate and retain domestic and international students. They are meant to help students to get help figuring out career choices and what career prospects they may have in the region, establish business links and understand the local business

culture, and can thereby increase employment and retention opportunities. In Tampere, Finland, several well-developed mentoring programmes that offer substantial learning resources are in operation. Read more about it in case profile 1.

CONSIDERATIONS:

- **Mentor programmes are a cost-effective way of building professional links between students and business**
- **Programmes can be used both to improve retention of international and domestic students, as well as those already on the labour market**

CASE 1:

STUDENT RETENTION THROUGH MENTORING PROGRAMMES IN TAMPERE, FINLAND

In the Tampere city region, three mentoring programmes targeting international talents are active:

- **The Unipoli Tampere Mentoring Programme** is tailored to international degree students at the three main universities in the region. The overall purpose of the programme is to offer international students better access to working life by bringing employers and students together. The programme was first piloted in 2010-2011 through European Union funding, but is now run as a permanent service of the Unipoli Tampere network, comprising the three main universities in the region. It is conducted every year from September to April and the working language is English. The programme has gained nationwide popularity and has been used as a benchmark by other universities around Finland.
- **Unipoli Tampere Entrepreneurship Programme** is a newer pilot project introduced in 2013 that also targets international degree students. The program consists of three mentoring days between September and January. During the mentoring days the students will get help understanding their personal readiness to become an entrepreneur. They will also get familiar with the process of setting

up a company and what is needed to start operating and creating value in a business. Mentors will be local entrepreneurs whose role is more like a sparring partner and someone to share experiences with than a trainer or adviser. The working language is English.

- A third programme, modelled after the Unipoli programmes, called the **KOP mentoring programme**, is one of the services of the KOP project of Tredea targets already graduated immigrants who are the beginning of their careers in Finland. Here the working language is Finnish. Marketing and recruitment and coaching of mentors is done jointly with the Unipoli programmes.

In evaluations, the effects of the programmes have been shown to be many, and all are presumed to increase retention prospects. Among the benefits for mentees, one finds networks, job-hunting skills, getting to know about professional opportunities in the region, self-knowledge and confidence.

As for retention effects, there are indications that many of the mentees have stayed in the region and found qualified career paths after the programmes. In addition, the programmes provide a range of benefits for mentors that are important to keep in mind when recruiting mentors: networks, developing intercultural skills, getting to know another culture, fresh views for one's own job and self-confidence.

Culture coaching

Culture coaching entails engaging international students as coaches to SMEs who wish to get help with their exporting and internationalising activities. International students employ their knowledge of their home country's business culture, regulations and language, as well as their personal networks, to the benefits of the SMEs. This way, students get valuable local business contacts, insights into the local business and working culture and local work experience. Culture coaching initiatives also turned out to be efficient ways of creating awareness among SMEs of the benefits of hiring foreign graduates, according to evaluations. The concept could also be used in order to help integrate other expats, such as spouses who have arrived to a location with a partner and not found a job, or skilled immigrants who have been in the location for a longer period.

Pioneers have been City of Oulu in Northern Finland, which, as a part of their participation in the



Photo: Kari Savolainen

VALOA project (described in case profile 7), developed the concept. Read more about the concept in case 2.

CONSIDERATIONS:

- Through cultural coaching activities, students will get to employ their skills and get valuable business links
- It is important to focus on the business benefits of the firms as the main motivation for the programme, so that they get added value from participation. Then other benefits come as a bonus.

CASE 2:

CULTURE COACHING IN OULU, FINLAND

A brainchild of the VALOA project, the culture coaching programme is a service provided by the University of Oulu and the Network of International Students in Oulu (NISO ry). The service targets local businesses and organisations in Oulu and nearby regions that either already operate internationally or are planning to do so. It is also available to those who wish to develop the cross-cultural communication and awareness skills of their staff in order to get a competitive edge, optimise operations or simply learn something new.

Culture coaches are talented international Masters-level students who have work experience from their home countries and a previous degree under their belts. Eleven culture coaches from eleven different countries in Asia, Europe and South America have been trained to work as 'cultural ambassadors' in Finnish businesses and organisations.

The culture coaches provide a variety of information about the culture of their homeland, but the main emphasis is on working culture and communications in working life. Culture coaching is provided in small groups, in the form of workshops or one-on-one discussions. The coaching is tailored to the customer's needs and wishes. The coaches receive a modest fee from the participating companies for their work.



Regional trainee programmes

Using trainee programmes to attract talent has been a successful practice used by business for more than a decade now. Along the same lines, regions can introduce trainee programs to both attract and retain students.

Regional trainee programmes can be powerful tools not only for retaining people in the region and for tackling the long-term shortage of skilled professional and workers, but also for positioning a place among younger people and creating links between academia, education, and business.

More peripheral locations, or those with more traditional sectors (or which are perceived as being in 'low-innovation' sectors), or in the need of highly specialised employees can benefit especially from organising trainee programmes.



One way of doing this is to join forces with business, universities and public institutions in the region and offer a programme through which the trainee gets to try different employers throughout the trainee period. One such programme is the Trainee Sør programme in Southern Norway, described further in case profile 3. Another innovative programme is found in southern Sweden, launched by the Skåne Food Innovation Network, described in case profile 4.

CONSIDERATIONS:

- Presence at universities is needed to create awareness of programmes.
- Spreading awareness within partner companies is important to make sure that trainees get a good reception and are trusted with relevant tasks.
- By inviting former trainees to alumni networks, links can be maintained after the end of the programme.
- Can regional trainee programmes be used to connect students with SMEs? This is something that has proven additionally challenging.

