

# **”Talent Attraction Management – innovative tools and strategies for attracting and retaining talent**

*Marcus Andersson, Tendensor  
Talent confernece, Tallinn, Estonia, 16 April 2014*

# About *Talent Attraction Management in Nordic Cities and Regions*

- 17 participating regions and cities from five Nordic countries
- Purpose: Advance knowledge about talent attraction and retention for cities and regions
- Case studies of Nordic and international cases:
  - Munich, Eindhoven, Brighton, Austin, Texas, Singapore, Copenhagen, Montréal, Toronto...
- Meetings and exchange of experiences
- Toolbox and training





# TOOLS AND STRATEGIES FOR INNOVATIVE TALENT ATTRACTION AND RETENTION

*– a Handbook on Talent Attraction Management  
for Cities and Regions*

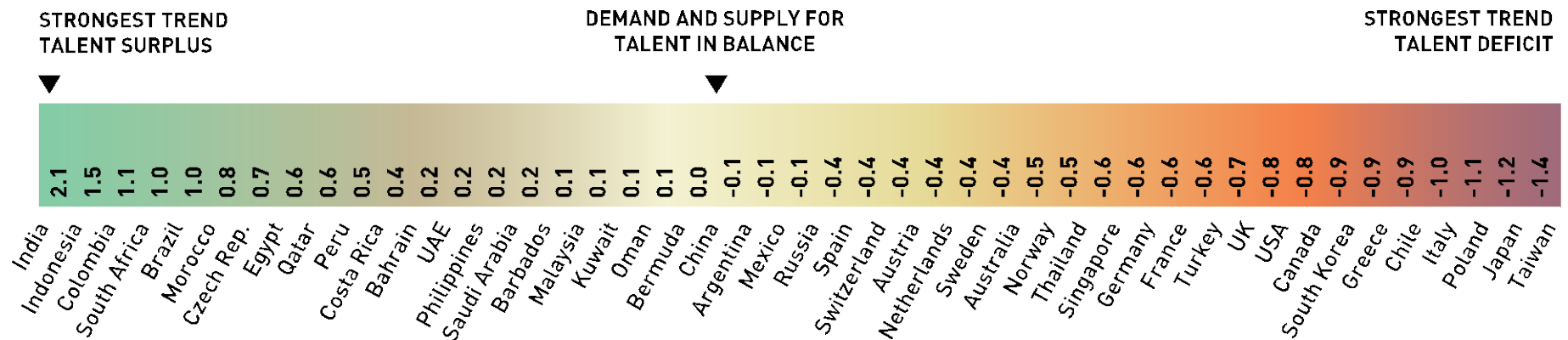




## **AGENDA**

1. Why Talent Attraction Management (TAM)? What is it?
2. Organisational models for TAM
3. Receiving and integrating talent through Public Expat Management

# Talent mismatch 2021...

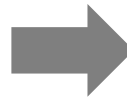


Source: Oxford Economics, 2012

- 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.

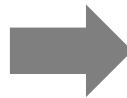
# Talent attraction and retention in numbers

The talent shortage is widespread and global...



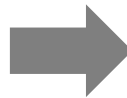
35 per cent of 40 000 employers globally have difficulties in finding staff with the right skills.

Lack of talents hampers firm growth...



No 1 reason why firms hold back investment (NO)

