

TalentMagnet

D.T1.2.1 Practical Guide on Preparing and Governing Local Talent Attraction and Retention Plans

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Acronyms and Abbreviations

BMC	Business Model Canvas
CEO	Chief Executive Officer
EC	European Commission
EU	European Union
GDP	Gross Domestic Product
HR	Human Resources
IT	Information Technology
LSG	Local Stakeholder Group
LTARP	Local Talent Attraction and Retention Plan
NGO	Non-Governmental Organization
R&D	Research and Development
SMEs	Small and Medium Enterprises
TAA	Talent Attraction Arena
TAM	Talent Attraction Management
TAR	Talent Attraction and Retention
USPs	Unique Selling Points
WPT1	Thematic Work Package 1

1. Introduction

The present Practical Guide on Preparing and Governing Local Talent Attraction and Retention Plans has been prepared as part of Activity A.1.2 Methodology Development, WPT1 Methodology and Planning of 'TalentMagnet' project funded by the Danube Transnational Programme. The document has been elaborated by the project team of 'Angel Kanchev' University of Ruse with recommendations and contributions from the knowledge-provider partners.

The 'TalentMagnet' project addresses the major demographic and labour market challenges caused by the outmigration of highly-educated young people from the small- and medium-sized towns in the Danube Region. The main goal of the project is to strengthen the multilevel governance and improve institutional capacities to reduce the outmigration of talented young workforce. To this end, 'TalentMagnet' undertakes to encourage decision-makers at different spatial scales and institutions from the 'Quadruple Helix' to engage in regional and urban competitiveness policies that aim to attract and retain skilled and talented individuals.

The increasing importance of human capital as a driver of economic development and growth not only within the single organization but also at local, regional and country level has been widely recognized. Access to talented and skilled individuals could therefore be considered a **crucial determinant of competitiveness and prosperity** and the capacity to attract, develop and retain talented individuals will only become more essential in the future.

WHAT DOES THE PRESENT GUIDE SEEK TO?

The objectives of this guide include the following:

1.) To provide the reader with:

- a basic understanding of the key definitions, global trends setting the context for the competition for talents and the benefits of talent attraction and retention for cities and regions;
- insights on the common attraction/retention factors for talented people and the place qualities that cities and regions can aim at in an effort to tackle the socio-economic effects associated with the skilled workforce shortfalls;
- knowledge of the purposes, processes, sequence, organization models and guiding principles of talent attraction and retention planning;
- knowledge of the essential tools and considerations for designing, implementing and managing local talent attraction and retention plans (LTARPs).

- 2.) To contribute to enhancing the general quality of local/regional development planning.

WHO IS THE GUIDE FOR?

The present guide has been designed for multiple and diverse audiences, i.e.:

- Local and regional policy-planners and decision-makers; urban and regional administrations;
- Stakeholders and partners from the 'Quadruple Helix' – representatives of academia and research institutions, business, government and civil society;
- Community members and the public.

HOW IS THE GUIDE ORGANIZED?

Chapter 1 of the present guide provides an introduction to the project, presents the purpose of the document, its structure and compendiums and identifies the targeted audience. Chapter 2 starts by discussing the key trends determining the global increase in the competition for talent, outlines the main talent profiles and the basic attraction factors for them and emphasizes the critical role of planning for enhancing the place's position according to the best and brightest individuals. Chapter 3 discusses local/regional conditions impacting talent settlement behaviour and offering possibilities for specific policy interventions. Chapter 4 provides an overview of the tools that could be used to understand talent needs and focuses on issues related to the unique and attractive features of the place that should be marketed to talents. Chapter 5 describes how organizational and cooperation models for talent attraction and retention can be built and offers guidelines for development of successful talent-related partnerships and synergies with the 'Quadruple Helix' stakeholders. Chapter 6 introduces particular tools and measures that could be used to enhance the place attractiveness in the eyes of the target group with practical information for detailing the envisaged activities in the plan. Chapter 7 is dedicated to the implementation, monitoring and evaluation of the designed local talent attraction and retention plans. Annex 1 offers a practical approach for development of Local Talent Attraction and Retention Plans and Annex 2 provides methodological guidelines for organizing awareness-raising and mid-term interactive assessment workshops.

The consecutive stages of the talent management process are shown on Fig. 1.1.

FIG. 1.1

THE PROCESS OF TALENT ATTRACTION MANAGEMENT:



HOW SHOULD THE GUIDE BE USED?

The present guide is intended for use as a reference throughout the process of developing and implementing local talent attraction and retention plans. Some of the topics closely related to the planning (such as the overview of successful practices for prevention and/or mitigation of brain-drain and encouraging talent-related activities, capitalization of previous EU-funded and other projects, etc.) have been covered by other documents developed within the 'TalentMagnet' project and listed below.

In addition, the following compendiums should accompany this guide to enhance understanding of the relevant topics:

- 'TalentMagnet' Baseline Study;
- 'TalentMagnet' Primary Research;
- 'TalentMagnet' Partner-Level Situation Analysis;
- 'TalentMagnet' Good Practice Catalogue of Talent Attraction and Retention;
- 'TalentMagnet' Slide Deck on the Main Findings of the Baseline Study;
- 'TalentMagnet' Training Materials;
- 'TalentMagnet' Guide for Setting up and Running Local Talent Club.

The compendiums are available online at <http://www.interreg-danube.eu/approved-projects/talentmagnet/outputs>.

More diverse and useful information on the subject of talent attraction and retention in the small- and medium-sized towns in the Danube Region can be found at: <http://www.interreg-danube.eu/approved-projects/talentmagnet>

The development of this guide was supported by valuable input of all 'TalentMagnet' partners. Annex I was developed by the thematic experts of the Municipality of Nyíregyháza and Annex II was elaborated by the experts of Scientific Research Centre Bistra Ptuj.

It is recommended that the interested parties use the guidelines and information from Annex I during the practical development of their local talent attraction and retention plans.

2. Background and Conceptual Framework of Talent Attraction and Retention

2.1. Exploring the Context: Overview of Global Challenges Associated with the Competition for Talent

Over the last decades the concept of talent competitiveness is clearly entering the vocabulary of government, local authorities and business leaders around the world who see it as a core ingredient of prosperity. As globalisation deepens, some regions and cities are more and more seriously experiencing the ‘brain-drain’ phenomenon and have come to the realization that the retention and attraction of highly-skilled human capital can be a means for encouraging innovation and sustainable growth. Regional and municipal leaders, along with national decision-makers, will therefore need to focus on both the immediate concerns of their constituencies (creating jobs adjusted to the market needs, alleviating income disparities, improving quality of life, education and environment, etc.) and on developing ‘talent ecosystems’ capable of cultivating, encouraging and empowering creative and knowledgeable individuals.

Researchers point out several **key trends** shaping the need for creation of talent-friendly environment in cities and regions and for intensification of the ‘war for talent’ in the 21st century:

- *Demographic challenges in industrialized countries related to declining birth rates and aging population.* These create severe shortages in the labour market and push up social spending thus limiting productivity and innovation capacity of businesses and economies.
- *Migration and mobility trends.* While emigration certainly brings positive outcomes for both the migrants and the receiving economy/organization, the effects of large-scale migration on the sending countries/regions are generally negative, esp. if the labour outflow is dominated by young and educated people (Atoyan, 2016). Yet, international mobility has been widely recognized as much beneficial for the individuals and bringing new experience, knowledge and networking opportunities for those involved in it. Thus, talent mobility which has rapidly risen over the last decades because of behavioural and institutional changes is seen as key for enterprises and governments to fill skill shortages while creating new employment opportunities for people already resident.
- *Growing role of innovation, creativity and knowledge and increased specialization.* Attracting high-skilled talent is a crucial element in the efforts for development and higher productivity. Furthermore, increased specialization around core competences in

knowledge economy requires highly specialized skills that might not always be readily available at the local or regional level.

