Contents

1 Introduction 11

Why a book on innovating talent attraction? 12

How big a problem is talent scarcity? 14

Your guide – from one practitioner to another 17

Interview with Merlind Hinz, SKF Group 21

2 Talent Attraction Management – what is it and why does it need to be managed? 27

What factors influence talented people's choice of place? 27
So is it the job or the lifestyle that make talents relocate? 29
How can places attract and retain talent? 29
What is Talent Attraction Management? 30
It is a team effort 33
What skills do you need to manage and orchestrate this complex multi-

stakeholder setting? 34

Interview with Charlotte Mark, Microsoft 37

Talent Attraction Management in practice – The Copenhagen Case 43

The Copenhagen case: From FDI to talent attraction 44

Adding the missing link – a regional talent strategy 47

The product portfolio: Concrete tools catering to international talent 49

From Copenhagen to the rest of the world 53

Interview with Paul Evans, INSEAD 55

4 Strategic Recommendations for Successful Talent Attraction Management 61

Engaging talents as ambassadors 62 Engage employers 64

Interregional talent sharing: From foes to friends 67	
Find your mene. competitive advantage and datmenterly	68
Disrupt and innovate to differentiate 69	

5 How to organise for Talent Attraction Management 75

Organisational structure to optimise talent attraction and retention 75 Governance and funding models 82

Creating public-private partnerships – how public institutions and private business can work together 83

From theory to practice – how change management can help you get started 84

Interview with Yvonne van Hest, Brainport Development 89

6 Talent Attraction and Place Branding 95

Six branding objectives 95

Four principles of innovative place branding 98

Marketing strategies and campaigns in practice 100

Interview with HRH Prince Joachim, Danish Monarchy 109

7 Attracting Entrepreneurial Talent 115

Entrepreneurial reality 115

Tools and recommendations for entrepreneurial talent attraction 117

Promote a positive image of entrepreneurship 118

Start-up communities and co-working spaces 119

Entrepreneurship education and the long-term approach 120

Differentiate and find your talent niche 121

Leverage the international community 122

Interview with Manas Mani, Nordea 123

8 On the future of talent attraction – is more innovation needed? 129

Will talent attraction still be high on the agenda in the coming years? 130

From the 'war for talent' to talent mobility collaboration 133	
Merging the agendas of domestic and international talent 135	
Cities and regions are the new locus for talent attraction 136	
Are we ready for true brain circulation? 138	
The new black: Management style and lifestyle as attraction factors	139
Is innovation in talent attraction still needed? 140	

About the authors 147

Acknowledgements 149

Appendix overview 151

Appendix 1 – Regional assessment survey 153

Regional Assessment Survey 155

Appendix 2 – Cases 156

- Case 1: Austin mini case Attracting talent by supporting creativity 156
- Case 2: Berlin mini case The role of the public sector in an organically developed ecosystem 157
- Case 3: Bizkaia mini case A network-model approach to talent attraction 159
- Case 4: Chile mini case Building a brand by going against the grain 160
- Case 5: Brainport mini case From the war for talent to talent sharing 162
- Case 6: Singapore mini case A key pillar in the country's economic strategy 163
- Case 7: Tampere mini case Providing local help to talents 164
- Case 8: Tel Aviv mini case Entrepreneurial culture 166
- Case 9: Toronto mini case Immigration policy as a talent magnet 167