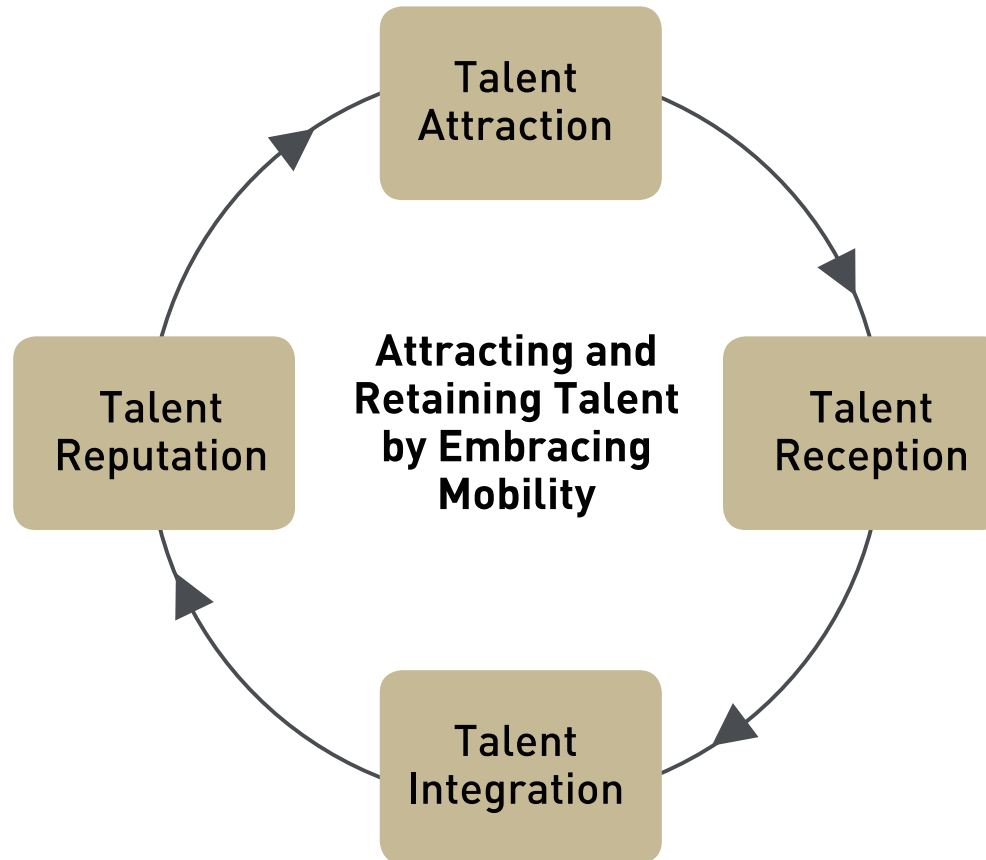
Attracting talents is a good investment for society...



1 highly educated immigrant = 2 new jobs and a tax net surplus of € 33 500 (DK)



# Talent Attraction Management for locations



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# Seven models for Talent Attraction Management



1. The public sector-driven model
2. The market- and sponsor-driven model
3. The division of work model
4. The social entrepreneurship-driven model
5. The network model
6. The talent attraction arena-centric model
7. The single forerunner approach



# 1. The public sector driven model



**Typically found in Europe.**

**TAM initiated, financed and carried out by public actors.**

**Private actors  
"legitimising"**

- *Not close enough to employers needs?*
- *Risk of low employer satisfaction.*

## 2. The market and sponsor driven model



**TAM is paid (or sponsored) by businesses.**

**..but carried out by public actors or as PPP.**

- *Close to businesses needs and wants.*
- *Ups and downs – risk for short-termism.*

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# Case Eindhoven – the sponsor/market driven model in practice



A Talent Oriented Branding



Building Global Networks



The Talent Portal



Expert to expert



Local Expat Centers



Open Innovation

### 3. Division of work model



TALENT CAPITAL  
**singapore**

**Distinctively different roles between private and public sector.**

**Singapore:**

**Public Actors:**  
branding/legitimising.

**Private Actors: Concrete TAM activities.**

- *An Asian model to learn from?*
- *Results are generated.*

# Case Singapore – the division of work model in practice



Branding Singapore as a talent hub



Highest political backing



High-profile efforts launched by gov't



Global Schoolhouse Initiative



Private sector in charge of initiatives on the ground



## 4. Social entrepreneurship-driven model



Global **EXPAT** Centre Stockholm  
*We Support Global Success by Making the World Home*

**Often run by expats/talents.**

**Mostly reception and integration.**

- *Close to expat needs and creates goodwill.*
- *Creates motivation for public/private support.*
- *Weak financing.*