CASE 3:

TRAINEE SØR PROGRAMME IN SOUTHERN NORWAY – A ‘TALENT FACTORY’ WITH CLEAR EFFECTS

The regional trainee programme was established in 2004 as a collaboration between the regional energy company, the regional competency development fund, City of Kristiansand and the regional university, all located in the greater Kristiansand region in Southern Norway. The overall purpose of the programme is to recruit ambitious, highly skilled talents to the 30 member companies.

During the programme period of 18 months, the trainee gets to work for three different employers, mostly private companies and but also public organisations, for six months each. Both modules aimed at professional and personal development are part of the programme. Examples of this include providing a mentor to each trainee that is available throughout the programme, courses, study excursions, and team building and social events. As a result, the programme provides both a professional network and a social network to trainees joining the programme from outside the region, as all the trainees taking part in the project meet each other and former trainees through common activities.

Since 2009, the programme has been entirely funded by its 30 member companies, each of which pay an annual fee of 9,000 NOK (≈€ 1080) to the Trainee Sør association. When employing a trainee for six months

they pay the salary for the trainee, a recruitment and mentoring fee of 25,000 NOK (≈€ 3018) and a fee for administration and courses of 54,000 NOK (≈€ 6500). In 2013, 20 trainees were part of the programme. The retention and attraction effects of the programme are clear:

- 55 % of the 77 trainees that have gone through the programme since its inception in 2004 were not originally from the region.
- 92 % of trainees received a job offer from a company in the region after the programme had finished, and
- 74 % still work and live in the region.

One effect of this programme, among others, is that many of those who worked one of the periods for a public organisation say that that period made them change their views of work in this sector. The fact that the trainees rotate between three workplaces also creates conditions for innovation and knowledge sharing.

CASE 4:

SKÅNE FOOD INNOVATION NETWORK TRAINEE PROGRAMMES

Skåne Food Innovation Network (SFIN) has, since 2010, run a 15-month trainee programme in collaboration with its member companies. Trainees are recruited from broad educational backgrounds such as engineering, business studies, agrarian science and behavioural sciences. The trainees spend 15% of their working hours in joint trainee programme activities (university mini-courses, visits to participating member companies, visits abroad etc). The programme not only gives the trainees a network and a push in their careers, and helps solve skills shortages for the firms involved, it has also forged cross-border collaboration between firms and the different parts of the food value chain. The trainee programme is financed by the member companies taking on a trainee.

Based on the successful implementation of the trainee programme, SFIN in 2012 took it a step further and introduced a pilot project for creating an 'INNOVATION Trainee Programme'. As the pilot phase showed good results, a decision was taken to start the Innovation Trainee Programme in spring 2014. The programme focuses on the food industry's need for renewal and innovation in the face of grand challenges such as health, quality of life and sustainability.

The innovation trainees will, during a 15-month period, ambulate between short but defined innovation projects in several SFIN member

firms, both large and small, and innovation projects initiated by the SFIN itself. Based on an open innovation methodology, this cross-disciplinary focus is intended to create an added value beyond what internal corporate trainee programmes can offer. In order to increase the sense of entrepreneurship, the innovation trainees are not employed but hired as self-employed consultants. In this case, the programme is financed by SFIN itself through national innovation grants.



Photo: Lasse Davidsson

Malmö, Skåne.

Open innovation activities

Open innovation relies on the idea that that firms use external ideas as well as internal ideas and paths to market, as they look to advance their services, product, services or technology.

One way of opening up a firm's innovation processes is to involve students. Firms benefit from students creativity and academic perspectives and get to know potential employees. Students get work experience in line with their study programme, valuable business contacts and to employ their creativity.

International students can benefit especially from open innovation activities, as they often need to build their professional network from scratch and build up an understanding of local business culture and/or of the city they study in.

One interesting example of open innovation involving students is the Demola approach, described in

case profile 5. Another example is the CityStudio initiative in Vancouver, Canada, which through open innovation activities involve students in urban development, described in case 6. A third example is the already mentioned Open Innovation Training Programme by Skåne Food Innovation Network, described in profile 4.

CONSIDERATIONS:

- Open innovation for students can be a powerful tool to both create a sense that students contribute to a higher cause, and provide them with new skills and work experience, as well as social networks. The potential retention effects are therefore strong.
- Open innovation activities challenge the way conventional organisations work, and especially public sector and universities need be ready to make changes to be able to work in collaborative innovation projects.

CASE 5:

DEMOLA – RETAINING STUDENTS THROUGH OPEN INNOVATION

Demola is a university-business co-operation concept. It started in Tampere, Finland and is now present in other locations in Finland, Sweden and a few more countries. The idea of the Demola concept is to facilitate concrete projects that test new ideas and mobilise university student talent. Multidisciplinary teams of university students, in collaboration with companies, produce demonstrations of new products, services and social practices, and gain the ownership of IPR that makes entrepreneurship possible.

Demola engages about 350 students in 80 projects in Tampere every year. More than 40% of the students are international students, illustrating the potential of talent retention through the initiative.

There are at least four potentially strong effects that can help retain students:

- **Contact to employers:** Participating students (both international and local students) receive valuable contacts with employers. More than 10% of the students in Tampere were headhunted by participating companies, which helps ensure that they are retained in the region.
- **New jobs:** The Demola work often fosters IPR or other ideas that result in the students creating new jobs in a firm or setting up their

own business in the region.

- **Cultural effect:** International students get to work closely with local companies, giving them a chance to get to know the local business and work culture, which makes it more likely that they will stay and work in the location.
- **Social network effect:** A common complaint (and a reason why many leave after finishing their studies) among foreign students is that it is difficult to get to know local students. Through working in mixed teams with local students, and solving problems and creating something together, the likelihood that international students will get to know local students increases.