- *Influx of new technologies* as a driver of modern economies not only demands knowledgeable and educated people as users and operators but also enables talents to work globally and creates opportunities for businesses and regions to make better use of a wider talent pool.

The above arguments clearly indicate the economic rationale behind the efforts of policy makers to limit brain-drain, utilize their existing workforce and attract more talented people. To succeed in these endeavours proper planning is essential, as well as understanding the target groups, their needs and preferences and determination and promoting the key strengths of a place that would make it more attractive for talents.

2.2. What Do We Mean by 'Talent' and 'Talent Attraction Management'?

To ensure well-coordinated and integrated talent-related policies it is important that a common **definition of 'talent'** be made. Numerous definitions exist in literature and there is no single and widely accepted one in preference to the others. Thorne and Pellant (2007), for example, argue that a talented individual is *'someone who has ability above others and does not need to try hard to use it'*. According to Tansley (2011) talent refers to *'those individuals who have the potential to reach high levels of achievement'* and Kang, Sato and Ueki (2017) assert that *'talented people have abilities that cannot be easily replaced'*. In consideration also of the rationale for talent attraction, the following definition used in talent management guides (Tendensor, 2014) shall be accepted in the present document, i.e.:

'A talent is 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 (TAM) shall respectively be understood as *'systematically utilizing policies and activities at institutional/local/regional level with the goal to attract, develop, and retain talented individuals with high levels of competency, personality and motivation in line with the strategic directions of the organization/city/region in a dynamic, highly competitive, and global environment'*.

In line with the latter definition the various possible **TAM policies and actions** could be categorized as:

- 1) *Talent retention*, i.e. creating environment encouraging local talents to stay and better utilizing the local workforce potential;

- 2) *Talent attraction* - involving marketing and branding the organization/place/region as attractive for talents and promoting return migration;
- 3) *Talent reception* – i.e. welcoming external/returning talent and making it feel like home;
- 4) *Talent integration* - embracement of external talent through social and professional networks;
- 5) *Talent reputation* – creating overall attractive image of the organization/place/region.

Organizations/cities/regions can put emphasis on the different groups of activities depending on where insufficiencies or weak links are identified during the development of the local talent attraction and retention plan (LTARP) and in consideration of the particular target group chosen.

Several major **talent profiles** could be distinguished and targeted with the TAM practices. The most common identified profiles (non-restrictive) that can serve as reference for tailored policies and actions are: students and academic talent (both domestic and international), researchers, talented professionals and migrants holding tertiary education degree (master or doctorate), top-level management professionals (CEOs, executives, etc.); entrepreneurs, active investors, return migrants, members of diaspora, expatriates, etc. Talents could also be categorized based on specific economic or thematic sectors, i.e. engineers, doctors and medical personnel, talents in architecture and design, IT experts, professionals in the education field, talent in the financial sector and business services, consultants, talent in law, creative individuals (in the field of arts, music, literature, entertainment, theatre and performing, photography, fashion, crafts, etc.), sports talents, talents in the social sector etc. It is recommended that organizations/cities/regions position themselves depending on the specific talent categories which will be targeted.

2.3. Factors for Destination Decision-Making of Talents

It is possible to identify several major groups of **determinants** that motivate talent desire to settle in or move to a particular place. It is essential that these be recognized so that the place could be made more attractive to talents and that the most appealing aspects of its tangible and intangible aspects be communicated. The determinants could be divided into *pull factors* which attract talent and *push factors* that make them look for opportunities elsewhere. Both groups of drivers are affected by the individual and life-course characteristics of the talent (such as age, gender, education, marital status and family background, country of origin, resources, etc.) as individuals respond differently to incentives according to their personal situation, the experience they had in the past, and their expectation for the future. It should

therefore be pointed out that there is no single universal framework of factors influencing destination decision-making of talents but nevertheless the below groups proposed by Michele Tuccio (2019) might be taken into account:

- *Determinants related to employment, study and earnings* – employment and study opportunities, income and tax, welfare system, political system, etc.
- *Non-pecuniary motivations and amenities* – future prospects and family environment, skills environment, facilities and infrastructure, diversity and inclusiveness, quality of life, environmental conditions, health system, etc.

There are important linkages and overlap between the aforementioned groups of factors that need not to be disregarded. Furthermore, attitudes to life, work, leisure and consumption differ between generations, depending on their past economic conditions, historic development and cultural circumstances.

Diverse research exists on the preferences of talents when choosing a place of residence. According to FYA (2015) one of the most important considerations for talents is the creation of work-life balance. Lepawsky, et al. (2010) in turn claim that there are three main “locations” where people spend their time, i.e. (1) home, (2) work, and (3) free time activities, which cover everything beyond the former two categories or the so called ‘third places’, e.g. cafés or restaurants. The authors believe that good job is not everything one needs. Favourable conditions for renting/buying an apartment/house and quality services related to third places are also required.

The most cited destination decision-making factors for young talents include:

- sustainable and quality workplaces,
- flexible work conditions, high salaries and the possibility for gaining international work experience,
- favourable opportunities for climbing the corporate ladder,
- costs of living,
- digital infrastructure,
- advantageous taxing system,
- ethnic diversity, thus the opportunity to get to know customs and cuisines,
- openness, tolerance and social diversity,
- English-speaking environment,
- events and gatherings,
- liveable, yet lively streets, urban architecture,
- low transport costs and short commuting time between home and work place,

- ideal neighbourhood for raising children, et.

After all, it can be concluded that the workplace and the labour market opportunities are not the only aspects that influence the ultimate decision of young talent in choosing a place of residence. Factors related to lifestyle, personal happiness and quality experiences are all important for shaping one's opinion. The leadership of each city has to manage all these factors together to be able to build up a successful local plan and strategy for attracting and retaining talents. In any event, it is crucial that talent attitudes, behaviour and preferences of the target group representatives be monitored so that tailored TAM actions and policies are designed and put in place.

2.4. Why Planning for Talent Attraction and Retention?

Clearly, formulation of appropriate response aimed at mitigating and/or preventing brain-drain and regaining skilled workforce is not going to happen by itself or in one day. Designing effective measures/policies is a complicated process requiring a robust knowledge base, coordination between different policy- and decision-making bodies and stakeholders and a constant dialogue with talents. In short, a good plan of how to do things would be quite helpful.

There is an expression that “failing to plan is planning to fail.” While it is not always true that those who fail to plan will eventually fail in their endeavours, there is strong evidence to suggest that having a plan leads to greater effectiveness and efficiency. **Planning** can be defined as a process of setting goals, developing strategies, outlining the implementation arrangements and allocating resources to achieve those goals (UNDP, 2009).