## 5. The network model



C · T · B

Copenhagen Talent Bridge

**No single entry points for talents.**

**Open for anyone who can contribute...**

**Linking established initiatives together.**

- *Suits mature “TAM places”.*
- *A variation in needs can be addressed.*

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## 6. The Talent Attraction Arena (TAA) centric model



EnergyVaasa

**Organised around a TAA.**

**Benefits from the TAA focus.**

**Close link to employers.**

- *Difficult to address surrounding place qualities.*
- *Can be a good starting point for broader TAM efforts.*

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## 7. The single forerunner approach



**City official and/or employers.**

**Launch solutions without formal backup.**

- *Fragile*
- *Experimenting as a starting point*



## **Summing up – critical issues**

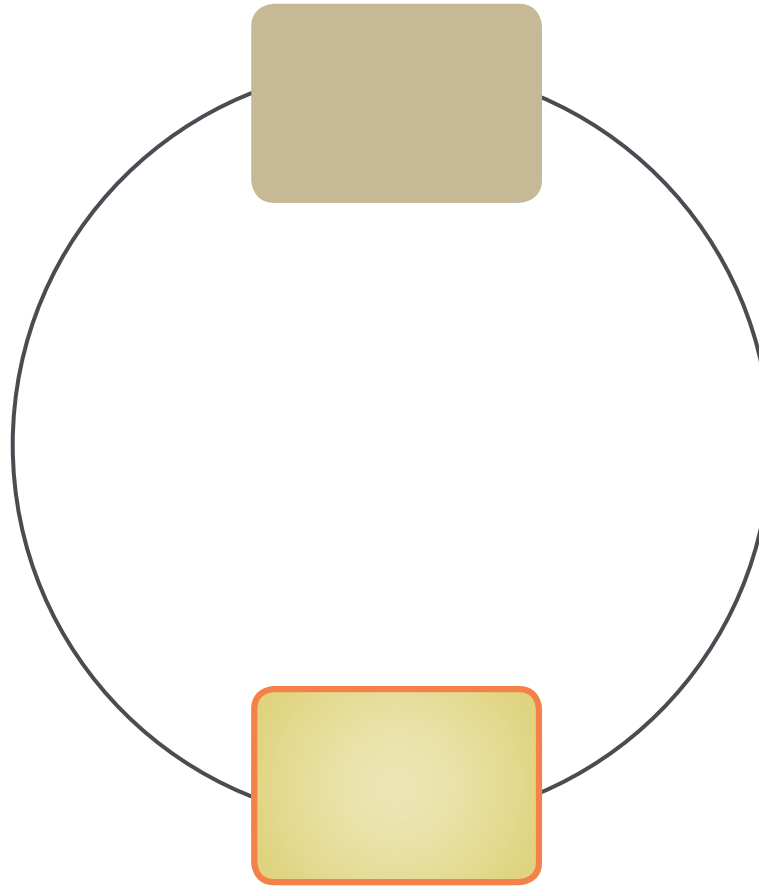
1. Involving employers/private sector
1. Going from project mode to permanent organisations – bridging the ‘valley of death’