For many SMEs that traditionally have no exposure to the academic sector, these contacts with students have become an effective route to engage with academia. Many smaller companies may not be able to commit to receive a trainee or intern for a longer period, and for them the Demola collaboration becomes a convenient way to get academic input to their innovation work and get to know potential employees. In addition, participating SMEs can get support from international students in their internationalisation processes, through the students' language and cultural skills.

Up to 2013 the programme in Tampere has been funded by the City of Tampere, national and EU funds and a portion of private funding, but today the programme only relies on funding from City of Tampere and private sources.

CASE 6:

CITYSTUDIO IN VANCOUVER, CANADA – INVOLVING STUDENTS IN OPEN INNOVATION CITY DEVELOPMENT

CityStudio is an open innovation platform and centre of learning and leadership where students design and implement solutions aimed at reaching Vancouver's Greenest City 2020 goals. Vancouver's Greenest City 2020 is seen as one of the most ambitious environmental stewardship programs in the world. CityStudio is co-founded and co-directed by Duane Elverum and Janet Moore as a partnership between the City of Vancouver and the City's six universities as a part of an inter-institutional campus-city collaboration to develop projects, research and learning related to urban sustainability.

The main objectives of the program are: to give students relevant work and life experience by getting projects on the ground; for students to help develop the city they live in; and to increase graduate retention in the city. Using the tagline “the City is the Classroom”, students work with city staff and mentors to develop innovation and sustainability projects on the ground in communities. One cornerstone of the program is to launch projects that truly matter for the city. The project work counts (get credits) as a part of the regular curricula for the students that are admitted to the program.

One integral aspect of CityStudio is the mentorship program, which strives to build leadership capacity through internships, research posi-



tions and volunteer opportunities at CityStudio. CityStudio teaches leadership, in part, by providing opportunities for students to lead real projects in collaboration with professionals.

A combination of City of Vancouver support, public and private grants and tuition fees from students finance the program.

Since 2011, CityStudio has brought together 1616 students together with 27 City staff, 39 faculty and 87 guests, project advisors, experts and decision makers in the city to experiment with ways to create change on the ground. Projects have been implemented in areas such as transportation, climate leadership, clean water and zero waste, biodiversity, and

social justice. Thanks to the fact that the program furthers a cause that engages many people, it has managed to attract top students and financial support. The program has also increased interest in students to work for the public sector. Students who have found a job through the program have done so in either city hall, an established firm working with city development or by starting up their own venture.

By making students co-creators of the city development process through projects that have a real impact, students not only get valuable work experience, contacts with potential employers and ideas for own entrepreneurial ventures, but also develop an affiliation with the city. It is often said that students who spend most of their time at university campuses outside the inner core of cities do not really get to know the city they live in and develop a weak affiliation to it. It is difficult to measure how many of the students that participate in the program stay in the city after graduation, but anecdotal evidence suggest that many do so, and CityStudio also works actively to support students to do so.

Learn more: **citystudiovancouver.com**

Family friendship programmes

The purpose of friendship family programmes is to give international students a chance to have first-hand experience of the host location's culture and way of life through contacts with a local family, in addition to life on campus. As the families get an opportunity to learn about the students' home countries and cultures, the programmes promote mutual cultural awareness.

The international offices of Finnish universities have been pioneers in launching this concept, and it is now found in either pilot or more permanent stages in cities such as Tampere, Jyväskylä and Helsinki.

CONSIDERATIONS:

- Shall co-ordinators actively match families with students according to interests or randomly allocate students?
- Make sure to establish conditions beforehand for what is expected of families and of students.
- Make sure that families have considered whether they will have the time and the motivation to commit to the programme for up to a year.

Labour market readiness

Upgrading human resource capacities of and creating awareness among companies

Many companies, especially SMEs but also large firms, have not aligned their human resource (HR) strategies towards the needs of younger talents and

students, let alone of foreign talents. There is also low awareness of what benefits hiring international students can offer.

For example, a study of Finnish employers could conclude that most employers did not see diversity as important to business development and that they do not know or even think of how they can benefit from foreign talents⁴.

One concrete example of a project that tries to deal with this issue is the Copenhagen Talent Bridge project, which aims at developing HR tools for international talent management in companies and at universities. It also sets out to prepare and guide small and medium-sized enterprises for international recruitment.

The VALOA project (described in case profile 7), is another example of a project that has tried to tackle this challenge.

CONSIDERATIONS:

- Realise that, for companies, more talents in a location are a means to an end, for example more growth or export opportunities. Adapt language to this end when communicating TAM initiatives to firms.
- When trying to change attitudes to outside talent among companies, involve them in concrete projects that give them benefits. Inviting them to information meetings or general networking activities is usually not enough to mobilise them.

4. Söderqvist, 2005

CASE 7:

THE VALOA PROJECT IN FINLAND – IMPROVING EMPLOYMENT OPPORTUNITIES OF FOREIGN GRADUATE STUDENTS

The goal of the VALOA project, active from 2009-2011, was to promote international students' possibilities of finding employment in Finland. The project created concrete tools for employers and staff at higher education institutions (HEIs). It was led by University of Helsinki and supported by City of Helsinki and business organisations, as well as universities in Oulu and Tampere (which ran a parallel project, the WorkPlace Pirkanmaa project, with the same focus)..

The main issues addressed through the project were three:

- **Increasing knowledge base about the employment of foreign graduates in Finland.** The survey 'Employability of International Graduates Educated in Finnish Higher Education Institutions' examined the employability of international graduates educated in Finnish higher education institutions during 2009 and 2010. According to the study, Finland does not make adequate use of the international students educated in Finland.
- **Increasing the competence of university careers services in relation to foreign students,** where the main output is the Toolkit for HEIs, a portal advising on 'orientation & integration', 'career guidance' and 'employer collaboration'.