Namely, diligent planning of talent attraction and retention priorities, status and improvement actions with deadlines and resources is needed to enable successful competition for the best and brightest individuals. The present guide is intended to navigate the interested organizations, local and regional authorities along the way towards the common goal to create talent-friendly environment and reduce brain-drain. It may serve as a vehicle for facilitation of decision-making, better alignment of resources and proper communication. The guide will propose concrete steps for design and implementation of the LTARPs, as well as specific interventions and participative practices engaging the interested stakeholders. Yet, it is recommended that the present document be used only as a starting point and the suggested practices and approaches not be directly applied but adapted to the local context, place-specific circumstances and conditions.

3. A Portrait of Talent Attractiveness of the Place/Region

3.1. Key Areas for Inspection of Local/Regional Policies and Actions

The attraction of talents to a certain location/organization will be influenced by the qualities of the place/institution. To develop an efficient strategy for talent attraction and retention, the image and reputation of the place in the eyes of inside and outside talent have to be understood and the regarded as necessary conditions impacting talent settlement behaviour should be analysed in light of the possibilities for their improvement. The distinctiveness and resources of each region/city should be recognized and local/internal strengths and weaknesses be considered. Policy-makers have to be realistic about the potential of their place/institution and its capacity to attract talent and have to make use of historically strong images to nurture confidence in its potential.

Several **key areas relevant to brain-drain and/or talent attraction** and associated with specific policy fields have been identified in existing research:

- *Economy and Labour Market:* A prospering economy and a functional labour market are not only essential for urban development and attraction of investors but also can influence the decision of talents to stay or to relocate to a place. Local urban developments should be seen as part of the wider economic development of the city region. Further to the traditional parameters and conditions typically associated with the economy (such as GDP, economic growth, rate of inflation, unemployment, interest rates, direct investment flows, average income, etc.), the economic dimension relates to the general technological change, industrialization 'models' and macro-structural trends (changing proportion of manufacturing industry and the service sector, sometimes with domination of specific types of industries or activities). In addition, the latter relate to the economic organization, institutional, organizational and financial systems for business and the development of the labour market and skills.

Talent attraction and retention can only work if people find solid jobs and can make a decent living. Nevertheless, according to Czaika (2015), high-income countries with stagnating economies are often found to be less attractive destinations for talented migrants than booming middle-income economies with pulsating economic prospects. Clearly, the attractiveness of a place is not limited to purely economic factors. Locational choice of talents is also affected by the structure and performance of the business sector. Research indicates that the target group representatives, especially the ones in knowledge-intensive sectors, are magnetized by high-tech and project oriented industries, as well as by the globally/regionally visible and powerful clusters, innovative environments and adequate connections with the outside world (Reiner,

2010). Entrepreneurs are in turn attracted by the low barriers for starting and conducting business, the supportive regulatory framework for development of SMEs, the access to venture capital and the close university-industry relations. Furthermore, recent studies suggest that prospective high-skilled migrants are significantly influenced by tax rates when choosing where to settle (Kleven, Landais and Saez, 2013).

It is also worth mentioning that talents are generally drawn by the critical mass of attractive employers and the availability of high-quality jobs. Young people are seeking a perspective for personal development commensurable with their education and skills. This is the reason why places that can show a variety in strong employer brands and numerous job opportunities could take the lead in the 'war for talent'. Any policies, measures and incentives aimed at increasing the flexibility of the local/regional labour markets, support of all forms of employment, encouragement of work-based training and lifelong learning opportunities and promoting geographical mobility are also likely to enhance the city/region's position in the competition for high-skilled individuals.

Although in some of the above areas local policy cannot make a huge difference, regional and urban planners aiming to attract and retain talent are advised to analyse the existing economic and employment conditions in their location and single out measures for specific improvements and solutions in the present category, wherever possible.

- *Education and training:* A high-quality educational system is crucial not only for the competitiveness of the city/region but also for the effective talent attraction and retention. The importance of education in this regard is twofold. On one hand, it is crucial for development of internal human capital; hence policy measures should aim at enhancing regional education and training in consideration of the demand side of the regional labour market. Thus, cities and regions could attract both internal and external talented workers through specialization and identity building in certain occupational fields. On the other hand, the attractive study opportunities, skills environment, educational and research facilities and infrastructure could also serve as pull factors for high-skilled individuals from outside. The presence in the area in particular of leading universities, scientific centres of excellence and other talented academics and scientists could provide strong incentives for other target group representatives to join their peers. The critical mass of students, researchers and academic community will create visibility for the place and will increase its chances in the competition for talent.

The role of universities and research institutions in the creation of the new knowledge and stable personal networks shall therefore be capitalized on. Moreover, close university-industry linkages, as well as city-university partnerships, could also create synergies, 'thereby generating the multiplier effect that is at the base of innovation breakthroughs and development' (Kerr et al., 2017). Last but not least, talented students and young people are especially attracted to places with international environments where they can get intercultural experiences and international career opportunities. Internationalization should therefore be fostered by urban planners, international networks cultivated, mobility opportunities promoted and connections with the outside world developed.

- *Quality of Life:* According to Britannica this term refers to the degree to which an individual is healthy, comfortable, and able to participate in or enjoy life events. Although standard indicators of the quality of life include factors determining wealth, employment and education, we will exclude these hereinafter as they have already been taken account of under separate categories above. The quality of life conditions of urban/regional environment cover public and residential services, facilities and infrastructure, healthcare services and amenities, cultural scene, opportunities for meaningful leisure and recreation, green spaces and environment, ethnic diversity and tolerance of alternative lifestyles, social belonging, religious beliefs, safety, security and freedom.

As consumers of public services, talents are a demanding target group. They expect high quality in city administration, public transport, schools, day-care, social work, etc. Furthermore, many target group representatives live a mobile life and require that the place be connected to the outside world. Maintaining good positions in areas such as (tele)communication networks, road systems, railway links and accessibility by water and air therefore remains an essential condition for cities and regions competing for talent. At the same time, access to a well suited home is crucial for the target group representatives. Thus, places and employers that can offer a range of suitable and affordable accommodation options (incl. of short-term living, flats or residential housing) will gain advantage in the competition for talent.

Providing effective, safe, people-centred healthcare that is timely, equitable, integrated and efficient is essential both for the target group representatives and for the community. Development, refinement and improvement of healthcare sector performance are not only a matter of national quality policy, standards and actions, reinforced by efforts from the system itself. Local and regional planners could also contribute to the improvement of medical service quality, for example, through

strengthening partnerships with healthcare providers, ensuring that they have decent infrastructure, facilities, information and information technology, providing support/incentives for local health professional workforce, as well as for education/training of health care workers, managers and policy-makers, empowering local community to monitor and optimize its health status, etc.

Strengthening the creative and cultural industries, tourism and leisure sectors is perceived as a step towards making a place more attractive for talents. A city or region offering rich cultural scenery and social life, and a pleasant physical atmosphere shall by all means be considered appealing. A liveable city core can become the hub of social networks and a “brand statement” for attracting new talents. Moreover, such a place can inspire innovation and creativity and attract investors. Cities with histories as centres of art and/or culture are therefore recommended to build on these resources.

Another aspect of quality of life that has to be considered by urban and regional planners is the environmental one. Talents are conscious people and they care about health, safety and sustainability. They avoid places carrying expectations of congestion, high noise levels, pollution or other environmental problems. Because of climate change, the availability of green spaces in an urban environment is of growing importance for the evaluation of life quality, specifically among young people. The improvement of environmental conditions and the implementation of green and low-carbon solutions would therefore be a plus for talent attraction and retention.