# **Receiving and integrating talent through Public Expat Management**



# Public Expat Management



# Why do expats leave?



Language



Lack of social and professional networks available



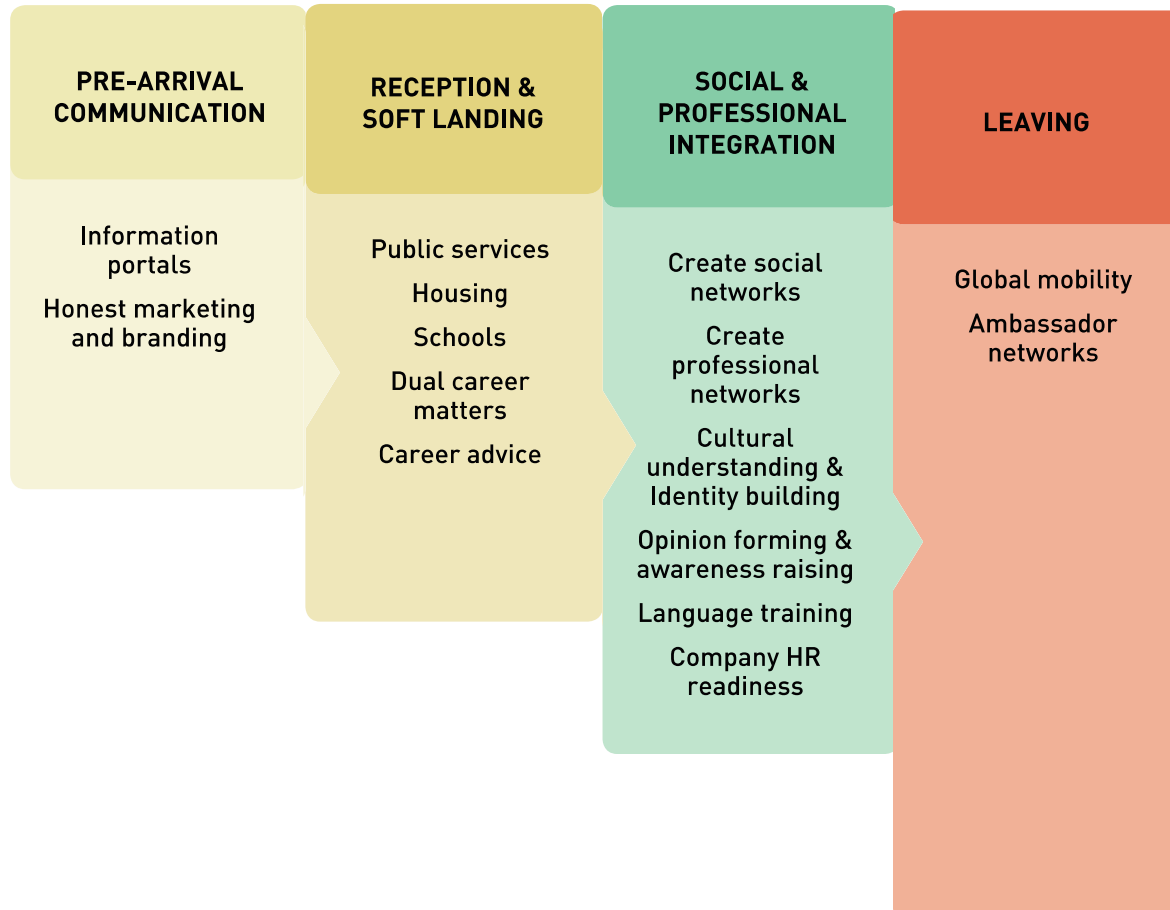
Lack of support around dual career



Attitudes of host location towards immigrants



# Public Expat Management Toolbox







# International House Copenhagen: One-stop-shop facilitating welcoming and soft landing



**The University of Copenhagen –  
International Staff Mobility**

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**Researcher hotel**

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**Researcher hotel**

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**Private companies**

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**City of Copenhagen**

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**Public authorities**

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**Reception (Guidance and dialogue)**

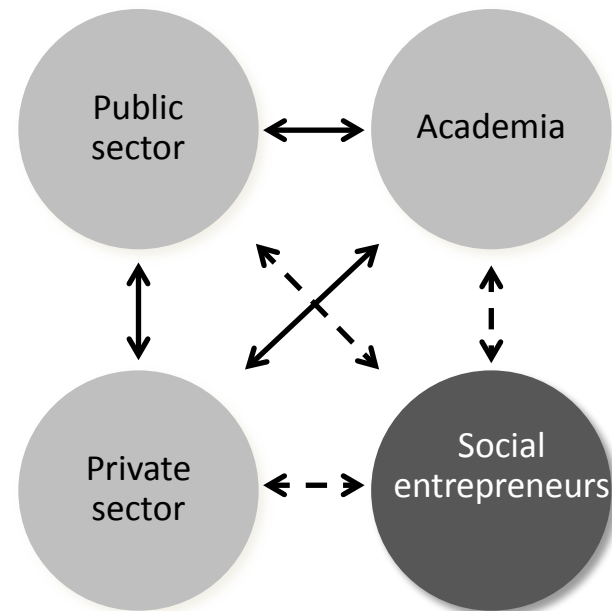
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# From triple helix to 'quad helix': Global Expat Centre Stockholm