- **Raising employers' awareness about the possibilities and benefits of recruiting foreign graduate students,** which was done mainly through the BeGlobal campaign, aimed at employers, with the goal of encouraging companies to hire international experts by highlighting success stories. Another innovative part of this work package was the 'culture coaching' programme implemented in Oulu (described in case 2), which linked foreign graduate students with local SMEs.

The awareness-raising task is emphasised as the most important one for truly improving the employment opportunities, in particular in SMEs, for international students. Large companies and SMEs that were already 'believers' in the benefits of international recruitment were seen as easier to reach out to. The project produced a comprehensive campaign with some success stories, and got media attention directed at the issue.

One lesson learned from the project is that general networking for the simple reason of raising awareness, where a concrete proposal for action or concept is lacking, will not draw SMEs' attention. However, proposing concrete programmes or initiatives to the SMEs, such as culture coaching or mentoring is a better choice to mobilise their interest. The most tangible long-term result of the project is that in international study programmes at participating universities, components of co-operation with businesses have become part of the curricula to a greater extent than before and concrete concepts that put companies and students in direct contact have been developed.

Upgrading the skills of career guidance and international students co-ordinators

Career guidance staff at universities can play an important role in promoting links between students and potential employers. The VALOA project (described in case profile 7) in Finland is a frontrunner here: one of the focus areas was aimed at improving the competence of university careers services in relation to foreign students. One deliverable of the project was a 'Toolkit for HEIs', comprising a solutions bank that can be accessed by anyone⁵.

As for international student co-ordinators, they need to understand the social needs of students, for which cultural awareness is key. Best practices are to be found in Ireland in this regard, described in case 8.

5. Access the toolkit here:
<http://www.studentintegration.fi/>

CASE 8:

BEST PRACTICES IN STUDENT RETENTION FROM IRELAND

In the annual International Students Barometer, Irish universities score above average. The institutions surveyed performed especially well in the areas of language support, host culture, career services and employability. The philosophy behind these figures is based on the idea that student loyalty is built on the promotion of an overtly student-centred focus within the institution that recognises the individual and cultural needs of students, and there is evidence that Irish HEIs are recognising this. Ultimately, this is believed to have a positive effect on retention trends.

Key activities of Irish universities include:

- **Facilitating opportunities for social contact and engagement** between international and home students through 'buddy' programmes and mentoring.
- **Creating physical meeting places:** University College Dublin has taken a fresh approach by creating a purpose-built centre for international students, called the Global Lounge. It houses the international education office and an innovative high tech 'lounge', which has increased interaction between international and home students through a year-round programme of social and cultural activities.
- **Promoting cultural skills:** Irish HEIs organise training courses for both academic and support staff in cultural awareness and teaching and learning skills for working in a cross-cultural environment.
- **Getting and acting on feedback from students:** providing mechanisms to capture the feedback of international students at every stage so as to contribute to on-going service improvement and overall quality.

9.5 STUDENT RETENTION AND TALENT ATTRACTION ARENAS

Students can be important in vitalising Talent Attraction Arenas (TAAs), and TAAs can be actively used to mobilise the interest and commitment of students, which can increase the likelihood that they will stay after graduation. Recall from the previous chapters that talents themselves are important ingredients in developing and communicating a talent attraction arena. By using the TAA to communicate innovation capacity and what specialised knowledge the region offers, students that are attracted to this specific field may get interested in coming there.

This will increase the likelihood that they will find a job after the completion of their studies and that they will take part in relevant activities during those studies. It is therefore important to involve the students in the business and community life

By using the TAA to communicate innovation capacity and what specialised knowledge the region offers, students that are attracted to this specific field may get interested in coming there.

during their studies, where they can contribute to co-creation and development of business and the place, through proactive initiatives such as open innovation activities, mentoring programmes and culture coaching.



10.0

THE FUTURE OF TALENT ATTRACTION MANAGEMENT

- *Trends and tendencies the next few years*
- *Scenario-building – planning for the future in an uncertain world*
- *A scenario for Talent Attraction Management in the Nordic Region*

10.1 TRENDS AND TENDENCIES THE NEXT FEW YEARS

In this chapter, the trends and tendencies that may influence Talent Attraction Management (TAM) in the future will be discussed, and their implications will be assessed. The importance of working with scenario building will be addressed, and by applying the technique to the Nordic region, an illustration will be made of how a scenario-building exercise can be carried out.

Growing appreciation of talent and talent branding

In a world where knowledge and most information is available for free online and is easily accessible through the Internet and e-books, the appreciation of talent is growing, and, as a consequence, so too is 'talent- based branding'. Talent branding is not new, but it has become much more common only in the last decade. As a concrete illustration, only some decades ago an airport was an airport or an

inner city square an inner city square. Today, such meeting places are often rebranded based on a talented personality. A talented person has given his or her name to the airport and other hubs and publically visible products – all with the clear intention to invite more talents to discover the place:

- Liverpool airport was renamed 'John Lennon Airport' in 2001, imitating earlier examples such as 'W.A. Mozart Airport' in Salzburg. The list is increasing each year.
- Norwegian, the airline, has decided to brand each aircraft with a talented Nordic person.
- Marie Curie from Warsaw and Paris, Albert Einstein from Ulm in Germany, Nikola Tesla from Croatia, and well-known Skagen painter Peder Severin Krøyer are some examples of talent branding with obvious links to a place.
- In the world of sports, personalities such as Lionel Messi are closely linked to the branding of their teams' home cities, in this case Barcelona.¹

New entrants into the competition

The competition for talent is rapidly becoming a global phenomenon. For example, the Asian appreciation of talented people is clear – especially in the world of science and art, but also in business and sports. If Europe and the Nordic area are to improve their talent positions, it is necessary to match these developments. The paradox is that the appreciation of sport talents is not controversial in the Nordic societies – but when it comes to talented businessmen, entrepreneurs, investors, scientists there is much of scepticism, which can be partly explained by the homemade Nordic 'Law of Jante'.²

1. The appreciation of sport talents has no limits today: Lionel Messi has a contract with a 250 MEUR buy-out clause.

2. 'The Law of Jante' is a Nordic innovation. Behind 'The Law of Jante' is the idea that there is a pattern of group behaviour towards individuals within Scandinavian communities that negatively portrays and criticises individual success and achievement as unworthy and inappropriate. 'The Law of Jante', as a concept, was coined by the Danish-Norwegian author Aksel Sandemose.