Current status and possible interventions with regard to the social factors of life quality would also have to be analysed under this category. An open, inclusive and tolerant urban climate would definitely attract target group representatives. The degree of diversity and inclusiveness as well as the tolerance to the ones having a different culture and/or religion is a particularly crucial driver for the destination choice of international talents. Furthermore, target group representatives like to be able to express their opinion freely and to participate in community development. It is therefore essential to provide talents with platforms to articulate their values, opportunities for civic engagement and involvement in decision-making on policy level.

Last but not least, safety and security-related features of the place have to be studied in the light of their potential streamlining or enhancement. Safety is by all means a factor which talents will consider before they make a decision to settle somewhere. Cities and municipalities with a smaller population are generally more fortunate when it comes to security as they are often capable of ensuring a safer environment than large cities. In any event, increased awareness of public safety strategies and measures

and community involvement for effective and efficient crime control, traffic and infrastructure safety could serve as a means for enhancing the attractiveness of the place in the eyes of the target group representatives.

- *Personal networks*: these factors shall not be underestimated in the 'war for talent'. They include personal links, professional and social networks and other types of local social organizations related to people's life courses (Grabher, 2004). They connect people with certain places, including places where they were born, where they have friends, where their family is living and where they studied (Turok, 2004). Networks and linkages are relevant in the organizational sphere, in terms of cooperation between individuals and firms, and are quite important for urban economic growth. Policy-makers should analyze the possibilities of cultivating such personal networks and could invest in supporting any action that would capitalize on them. Particular initiatives in this regard may include support of alumni associations, encouragement of short-term international mobility for development of wider personal networks with other talents, encouragement of student exchanges, as well as other exchange programmes for schoolchildren and young employees, establishment of partnerships with universities and education centres aiming to promote student networks, support of emerging networks and migrant entrant programmes, etc.

It shall however be noted that there are also other factors decisive for the location decision of specific groups of talents (such as immigration policies and barriers to admission which are essential for international talents or the place's demographic structure which is especially important for young people, etc.) but these shall not be analyzed below as they generally offer no feasible target for local/regional policy intervention.

3.2. Defining the Strengths and Weaknesses of the Place and 'Profiling' Talent

The first step towards developing a talent retention and attraction strategy and plan requires an in-depth analysis of local context and a study of the existing local/regional policy framework, tools, drivers, infrastructural elements and cooperation/networks related to the target group representatives and their settlement choice. As a result, the place's strengths, weaknesses, opportunities and threats in every dimension shall be determined with a particular emphasis on the key areas detailed above. Regional and urban policy-makers have to keep in mind that any successful talent development, retention and attraction strategy needs to be 'place based', exploiting interdependencies between local policies, businesses, education, talent and the labour market and built on the specific strengths and assets of the place.

It is nevertheless recommended that good practices from talent-related projects and initiatives be considered. The TalentMagnet project consortium has identified a number of EU-funded projects which deal with or are closely linked to the brain-drain and talent attraction topics. An overview of these has been included in the TalentMagnet Good Practice Catalogue of Talent Attraction and Retention with a special focus on previously implemented Danube Transnational Programme projects. The former document also offers a detailed description of a variety of good practices from the Danube region, as well as from a number of European and non-European countries. The content of the document could serve as a prime reference in the analysis of past experience in the field as well as in the exploration of possible complementarities and synergies with other similar projects and initiatives (TalentMagnet Good Practice Catalogue, 2021). It could also serve as a source for external benchmarking on what city/regional peers and competitors are doing.

Nonetheless, it shall be pointed out that the automatic transfer of policies and measures that had worked elsewhere might not be as successful if applied to different locations. The transferability depends on a variety of factors ranging from the region's policy development model (e.g. competencies of public authorities) to the region's contextual conditions (e.g. labour policy and regulatory frameworks, economic development, education system and demographic trends, etc.). So the experience of other cities/regions shall not just be copied or other fashionable trends followed – instead, the city shall have realistic expectations with regard to its potential based on the knowledge of its historical pathways and place-specific contemporary characteristics of the settlement and region.

Furthermore, it should be recognized that talents are highly diverse, with each of them having specific requirements with regard to the place features. So each city/region shall first identify and justify its particular (main) types of talent needed which could be locally developed (for example, based on variables such as professional belonging, age range, nationality, etc.). This shall be determined based on the analysis of the local labour market and the employers' needs. The specific target group might be connected with the strategic sectors for the city/region (e.g. identified through the Smart Specialisation Strategies) or with new promising fields. The support given to those sectors/industries which will be the driving force behind attracting or retaining talent shall involve the reduction of push factors in general as well as the creation of specific pull factors in the region. Furthermore, job opportunities in the selected field should be stimulated and the relevant business culture and competences in those sectors should be supported (e.g. by means of creation of physical infrastructures such as business incubators, development of soft skills through mentoring programmes, etc.). Efforts shall then be made to understand the needs of the 'profiled' talents. The segmentation shall serve as an important talent strategy element as the singled out subgroups could then

be ‘tackled’ with specific messages and approaches tailored to their particular preferences and requirements.

4. Getting to Know the Target Group Representatives

4.1. Studying the Behaviour and Characteristics of the Target Groups

Talents constitute a demanding target market with high expectations on the place’s/organizational qualities and therefore could serve as ‘reference customers’ for its development and communication efforts. Furthermore, they are critical and conscious consumers of place-related information and expect an augmented service level and hospitality which the place/organization has to be ready to offer in the best possible way. It is therefore essential to study your particular target group and build a solid understanding of its needs and expectations so as to make any desired improvements/investments, if possible, and be prepared to reach talents with the most effective communication activities and messages.

Once organizations/cities/regions have identified the particular type of talent which they need, efforts shall be made to determine where the target groups are located and to approach some of them with particular tools for collection of information and analysis. Although search points should be customized to the specific talent profile and/or sector that were chosen, it is suggested that the following **channels** be used as a starting point:

- Local and regional youth clubs and organizations;
- Secondary and higher educational establishments;
- Thematic/professional clubs and forums, incl. competitions, festivals, contests, campaigns, tournaments, etc.;
- Networking and career events, recruitment missions and matchmaking initiatives; development and capacity building programmes;
- Science, technological and innovation parks and clusters;
- International student and company staff pool and their communities;
- Expat networks and communities and diaspora;
- Social media groups and channels, online talent networks; talent databases of employers/specialized consulting/recruitment agencies.

When there is an overview of the general targeted talent distribution, access should be sought to the group to gain better insight into the people you want to cater to and their needs. The following **practical tools** can be used for understanding the perception of the place in the eyes of both inside and outside talent:

- *Personal interviews* – qualitative one-to-one interviews are particularly useful for getting the story behind a talent's experiences and are considered an efficient research method for perception of the individual's attitudes and emotions. They provide flexibility as interviewers can probe for more specific answers and can repeat and clarify a question when the response indicates that the respondents misunderstood the question. Furthermore, the interviewer is personally present to observe nonverbal behaviour and to assess the validity of the respondent's answer directly. Nevertheless, such interviews also have disadvantages such as higher cost and required time, lack of anonymity and potential interviewer bias.
- *Focus groups of talents* - small-group discussions guided by a trained leader. The group's composition and the discussions outline shall be 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. Although data in such groups can be gathered quickly, compared to individual interviews, focus groups are not as efficient in covering maximum depth on the discussed issue. Furthermore, with groups of people from different backgrounds and demographics, keeping people 'on a topic' can be challenging. Last but not least, with this form for collection of information some respondents might not feel comfortable giving their opinion in a group.
- *Online talent panels* - groups of selected research participants who have agreed to answer questions or have a dialogue over an extended period of time. These can be used to track the satisfaction level of the local talent community over time and to canalise perceived problems, or find new ideas. Some of the advantages of such panels are their reduced cost, automated data collection and convenience for the respondents. Drawbacks are potential cooperation problems, possible survey fraud and lack of an interviewer in the process to clarify and probe.
- *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. Social media analytics, as well as social media management tools can be used to gain crucial insights helping inform strategic decisions. It shall nevertheless be pointed out that, in general, young people are more likely to use social media than older talent and

these channels are still not that popular among talent in certain sectors (i.e. sports, social sector, justice, etc.).