- ✓ Post-relocation and global mobility
- ✓ 'Your home away from home'
- ✓ Non-profit, 25 volunteers

## Four main activities:

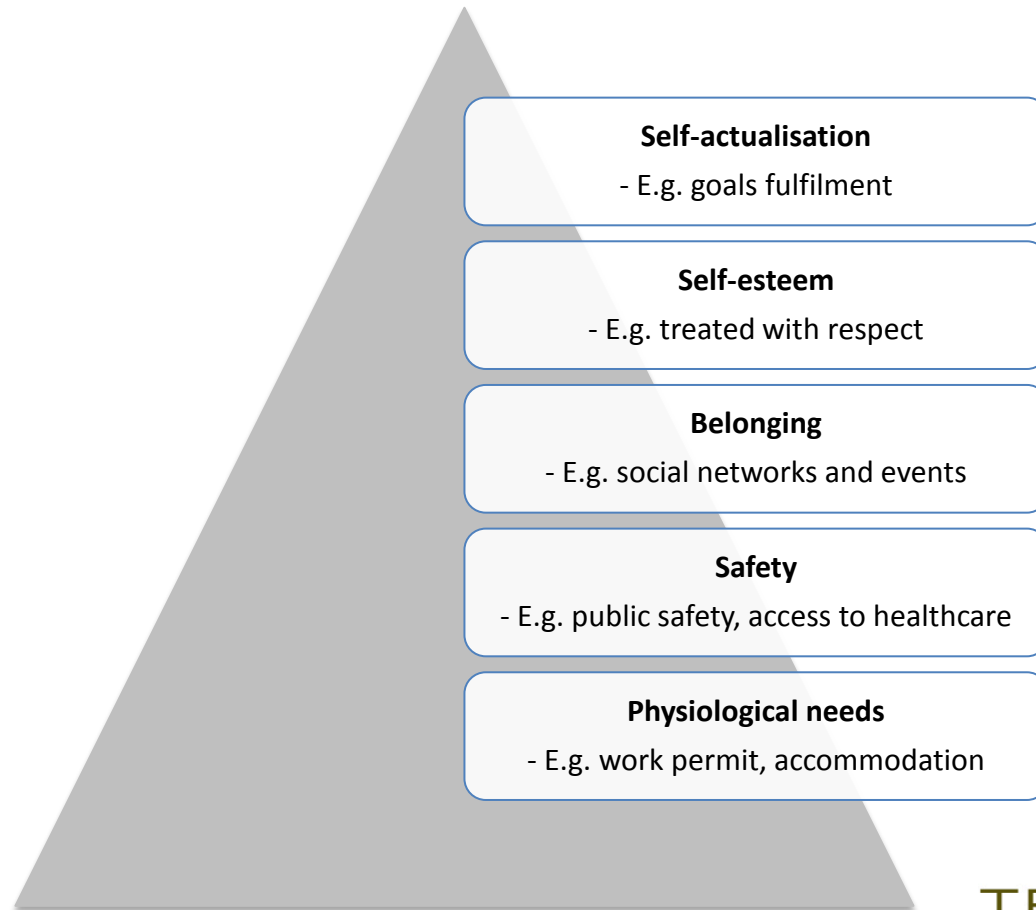
1. Cultural awareness training
2. Language courses
3. Spousal support
4. Social and business networking