A new type of mobility?

Mobility is not only increasing, as described in chapter 1, it is also changing in nature. Traditionally, international intra-firm assignments have been duration based, e.g. for three to five years, followed by a return to headquarters or home location. However, as international corporations strive to become more flexible and responsive to market needs and to where and talents can be accessed, short-term 'purpose-based' assignments are becoming more common. For example, 20% of international assignments today last for less than a year, whereas only 10% did so ten years ago.

The main priority for organisations is increasingly that they have the right skills in the right place at the right time, but how that is ensured is becoming a more fluid concept, changing the nature of mobility. A number of mobility concepts can be expected to become more common, such as:

- **Project-based assignments**, requiring temporary relocation or commuting.
- **Rotational employee programmes**, often used in the development of high-potential employees, are becoming increasingly internationalised.
- **One-way relocation**, when organisations move their regional or global headquarters to be closer to business interests and markets, permanent relocation of key managers and their families may follow.
- **Virtual mobility**. Permitted by technological innovation, virtual mobility is used when companies need to bring their best talent together to work wherever they are based.

At the same time, mobility of talents that choose to change location but that are not part of a corporate mobility programme is also expected to increase, as barriers to international mobility are decreasing and new types of mobility are emerging (such as

lifestyle mobility, described below), adding further variance and complexity to international mobility.

When mobility evolves, it increases the complexity of managing global mobility programmes for companies. It also increases the importance of timely and responsive Talent Attraction Management and integrated approaches to the attraction, reception and integration of talent in cities and regions.

Is lifestyle migration the new black?

Lifestyle migration has, of course, always existed, but there are new trends worth keeping an eye on. Many affluent 21st century migrants are searching more for quality of life than they are for a clear-cut job and career opportunity. Lifestyle migration is often a self-realisation project and a search for the 'intangible good life'. It has sometimes been described as a privileged form of migration exerted by talents moving either part-time or full-time to places.

Lifestyle migration is sometimes called 'tourism-informed' mobility, illustrating the close link to tourism and destination marketing.

Lifestyle migration into the Nordic area has already been seen and is the most clear in rural areas, where continental citizens with their families have moved in – bringing along entrepreneurial drive and investments.

This trend is highly relevant in a Nordic context. In almost all international rankings of quality of life, the Nordic area comes out as a top performer. Lately, the EU Commission compared European cities in a satisfaction index.³ The result? The Nordic cities are by far the most satisfied (Aalborg in Denmark is the winner, followed by Copenhagen, Oslo, and Stockholm) whereas London, Paris and cities around the Mediterranean are much less appreciated by their respective inhabitants. With ranking after rank-

ing pointing in the same direction, reactions in the mass market are sure to follow. The accumulating effects of these rankings can be interpreted as one of the most valuable advantages for Nordic societies. Unfortunately, any joint efforts to exploit this position are still fragmented. This potential of the Nordic arena could be grasped in the future, as illustrated in the last section of the chapter.

Where will the future talents come from?

A global study from Oxford Economics⁴ (figure 1 on the next page) shows the severity of the mismatch between supply and demand for talent in various countries around the world in 2021. In the study, the Nordic countries that are included – along with many European peers – all show a talent deficit.

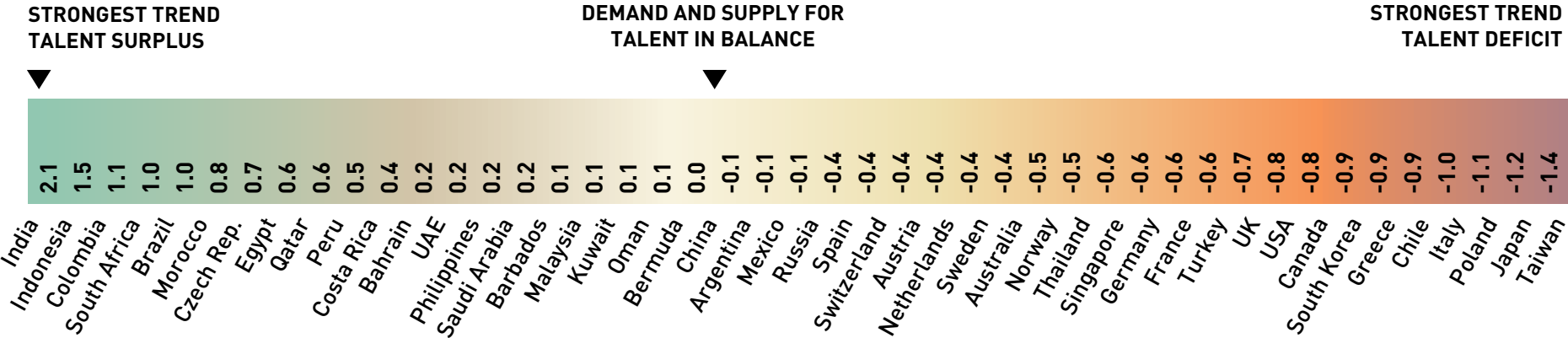
Countries such as India, Indonesia, Colombia, South Africa and Brazil dominate the talent surplus, indicating both where in the world the prospects

for economic growth will be the greatest in 2021 – and where Europe and the Nordic countries will need to recruit their future talent.