A combination of the above tools may be used depending on the allocated budget, timeframe and team for collection of information, access to the target group and its features, etc.

When studying the behaviour and characteristics of the target groups it should be recognized that attitudes to life and work also differ between generations. There is no single typology of generations, but the terms 'X', 'Y' (Millennials) and 'Z' are prevalent, so they will be briefly discussed below.

- **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 demand an open dialogue with anyone, regardless of status or role. They are still more loyal to the employer than later generations.
- **Generation Y (1984 - 2000)**, also called the Millennials, is the fastest growing segment of the workforce. 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/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 just entering the labour market and have high expectations of Corporate Social Responsibility, transparency and a network-oriented way of working.

The tools and insights outlined above may be used to get to know the talent we are trying to reach better. In view of the potential resource constraints, when preparing the questions and analysing the responses of the target group representatives, consideration shall be made of the **hierarchy of talent needs** (Fig. 4.1) as suggested by Michele Tuccio (2019). Inspired by the work by Maslow (1943) and Niedomysl (2010), the author suggests a pyramidal structure where three levels of talent drivers can be identified. At the bottom of the pyramid are the *needs*, that are all those basic requirements on which talents are not willing to cede. The next level consists of the *wants*: factors that should be fulfilled by a place/organization but which the talent may renounce. At the top of the pyramid lie the *desires*, which are those extras that make a place/organization more attractive, but which are also completely optional and negotiable. There is clearly a preference order in such demands scheme, with needs being the most important factors for talent mobility and attractiveness, desires being the least important, and wants being somewhere in the middle, depending on the individual

preferences of the talent. The extent to which a destination/organization fulfils the needs, wants, and desires of a talent constitutes the attractiveness of the place.

Fig. 4.1 Hierarchy of Talent Needs



Source: OECD Secretariat.

Source: Michele Tuccio (2019)

4.2. Developing Place Qualities for Talents

Talents make up a colourful and diverse pool and every talented person has a different life path, priorities and dreams. The same is true for organizations/cities/regions which have distinct historical background, economic, political and social position and see uneven progress through the years. As detailed above, their success in attracting and retaining talent depends on a variety of factors some of which are not subject to response and/or change. Nevertheless, there are always **improvements** that could be made in the conditions that appeal to talents although these might not happen overnight and could require consistent and committed activities and effort in accordance with the strategic vision of the institution/city/region. A good start of transforming organizations/places is a solid understanding and conceptualisation of their authentic values.

While companies and organizations are generally more manageable and agile in terms of identification and delivery of changes and solutions that would make them more attractive to talents, cities and regions face more challenges in this regard as they have to consider more factors and interdependencies. Furthermore, because they are smaller, business entities and other institutions usually have the advantage to administer improvements more rapidly than cities and regions. This is especially true when a response/change/rebranding is needed with regard to the historically developed position of urban regions. Through the years cities have developed certain profiles – physical, economic and social structures which, without a doubt, have an important impact on their further developments in the present (Musterd and Gritsai, 2012). For example, cities that grew as capitals usually have more diversified economic structures than cities that predominantly developed as manufacturing centres. The image of Amsterdam with its financial and insurance service profile, the port-related and industrial record of Rotterdam, as well as the coal-mining background of Łódź region, etc. have, by all means, left their legacy in the present landscape of these cities. Long-term structural changes and extensive effort will therefore be needed to implement major shifts from the established historic positions. In any event, today's cities and regions should all be able to meet such 'classic' conditions at least at a basic level to get into the talents' radar. Capital cities and those with favourable histories such as centres of the arts and culture and of university education can build on these resources. Other towns and settlements need to take account of their assets and barriers when developing their talent strategies and action plans.

The attractiveness of a place could generally be improved through **interventions** in one of the following categories, as described by Tendensor (2014):

- 1.) *Natural environment* - weather, topography, flora and fauna, access to coast, forests, and mountains. The factors and conditions of the natural environment are very difficult to influence.
- 2.) *Social environment* – such as attitudes to outsiders or diversity, access to social networks, etc. The elements of this environment are often grounded in tradition and custom and are thus tough to shape or altering them would require a long time.
- 3.) *Built environment* - for example public and private buildings, urban design, walkability, architecture, transport infrastructure, clean air and water, etc.
- 4.) *Public and private services* offered to residents such as schools, police and emergency services, recreation, community centres, libraries, museums, stores and shopping centres, restaurants and entertainment venues, etc.

The last two categories are easier to transform by the local/regional authorities, hence promoting local economies and providing a mix of services and activities that build attractiveness and respond to the needs of community. A helpful practice that could be used in this regard is making talents co-creators of the place development, service provision and cultural offerings, which could be done through networks or open innovation and crowdsourcing platforms.

Time for implementation, available budget, as well as required political support and coordination shall also be considered when planning potential reforms/improvements at urban/regional level. Time and budget are generally constraints which are place-specific, depend on the nature of the intended changes and to a large extent on the resourcefulness and teams of city leaders and their ability to attract investment. Regardless of the planned costs and time for implementation of the planned interventions, strong political support and leadership from local/regional/national decision-makers are crucial both for the successful improvements of the conditions welcoming talent and for the implementation of the envisaged talent attraction and retention strategies and measures. As regards to the efficient and effective talent policy designs, four coordination issues emerge as relevant preconditions: vertical (at different spatial level, i.e. local-regional-national, etc.), horizontal (between different policy fields associated with different ministries, i.e. education and labour market, etc.), interregional (among regions) and lateral (between structural and technical issues, i.e. tradition and culture vs. legislation) policy coordination.

4.3. Definition of the Unique Features of the Place

With target groups' needs, wants and desires in mind, the next step would be to identify the **unique and attractive features of the place** that should be marketed to the talents. These characteristics should define the unique position of the institution/city/region in the eyes of the target groups and should clearly articulate the value/specific benefit offered to them. The unique features could be grouped into two major categories:

- *Hard factors* – having quantifiable nature and with a fairly material content – i.e. pay rate and bonuses, job amenities and infrastructure, etc. if referring to a company/organization or for example, tax levels, price levels, services and amenities for talents and infrastructure, etc. when it comes to a city/region. Such conditions are, by all means, important but talented people tend to take them for granted and therefore consider their presence insufficient for choosing a particular place.

- *Soft factors* – that appeal in a more emotional way and stem from qualitative factors, such as values, identity, culture or habits, presence of other talents, etc.