# Understanding talents needs: EXPAT project

## Maslow's hierarchy of needs

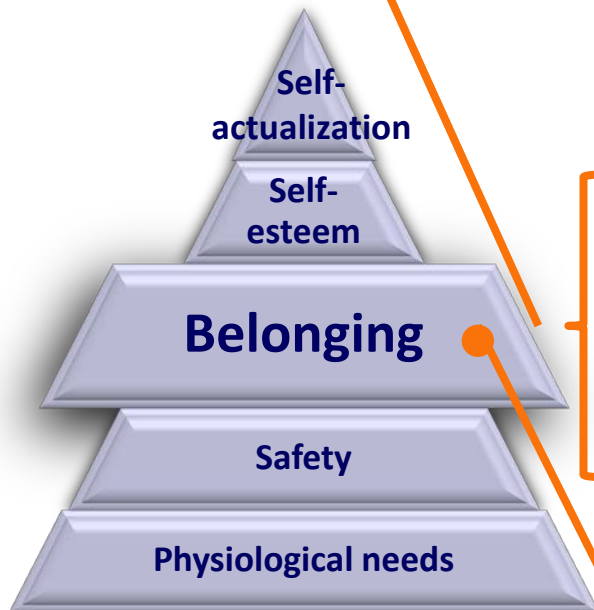


# OVERALL RESULTS BY THE LEVEL OF MASLOW'S HIERARCHY AND CITY (3)

75-100 - Excellent  
65-74 - Good  
below 65 - Needs improvement



Lack of  
- local friends  
- social events

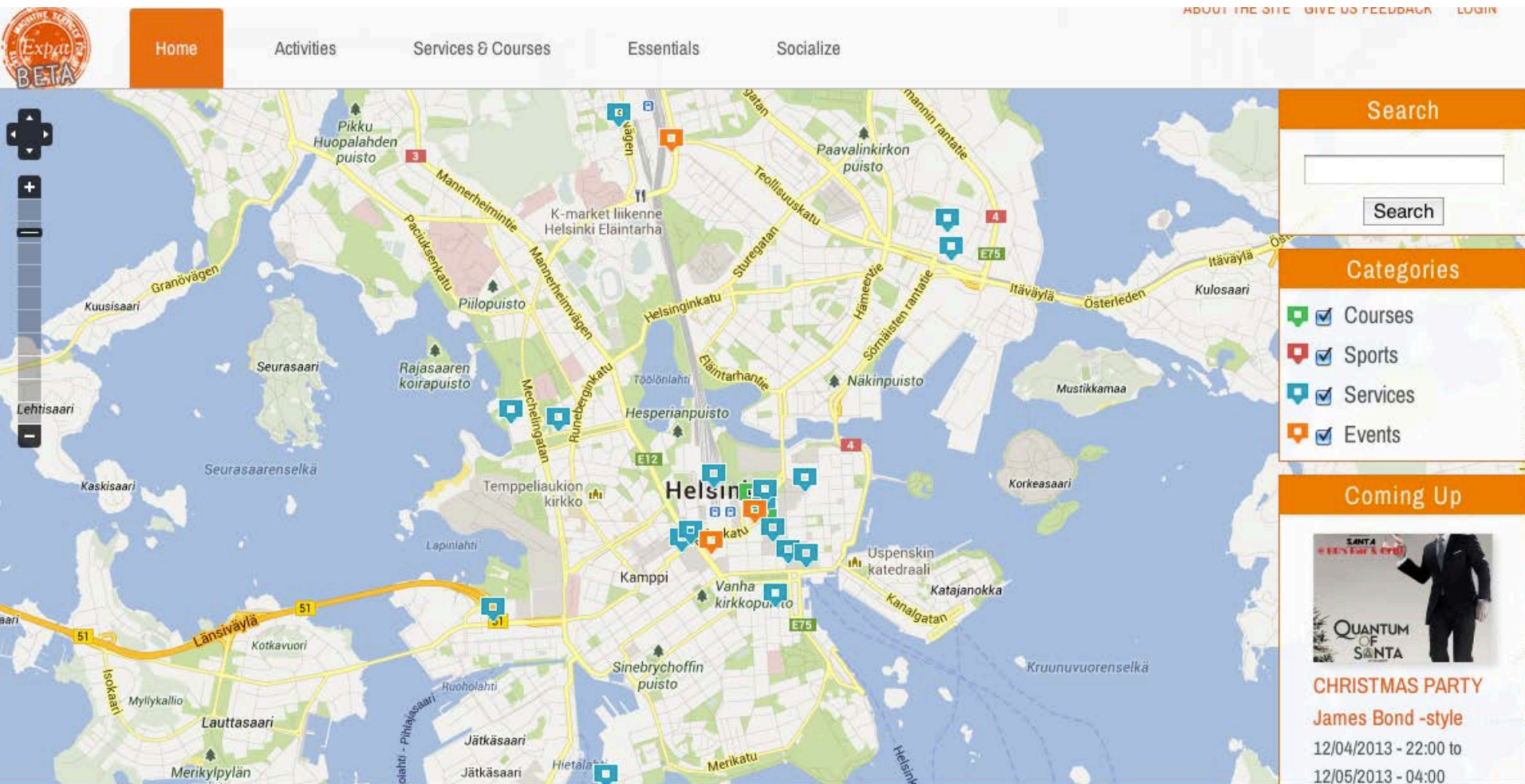


Question	City/area							
	Stock-holm	Helsin-ki	Turku	Other cities in FIN	Riga	Tallinn	Tartu	All cities
"I have to study the local language or languages"	71	69	72	68	58	54	63	64
"I have opportunities to study the local language or languages"	92	69	82	80	69	68	79	74
"It is easy to find local friends in the residence country"	32	37	47	46	51	52	50	46
"It is easy to find foreign friends in the residence country"	79	70	74	69	78	75	74	74
"I have an opportunity to engage my hobbies"	71	66	68	68	63	68	66	67
"It is easy to find information about leisure time activities"	68	65	66	70	65	70	72	68
"I am satisfied with the quality of the social events in my native language"	75	62	61	68	67	67	73	66
"I am satisfied with the quality of the social events in the local language"	86	75	75	78	73	78	73	76
"I am satisfied with the quality of the social international events in English"	78	67	71	67	75	74	75	72
"I feel I am a part of this society"	49	52	54	50	48	53	54	52
"There are enough activities where I could learn about this country and its customs"	41	40	34	50	39	42	41	40
"There are enough activities where I could express my culture"	58	47	49	54	54	55	52	52
"There are enough physical gathering places for meeting other foreigners"	44	43	41	50	48	50	48	46
"There are enough physical gathering places for meeting locals"	30	33	30	46	39	41	38	36
"I am completely satisfied with the service provided by my support person"	85	83	88	89	77	83	88	84
<b>All Questions</b>	<b>61</b>	<b>56</b>	<b>59</b>	<b>61</b>	<b>59</b>	<b>60</b>	<b>61</b>	<b>59</b>