3. 41,000 people have been interviewed in 79 cities and 4 urban agglomerations. Via a range of questions, citizens were asked to express their views on various aspects of urban life. How do they assess the quality of services such as public transport, health care, education, cultural and sport facilities? Do they consider migration as an asset for their city? How do they perceive job availability or affordable housing in their cities? Are people satisfied with the place they live, the life they lead, or the financial situation of their household? Source: Perception Survey in 79 European Cities – Quality of Life in Cities (European Commission, 2013)

4. Oxford Economics, 2012

Figure 1:
The mismatch between supply
and demand for talent in 2021



Source: Oxford Economics, 2012

- Notes:
- 1. The table ranks countries according to how their talent gaps are expected to evolve over the next decade.
 - 2. Talent deficits are shown as red (negative numbers), talent surpluses as green (positive numbers) and broad balance as yellow.
 - 3. Numbers report the average annual % change of the deficit/surplus.

Is our level of cultural intelligence high enough for true brain circulation?

The fact that most talents in the future will most likely need to be attracted from non-European countries brings another issue to the fore: are our societies ready to open up for true brain circulation? Are we ready to welcome and integrate the immigrants coming to live and work in and contribute to our countries?

Europe is currently experiencing a strong political trend driven by extreme right-wing influences, protectionism and, many times, increased racism. For example, a traditionally open immigrant country such as the UK has, these last few years, taken steps to restrict access to their labour market for e.g. international students.

It will take a strong political stance and unity from traditional political parties and efforts in communicating to the public the necessity of a new view

on immigrant skills and talent mobility. It will also take active efforts to develop 'cultural intelligence' of those working in our public sector organisations, universities and companies to make them good hosts and colleagues to the newcomers joining these organisations.

How will new work-life preferences influence Talent Attraction Management?

In 2012, entrepreneurs supplied 67% of all jobs in Europe⁵. Between 1980 and 2005, 65% of all jobs created in the US were jobs that entrepreneurs created for themselves, most of which were freelancers. Countless studies show that talented people want to develop their careers in a more flexible manner, outside traditional bureaucracies. This might be even truer for younger generation, such as millennials, who tend to value flexibility over a traditional career, meaning that this trend will grow even stronger over the next decade.

One implication is that you cannot only focus on attracting people to fill vacancies in companies in your location but should instead focus on attracting individuals who can contribute to the growth and development of the location, irrespective of if they are freelancers or working for a multinational corporation.

Another implication is that you need to promote flexible working arrangements, where talents can more easily build their career 'horizontally', while working as freelancers, or for several employers at the time, or employed on temporary project contracts. Corporations need to update their management and HR practices in order to be able to deal with such a development.

A third implication is that the TAM discipline and the investment promotion discipline may find common ground here, as the two disciplines may fuse

5. EY, 2013

to some degree in the future. Attracting an individual with entrepreneurial drive may be the same thing as attracting an investor, or at least a future investor. We already now see incubators in the Nordic countries going out of their region to recruit small, talented start-ups to their incubators by offering incentives and an attractive environment, hoping that the start-ups and the individuals behind them will contribute to growth and innovation in their location.

Finally, many small companies are getting more and more international, enabled by the web, new business platforms and increasing openness of the global economy. Some talk about the *Rise of the Micro-Multinational*⁶. These firms are nimble and collaborative in nature, which translates into innovation performance and a lack of the bureaucratic inertia that plagues larger organisations. An implication is that locations that want to attract these smaller firms run by talented entrepreneurs need

to be globally connected, both through physical and virtual infrastructure and in their mindset. They also need to be able to offer Talent Attraction Arenas of flexible and creative working environments and meeting places, combined with interesting lifestyle opportunities. The locations that manage to do this will get a head start in the global game of attracting and retaining talent.

Cities, regions and countries join forces in attracting talent – making a case for Nordic co-operation in talent marketing and branding

Finally, the last major trend that is anticipated is that as the competition for talent increases, new collaborations to attract talent will be needed. If smaller cities are to compete with bigger cities, they may need to join forces with their neighbouring cities to reach critical mass in the supply of services and attractions to market and to pool scarce marketing resources. The same holds true for countries; if the

comparatively small and globally unknown Nordic countries are to truly compete with global talent magnets, they may need to join forces in global marketing. Individually, each country, or capital city for that matter, may be unknown in India, China and Brazil, but as an entity they are more known. The concept of the Nordic region may also stand for values that are appreciated and that may help to attract talent (environmental concern, welfare, equality etc.).

Just as Nordic common global tourism promotion is already taking place in some markets, and common investment promotion is being piloted, joint Nordic talent attraction in global markets is a next, logical step. This brings us to a scenario for the Nordic region, which is also making a case for increased Nordic collaboration in Talent Attraction Management over the coming decades.

6. Lisbon council, 2011

10.2 UNDERSTANDING TALENT ATTRACTION MANAGEMENT OF TOMORROW THROUGH SCENARIO BUILDING

In light of the above trends and tendencies, how can we take stock of and plan for future developments that are likely to influence how we work with Talent Attraction Management in the future? One method is offered by scenario-building techniques.

Scenario building⁷ is a technique for planning for the future in an uncertain world. Read more in box 1.

7. This scenario-building technique is inspired by the scenario building traditions described in books like 'The Art of Long View' by Peter Schwartz, president of Global Business Network. Peter Schwartz developed the techniques originally in Royal Dutch/Shell.