For efficient and effective communication to talents, combinations of hard and soft factors shall be identified and ‘packaged’ in an attractive way in which the soft ones add inspiration and spark the imagination of the target groups. Hence the role of the place branding to achieve a distinct position in talents’ minds based on the city/region’s identity and what it does most effectively.

The main goal of the branding process is to enhance the overall image or reputation of the place and therefore improve its talent attraction and retention efforts. It should be tightly integrated and coordinated with the urban/regional talent marketing measures aiming to promote the place qualities, sense and identity more effectively. Branding should be regarded as a ‘Quadruple Helix’ process involving public and private stakeholders, as well as the academia and civil society.

According to Tendensor (2014) talent-oriented place branding has five dimensions outlined on Fig. 4.2. It is recommended that company branding be based on the same principles.

Fig. 4.2 Dimensions of Talent-Oriented Place Branding

VISIBILITY	• To be known and recognized.
REPUTATION	• Building trust.
IDENTITY	• Belonging and identification.
AUTHENTICITY	• To be unique, to be real.
PURPOSE	• A role to play in a global world.

Source: Tendensor (2014)

The first dimension, *visibility*, describes branding efforts to make the organization/place visible in the areas and/or industries where targeted talents are. This dimension is particularly

important for cities and when addressing international talent as external talent would hesitate to choose a place/foreign company that they have never heard of.

The second dimension, *reputation*, represents the overall trust or esteem that talents feel for the place/organization. It can be earned for having attractive overall qualities or values or for top performance in different areas.

The third dimension, *identity*, symbolizes the meaning and significance of the organization/place for its employees/inhabitants and external target groups. The branding goal in this aspect would be to attract and retain people who care about the company/city, feel that they belong there and can identify with the employees/residents and their organisational culture/lifestyle.

Authenticity defines communication messages as honest and true, not copied, exclusive and non-generic so as to build stronger relationship with talents. The last dimension, *purpose*, illustrates the field in which the organization/place's competence and resources combine in a competitive offering which could be recognized beyond the local scale.

Upon a detailed analysis of all aspects described above, a particular talent management strategy shall be created tailored to the needs and expectations of the specific target group and involving a combination of the relevant retention, attraction, reception, integration and/or reputation policies and measures.

5. Building Partnerships for Talent Attraction and Retention

5.1. Organization Models for Talent Attraction Management

Talent competitiveness could be enhanced best if local/regional stakeholders from the 'Quadruple Helix' work together to attract, grow and retain talent. These stakeholders include a multitude of players such as business, government (local/regional/national), academia, NGOs and ordinary citizens. All of them have complementary and key roles in the design and implementation of the talent attractiveness strategy so effort shall be made to engage all of them in open dialogue and collaborations on the topic and build strategic alliances. The multidisciplinary talent partnerships would help the relevant entities synergize their skills, experience, delivery systems, messaging and marketing activities to ensure the unique core proposal of the place is well understood. Such partnerships can build on existing governance structures or new partnership vehicles to address talent retention and attraction policies can be established.

Tendensor consultancy have identified seven possible **organization models for TAM** listed below:

- 1.) *The public sector-driven model* - 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. Private funding ensures that the 'end users' in the business community, or in other sectors, demand activities. One risk, however, is that business sector needs are not fully satisfied and that firms develop their own solutions, resulting in duplication of work.

The public sector-driven model is common in Europe and its initial phase can be funded by public or EU funds. Nevertheless, private funding would, at some point, have to join the other provided financing to form a more sustainable long-term mix.

- 2.) *The market and sponsor driven model* – it is characterized by activities and services carried out by the public sector or Public-Private Partnerships (PPPs) but these are either paid for or sponsored by the business community or other employers. The public sector or academia may act as a coordinator of TAM activities and the market-driven dimension can be nourished by entities such as Chambers of Commerce, Industrial Chambers, etc.

Advantages of this model are that it could generate numerous vital networking opportunities and it has the capacity to deliver more individually-orientated TAM services that cater to business needs. The disadvantage is that the model runs the risk of disappearing if requests temporarily decrease. Furthermore, development aspects that focus primarily on physical space (e.g. urban design, residential planning, and improvements in the school system) are challenging to address.

- 3.) *The division of work model* – it relies on the idea that the public and private sector take distinctively different and complementary roles (rather than carrying out joint TAM operations). Good practices with the application of this model indicate that public sector leaders, regionally or locally, can pioneer the TAM activities in accordance with the talent strategy so as to legitimize and stimulate investment in those operations. Private sector, in turn, takes active and in many cases leading role in the implementation of the talent strategy. 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.

4.) *The social entrepreneurship model* – the TAM activities are initiated by the non-profit sector with public, private and academia support. Some of the work is carried out by the talents themselves ensuring that talent needs are met to a higher extent. The model is especially relevant when dealing with talent reception and integration activities (particularly for international talents and their families). An advantage of this approach is that the non-profit profile of the model creates motivation for private and public support and innovative activities.

5.) *The network model* - TAM operations under this approach are flexibly linked to various initiatives among the Triple Helix/'Quadruple Helix' actors: business and entrepreneurs, academia, public bodies and social entrepreneurs, and other resourceful persons in the civil society. The model 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-size-fits-all solution. So instead of creating a linear chain that all talents go through, the model relies on an open network or platform that enables multiple entry points for talents.

This open and manifold participatory model is characterised by its capacity to expand its manpower and operational resources via involvement of many stakeholders. Mobilization of various efforts, initiatives and actors ensures that talent needs are best met. The model does not necessarily lead to a creation of new organizations or projects but it can be based on open coordination. Funding of activities is secured through the individual contributions of the involved stakeholders.

6.) *The Talent Attraction Arena-centric model*. A Talent Attraction Arena (TAA) could be defined as a *combination of talents, culture, specialised knowledge and physical place that together form a unique place offering in a certain domain*. TAAs are dependent on the strong, attractive image of the surrounding city/region and 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, the model could be labelled TAA-centric.

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. 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. Another benefit 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.

7.) *The single forerunner approach* – this is a model observed in most places at present as TAM-related activities are still in their infancy in many locations. One or several actors under this model generally observe a need to initiate TAM activities and launch solutions without any official mandate backing them. The work of the single doer must first survive the initial phase, whereby the activities are verified and welcomed by the target market. This first phase can continue 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.

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.

There is a natural path from model 1 or 7 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:

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

5.2. Attracting the Players Demanding Skills

Business involvement and commitment is crucial in TAM activities, irrespective of the model chosen, to secure co-funding of the intended talent attraction measures and actions and ensure market orientation of the researched and created ideas. Developing linkages and synergies with companies also enables exchange of experience, creates learning effects and results in superior talent strategies and policies. Furthermore, it contributes to more effective communication efforts due to consistent and coordinated place branding without conflicting messages.

Research generally indicates that three types of companies are more prone than others to invest time or money and participate in joint talent attraction branding initiatives. Efforts, at least at the beginning, shall therefore be directed towards the attraction of such businesses. These are:

- *Large companies* in relation to the size of the place – they tend to be more willing than smaller actors to join forces in enhancing talent attraction as they can often foresee their future need of labour and skills more easily than smaller companies. Furthermore, large businesses generally have more financial capacity and human capital that can be assigned to the talent cause.
- *Companies searching for experts* - employers searching for people with high level of expertise or people with industry specific competences are often active in place branding as the qualities of the place are an important part of the talents' decision to settle in or move to a particular city/region.
- *Highly niched skills and fast-growing companies*. They 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.