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...and responding to talent needs: [www.helsinkiexpats.info](http://www.helsinkiexpats.info)



The screenshot displays the Helsinki Expats website interface. At the top, there is a navigation bar with links: Home, Activities, Services & Courses, Essentials, and Socialize. A search bar is located on the right side of the header. Below the navigation bar, a map of Helsinki is shown, overlaid with various colored markers (blue, orange, green) representing different types of events or services. The map includes labels for various districts and landmarks, such as Mannerheimintie, K-market liikenne, and the city center. On the right side of the map, there is a sidebar with the following sections:

- Search**: A search bar with a "Search" button.
- Categories**: A list of categories with checkboxes:
  - ☒ Courses
  - ☒ Sports
  - ☒ Services
  - ☒ Events
- Coming Up**: A section featuring a poster for a "CHRISTMAS PARTY James Bond -style" on 12/04/2013 - 22:00 to 12/05/2013 - 04:00.

# Networks: Youth Goodwill Ambassadors of Denmark

COPENHAGEN  
CAPACITY

TALENT ATTRACTION

CONTACT

FACEBOOK

Become an Ambassador

About

Press & PR

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## Youth Goodwill Ambassadors of Denmark

Learn more about what it's like to be a youth ambassador on our blog

READ MORE





## Summing up

1. Public Expat Management is mainly about reception and integration of talent, but also what happens before arrival and after departure
1. Key issues and success factors:
  - ✓ One-stop-shop solutions
  - ✓ Involving talents and social entrepreneurship
  - ✓ Understanding talent needs – and responding to them
  - ✓ Making talents ambassadors of the location





**Thank you for your attention!**

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