BOX 1:

Prognoses are based on certain past assumptions and that these facts and figures will develop in a specific direction in the future. They are often published as three distinct possible outcomes: a conservative, an optimistic and a more neutral one. Prognoses have a quantitative approach and they are still used as a prime tool for city and regional planning. Intervention by stakeholders, resourceful individuals, innovation, disruptive technologies, etc. are not addressed at all.

Scenario building is an art based on qualitative and quantitative assumptions where complexity is a driving force. In an uncertain world, uncertainty is accepted in all scenario building. A scenario can be seen as a pathfinder's tale. These tales incorporate individuals, stakeholders and strong managerial perspectives. Thus, scenario building is a tool for helping us to take a long view in a complex world of great uncertainty. They also help individuals or places/enterprises to choose their own paths into the future. Thus, there is a proactive dimension in all scenario building.

10.3 A TALENT ATTRACTION MANAGEMENT SCENARIO FOR THE NORDIC REGION

This section demonstrates how applying the methodology to the Nordic region from a TAM perspective can use scenario-building techniques. The scenario extends to 2030, to which one can foresee dramatic developments that play a role for Talent Attraction Management in the Nordic region.

Nine categories of attraction factors, both 'revealed' and strengthened, relevant in the Nordic TAM context, are elaborated (outlined in box 2).

BOX 2:

Scenario 2030 – 'Revealed' and strengthened attraction factors relevant for the Nordic Talent Attraction Management context

- ▶ **1.** The early Nordic decision to form a common Nordic labour market gave a natural platform for future inter-Nordic TAM activities.
- ▶ **2.** The Nordic tradition of less-hierarchical structures and more of informal relations, relative to other parts of Europe and elsewhere, has been discovered as an attraction factor.
- ▶ **3.** A well-known image in the global business community that the Nordic region is normally an early adopter of new technology and new consumer behavioural patterns.
- ▶ **4.** A straightforward attitude in business, as well and in the public sector, where an agreement is an agreement.
- ▶ **5.** There are strong Nordic, cross-country clusters and business relations throughout the Nordic area, strengthening the critical mass of clusters and businesses.
- ▶ **6.** There are many inter-Nordic organisational platforms where joint efforts can be hammered out.
- ▶ **7.** The organisational set up is enhanced by the fact that the Nordic local arenas have a comparatively high degree of local self-governing communities with resources and a will to find inter-Nordic links.
- ▶ **8.** International quality of life rankings are always pinpointing Nordic places as winners.
- ▶ **9.** A well-prepared and open hospitality among Nordic places in relation to TAM, including after-care.

The Talent Attraction Management scenario below elaborates how the nine categories of attraction factors have been conceptualised in a retrospective view, where we are looking backwards in history from a 2030 standpoint.

► **1.** The early Nordic decision to form a common Nordic labour market gave a natural platform for future inter-Nordic TAM activities. A long time ago, as far back as 1954, a Nordic common labour market was declared by the Nordic Council. It was later replaced by an agreement in 1982. Behind these important steps stood the Governments of Denmark, Finland, Iceland, Norway and Sweden. The agreement opened, step by step, the doors for something that today, in 2030, is described in terms of brain circulation in the Nordic home market. Today, citizens in the Nordic countries take it for granted that there should be no formal restrictions. A high mobility of talents is the result. The Nordic Council

further promoted such mobility in an agreement in 2024 as a tribute to the 70 years' commemoration of the 1954 basic common labour market declaration. The new element in the supplemental agreement of 2024 covered a number of promotional activities for talent attraction and mobility. Around 2024, the Nordic Council also organised a Nordic TAM committee, with representatives from public and private sectors. The aim of the committee was to inspire all the main Nordic stakeholders to exchange best practice and to scrutinise hurdles for talent mobility. In 2030, it still pursues an important role.

► **2.** The Nordic tradition of less-hierarchical structures and more of informal relations, relative to other parts of Europe and elsewhere, has been discovered as an attraction factor. In 2030 an accumulating number of comparative studies have now described the impact of the

so called 'mini-hierarchical structures' impact' on productivity and the high speed of innovation in Nordic culture. Global business magazines have described this impact in numerous cases during several years. It is concluded that the fewer hierarchical and elitist attitudes in the Nordic societal values and traditions are acting as a positive and driving force for improved competitiveness. This factor was discovered, packaged and communicated by Nordic corporate managers, as well as place managers.

On top of this, brain research has revealed that the negative impact of prestigious behaviour, formal attributes and a lack of open discussions are counterproductive to innovative performance. An informal climate, where even contradictory arguments can be articulated and accepted without repercussions, is seen as a natural ingredient in the Nordic managerial style. This attraction factor is also positively received among potential

talents considering the Nordic alternative. The open Nordic attitudes towards workplace equality at between women and men falls into the same category. This equality image has driven many talents to the Nordic market.

- **3.** A well-known image in the global business community that the Nordic region is normally an early adopter of new technology and new consumer behavioural patterns.

Over the course of 50 years, the Nordic area had been considered to be an interesting place to test new ideas before they were introduced in broader global market contexts. This fact had been particularly accepted in industries such as textiles, fashion, music, food, electronics and media.

The favourable early adoption consumer behaviour in the Nordic region is now often referred

to in international business press as something advantageous and an attraction factor for a dynamic region. Hence, the number of trend-sensitive international companies has increased in the Nordic region because of the early adoption climate. In current TAM strategies this observation has an important impact.