Furthermore, 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. Also, some consumer-oriented businesses, such as banks and insurance companies, support TAM activities as sponsors in order to reach talents themselves.

Last but not least, it should be noted that the degree of international competition acts as a driving force for participation in TAM activities, too. Many small companies are getting more and more international, enabled by the web, new business platforms and increasing openness of the global economy. These firms are nimble and collaborative in nature, which translates into innovation performance and a lack of the bureaucratic inertia that plagues larger organisations. Locations that want to attract these smaller firms need to be globally connected, both through physical and virtual infrastructure and in their mindset.

By all means, it is essential that private sector be involved as co-creators from the beginning of the talent branding process thus aligning its motives with the overall talent vision. Local/regional policies and strategies for innovation and growth and cluster development could play an important role here as enablers for business attraction.

5.3. Engaging Academic Institutions

The role of **academic institutions** can also be critical when it comes to attracting, developing and supplying talented individuals, a skilled workforce demanded by the local/regional labour market and talent-related research. Universities in urban areas are a critical ‘asset’ of the region and provide the institutional link between academic talent and urban economies. As indicated by Florida (1999), the main contribution of universities to urban economic growth is found in their ability to attract “the smartest people from around the world”. Accordingly, the European Commission states that “the presence of universities in a region, particularly ones with a high profile nationally and internationally, can act as real ‘magnet’ for talent” (EC, 2011). It is therefore crucial to turn academic institutions into strong and active supporters of the joint talent cause.

Educational/training institutions have to realize the joint benefits of the partnerships for talent attraction and retention. Some arguments that may be pointed out when approaching them for talent-related cooperation include:

- 1.) High-quality education requires strong academic environment – both in terms of students and of academic staff and researchers. The attraction and retention of more talents would increase the prestige and reputation of the academic institution. The critical mass of attracted talents would, in turn, serve as a pull factor for additional talents thus upgrading the regional knowledge pools.
- 2.) The participation in the joint communication activities will increase the visibility of the educational/training institutions among prospective students/trainees and the public since it amplifies the academia’s work around the identity of the city/region as a destination for talented people.
- 3.) Partnerships for talents would enhance the relationships between business and academia thus contributing to the offering of more and diverse training, career and networking opportunities to the students. Furthermore, such collaborative ties would help educational/training institutions equip their learners and graduates with the employable skills and knowledge required by the labour market. Relationships with business can also open up student/research sponsorships and/or funding opportunities for facilities and equipment which would enhance the attractiveness of the involved universities.
- 4.) Quality of life in the place where the educational institution is established is among the specific attraction factors for students. Regional/urban engagement is an obvious

arena in which universities can demonstrate their contribution to the public good. The academia's active role in the talent partnerships would contribute to building on the city's strategic strengths and assets and will thus establish a point of differentiation for the academic institution in a crowded market.

- 5.) Cooperation with partners from the 'Quadruple Helix' and potential talents often inspires new ideas thus developing intellectual creativity and improving quality of education/training and research.
- 6.) Partnerships enhance the academic framework for talent development.

5.4. Mobilizing Civil Society

Mobilising **civil society** – both social entrepreneurs and thought and opinion leaders and non-government organisations (NGOs) and associations, is also a key to the effectiveness of talent attraction and retention strategies and measures. These stakeholders stand and work for sustainable values (such as environmental concern, welfare, equality, social responsibility, human rights, etc.) that are widely appreciated and could help to attract talent. Furthermore, research indicates that social entrepreneurs and or volunteers in particular can help tackle many of the talents' needs when it comes to welcoming expatriates and their families, as well as their social and professional integration into the new location. It is therefore important to engage these stakeholders in the TAM alliance by outlining reasons like the following:

- 1.) Through their active involvement in such a partnership NGOs can increase the social impact for their beneficiaries and develop new and scalable solutions to the challenges they face. By pooling the expertise and resources of the different stakeholders NGOs might come up with new and different means for achieving their development goals helping them positively influence more people.
- 2.) Partnerships for talents would create and enhance the ties with the private and public sector and could secure funding and resources to deliver their outcomes for development better. Furthermore, businesses may have operational skills that NGOs are interested to access, in terms of organisational efficiency and management practices from the organisation to the project implementation level.
- 3.) Participation in the partnership for talent and the relevant communication activities will increase awareness-rising of the NGO and its goals. The potential reputational benefit could result in more support for the organization's agenda and in engaging more stakeholders to its cause.

It should also be noted that talents are an active part of the civil society who are eager to take part in local debate and community development. They want to be heard and to be co-creators of services, involved in improving the local neighbourhood and in shaping the future of the place. It would therefore be useful if talents themselves could be engaged in the process of public service design and provision which would also help to understand and meet their needs better.

5.5. Building Strong Partnerships

A well-balanced collaboration work among the 'Quadruple Helix' stakeholders requires that all participants understand each other's motivations for support of the joint TAM activities, what their own specific skills are (that is, what they have to offer) and what their expectations are from the other parties in the alliance (that is, what they need from the others and look for). Partners often have different motives, employ very different processes and procedures, and contribute unique expertise that qualify them to take the lead in different areas of the partnership. Such diversity needs to be coordinated and managed effectively if it is to add value.

Some basic **recommendations for building strong partnerships** are:

- Partners should align on partnership elements as early as possible. Conducting a joint analysis of talent-related challenges can help partners align on a joint vision and mission for the partnership at an early stage.
- The roles played by the different partners need to be clear and, whenever necessary, adaptable. A well-defined division of roles is desirable because it helps create clarity and allows each partner's strengths to be best used.
- A solid coordination team will help steer the talent partnership, will keep partners on track, and defuse conflicts. Such team shall be responsible for setting the strategic direction for the partnership and should ideally possess a wide range of competencies and skills such as: 1.) a deep understanding of the relevant local context; 2.) knowledge of inter-sectorial relations and an ability to build trust and common agreements; 3.) insight in decision-making patterns, behaviour and values of talents and other target groups; 4.) sharing of common values, such as openness and social responsibility; 5.) understanding of how private businesses are operated and what conditions are needed for prosperity and growth; 6.) superior marketing and communications skills; 6.) consistency over time and an ability to demonstrate good results.

- It should be understood by all partners that building strong relationships is critical for the success of the alliance, requires open and honest communication and an appreciation for the fact that relationships are built over time.

5.6. Cultivating Media Relations and Use of Social Media

Finally, regardless of the fact that **media** could be considered external stakeholders to the 'Quadruple Helix' partnership, they should not be disregarded for their potentially key role in the promotion and dissemination of the talent strategy, plan, measures and results, as well as for their use as a feedback source. Media can be a powerful partner that can contribute to an ongoing dialogue with the target groups, to the creation of consistent, positive messages and stories about the city talent campaigns. Efforts should therefore be directed towards cultivating media relations so that the representatives of the communications industry work actively to raise the city profile and improvements, communicate the urban/regional brand and culture as appealing to talents and continually voice the partnership efforts to attract and retain the best and the brightest individuals.

Social media in particular could successfully be used in TAM initiatives. The explanation for this assertion is that it is rapidly becoming the most important arena for talents to find attractive employers and job opportunities, as well as personal branding. They make use of social media through:

- personal profiles and e-portfolios which highlight their personal credentials and competencies;
- searching for and sharing information between talents regarding potential jobs, employers and places to move;
- topic-oriented discussions for learning and experience-sharing among professionals within certain domains;
- online private-life conversations or self-expressive actions that will have an impact on the personal digital footprint or the personal brand.