- **4.** A straightforward attitude in business, as well and in the public sector, where an agreement is an agreement. There are many testimonials and much storytelling about the relatively ease of negotiating and reaching agreements – as well as keeping agreements – within the Nordic region. Such facts are positively received and add to the talent brand. This basic trust is needed, not only at the workplace but also in private life when coming to a foreign place. Life is easier if a promise is handled as a promise and not something that must be renegotiated again and again. Not surprisingly, according to EU surveys there

is more of satisfaction among residents living in the Nordic region.⁸

- **5.** There are strong Nordic, cross-country clusters and business relations throughout the Nordic area, strengthening the critical mass of clusters and businesses. The Nordic cross-country clusters are manifold. They secure more alternative job opportunities for talented people. Thus, a failure somewhere in one enterprise does not necessarily result in a personal catastrophe. There are options available for talented individuals, even though they may be in another country. Consequently, the available options create valuable brain circulation within the Nordic labour market.

Cross-country clusters are common throughout the Baltic Sea Region and they have developed immensely during the 2010's up to the 2030's.

Some examples are the financial and insurance clusters, which are completely Nordic in all aspects by the end of 2020's. The Nordic 'domestic' market is today covering all major places around the Baltic Sea – including the three Baltic nations. The Nordic energy market is also integrated throughout the Nordic region, as is the sustainable cluster. The Nordic region has a world leader position in the sustainability business. Other main clusters are manufacturing, materials, food, information technology, mobile app production, gaming, fashion and design. Hospitality and tourism are other examples where Nordic supplementary offerings have created a more attractive tourism offering.

- **6.** There are many inter-Nordic organisational platforms where joint efforts can be hammered out. Around the end of the millenium, there were surprisingly few stable inter-Nordic platforms between the main universities in the

Nordic area. The previous lack of co-operation has been replaced over the past 20 years by many new Nordic research joint ventures and university alliances.

Another positive element is the establishment of affiliated campuses linked to international leading universities in the Nordic region, e.g. MIT and INSEAD. This has given an additional impetus to Nordic TAM efforts.

In the business world, the Nordic market is defined as one entity with regional headquarters throughout the region. This adds to brain circulation. There are also more Nordic think tanks, media co-operation, organised events, joint tendering and InterReg projects.

- **7.** The organisational set up is enhanced by the fact that the Nordic local arenas have a comparatively high degree of local self-governing

communities with resources and a will to find inter-Nordic links.

The tradition of local self-governing Nordic communities has inspired the growth of local diversification. The decentralised structure has also fostered a growth of diversified TAM models and toolboxes.

From the Second World War, the more than 1 000 Nordic communities had always focused on attracting businesses to move in. Almost all communities – but also regions – had organised inward investment services based on different models and resources. There was even tough local competition to make deals with investors to establish something new 'in my own place'. However, from the 2020's on, the shift was dramatic. Today, the focus is on talent, human capital and entrepreneurs instead of a one-dimensional focus on investors and their capital.

- **8.** International quality of life rankings are always pinpointing Nordic places as winners. The EU, the UN, the World Economic Forum, business magazines, etc. all showcase the advantageous quality of life positions of the Nordic area. After more than 30 years of advantageous positions, Nordic societies have slowly started to rebrand the area and thereby focus on attraction factors of direct relevance for talents. Instead of the classical raw material branding, Nordic places have started to go beyond the material aspects. They moved, step by step, in the direction of soft factors which could be associated with TAM. (See the points above).

Today, the shift is caused by a deep conviction that human capital is more fruitful to approach and attract. This conviction was inspired by the fact that place managers throughout the region have discovered the possible fruits of lifestyle migration, primarily from the continent. In some

cases it was reported that talents had a tendency to move out again after a couple of years. Therefore, 'after-care' programs grew in relation to the need to secure a better retention strategy.

- **9.** A well prepared and open hospitality among Nordic places in relation to TAM, including after-care. A more professional hospitality performance⁹ became a trend in many local places. It did spring from a need to attract potential talents, which was interpreted as a somewhat more complex matter than the short-term hospitality exerted in relation to the tourist market. The toolbox differed a lot, since the hosting actors needed to understand the soft and hard factors driving the talents into deeper and more long-lasting relationships.

Some places took it seriously and organised hospitality training sessions as part of their TAM strategy. The training contains aspects like:

- Communicating our attraction factors for potential talents.
- Integrating newcomers.
- Understanding the intercultural aspects.
- Securing professional after-care
- Hospitality and retention.

8. European Commission, 2013

9. Den gode hosting (Denmark, Norway), Hyvä hosting (Finland) Godu hy'singu (Iceland), Det Goda Värdskapet (Sweden).

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ABOUT TENDENSOR

Tendensor is a strategic consultancy focusing on the attractiveness, brand and innovation of places. We run multi-stakeholder branding and attractiveness processes, measure the image of places and train place managers. We are the partner of choice in three areas:

- **GeoBrands** – Countries, regions, cities and macro-regions that wish to develop their place brand and reputation. Tendensor is among the leading place-branding actors in the Nordic countries, with a wide range of assignments from government bodies, international organisations, regions and cities.
- **TalentBrands** – Cities and regions need to step up their efforts to stay competitive in the competition for talent. Tendensor assists with concept design and strategies, assessing cities' attractiveness with the Nordic Talent Monitor, and trains public talent managers.
- **ClusterBrands** – Clusters need international recognition and attraction for investments, talent and customers. We run strategy processes, carry out cluster brand audits and train cluster organisations.

Our offices are located in Stockholm and Kalmar, Sweden, Øresund (Denmark/Sweden) and Helsinki, Finland. Additionally, we collaborate with a wide network of international partners and expert networks in several European countries and the US.

Please visit www.tendensor.com for more information about us.

PROJECT PARTNERS IN PROJECT TALENT ATTRACTION MANAGEMENT IN THE NORDIC REGIONS AND CITIES

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Region Uppsala, Sweden

East Sweden (Linköping / Norrköping)

Kalmar Region, Sweden

Invest in Gävleborg, Sweden

City of Trollhättan, Sweden

City of Karlstad, Sweden

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