Employers, on the other hand, use social media for branding and marketing purposes, finding and selecting candidates and expanding their networks of external professionals. Proactive organizations can benefit from having a vast online network of followers, customers, partners and potential talents when searching for talents. Small companies could also 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. The use of Twitter and Facebook is in turn more related to general corporate branding, market and customer relation and for showing social responsibility. It isn't essential to be heavily invested in all types of social media - what is important is ascertaining where your audience lies.

Tendensor consultancy (2014) point out the following *key strategies for social media use in TAM*:

- *The use of place ambassadors and followers.* Cities/regions 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 students or expats, as well as ambassadors spread around the world, can be potential co-workers or business partners.
- *Talent attraction arenas* could accelerate the talent attraction of employers by connecting to talents locally and globally, and by matching talents with employers through the use of social media.
- *Professional community presence.* By being present in LinkedIn groups or other forums for professionals, talent partnership members can reach talents that match the competence needs of local employers, but not actively search for a job at the moment.
- *Creative online talent campaigns.* Places can co-finance and run joint online campaigns for attracting talents from outside. With time-limited campaigns actual job offerings currently available can be exposed to the talent audience.

Social media has proven its worth in building brands and fostering communication between organisations and their audiences and can be seen as another avenue to finding talent. But embracing social media doesn't mean abandoning other media types to reach the intended target groups. In fact, using a mix of communication channels carefully selected in consideration of the available budget and time can help you cast a wider net and achieve better results.

6. Interventions Aimed at Attracting and Retaining Talents.

6.1. Strengthening the General Attraction of the Place

As explained above, urban/regional planners need to ensure their cities/regions are attractive, dynamic, vibrant places that young people want to live in. Decisions shall therefore be made on the particular tools and actions for improving the place's talent reputation, attraction, retention and integration. It should nevertheless be understood that tangible urban regeneration is a long-term process, requires focused, consistent efforts and needs

mobilisation of many different policy areas. The power of crises, such as the present COVID-19 pandemic and its economic and social consequences, with the sense of urgency they bring, may be used as a catalyst for specific improvements of the local environment, for implementation of necessary/desired changes and creation of new opportunities for the target groups.

Having analyzed and understood the strengths and weaknesses of the city/region and the potential it has, policy-makers may need to focus on investments in strengthening the general attraction and retention factors of the place. This could include improvements in both the hard and soft elements that will be marketed to talents. The starting point for diverse, tolerant and dynamic cities which attract a high number of visitors would be fundamentally different than the one for less-developed locations which are recommended to begin by implementing some fairly basic changes to make their cities more appealing to talents. Many of the cities with weaker 'capacity' will need to improve the integration of different urban policies, and develop new, shared governance models to address particular challenges if the solutions they come up with are going to be viable and/or affect the scale of change needed to establish a business environment/quality of life that attracts talented people.

6.2. Tools and Actions for Setting the Scene for Talent

Each place has to design measures and activities tailored to its specific target group of talents and building on the distinctive assets that the particular locality has rather than to directly 'parachute' an initiative which has worked well in another location. Nevertheless, some **useful tools and actions** are presented hereinafter (non-exclusive list) which have the potential to enhance the place attractiveness in combination with the traditional measures for creating a pleasing physical environment, a diverse cultural offer and social life opportunities and for streamlining public services:

- 1.) *Providing customized services to talents through an online portal.* There are hardly any cities today without a place portal. But in order to be especially useful for talents, portals should have a distinct talent focus and have to offer direct and tailor-made communication to the target groups. An option here would be to develop a specific (redesign an existing) portal to brand and market working and living in the place, with testimonials from talents residing in the city and information on companies seeking to recruit. Integration with real estate platforms for added value would also create positive results.

- 2.) *Design and support of tailor-made talent networks (virtual or physical).* They can strengthen the place attractiveness and indirectly open the door for more talents. Five main types of such networks have been identified, i.e.:
 - Citizen-focused networks – generally including people who live in the location. Their main goal is to promote and enrich the place and to create proud and committed citizens.
 - Business-oriented networks – including business people, often from the management of companies located in the area or people having a connection to the place. Their goal could be to attract investors and entrepreneurs and to create new business opportunities.
 - Fame ambassador networks - used for improving the place's image by exposing well-known and respected people from sports, media, art, business and politics, etc. who vouch for the city's/region's qualities.
 - Tourism ambassador networks – aiming to recruit people who are willing to give service and guidance to visitors thus providing tourists with a friendly first impression of the place.
 - Specialized or niched networks – i.e. scientific networks connected to a place or networks promoting a city as a major convention/conference centre, etc.
- 3.) *Using ambassadors for place branding and marketing.* An ambassador can give a credible testimony of the attractiveness and a competitive edge of the place. The ambassadors' own personal networks can enrich the social capital of the place and lead to fruitful new business relations. A particular type of ambassadors that can be used as an effective tool for talent communication are 'front staff' and residents. By 'front staff' we shall here understand 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.
- 4.) *Implementing creative campaigns in traditional and social media* – talents could be involved in the generation of ideas and/or the co-creation of actionable content for place development. Through such campaigns they will not only get valuable experience, contacts with potential employers and ideas for own entrepreneurial ventures, but will also develop an affiliation with the city through their active civic participation.
- 5.) *Hosting recruitment missions and matchmaking events.* Driven by the public sector and in collaboration with the local businesses such events can be used to match the firms

with the right people, to build relationships with local partners and to promote the city/region.

- 6.) *Measures aiming to re-attract the diaspora of a city/region/country* – they can bring valuable business, cultural and language skills and capital back to their home country. Such measures can include connecting of alumni with former networks in the home country, a talent scout abroad who mingles in offline expat networks, and contacting personal coaches or recruiters who are in dialogue with people from the diaspora that search for an appropriate job and employer back home.
- 7.) *Activities and practices targeting expatriates*. An expat or expatriate is a person temporarily or permanently residing in a country other than that of the person's upbringing. The talent partnership actions and efforts here should cover the whole process, from the pre-arrival communication with the international talent, the measures aiming at his/her smooth reception, social and professional integration into the new location and post-departure relations. The specific tools suggested in this regard could be divided into four categories:
- **Pre-arrival communication** – includes measures aimed at providing relevant information to international talents before their departure to the new country. Honest communication about the workplace culture, need for local language skills, cultural habits, political system, housing options, insurance issues, etc. are examples of important things for expats to consider before deciding to move to a place. The better informed international talents are before arriving to a new location, the more likely it is that they will feel at home and stay for a longer period. It should be noted that place marketing and branding would have to be as honest as possible so as not to create expectations that the location cannot eventually meet. The particular tools that could be used for this purpose include information portals and handbooks on the location's specific features.
 - **Reception and 'soft landing' services** – helping international talents and their spouses and family members arrive to and settle in into the new location during the first period of their stay. The goal of these activities will be both making new life comfortable and inclusive for the expats and their loved ones and expanding potential talent base by reaching spouses and other relatives of the talent. Some of the most essential tools in this category include help with immigration/expat official paperwork and authority contacts (address registration, application for civic registration number, registration with the tax authorities, settling banking issues, etc.), relocation services for housing and school, dual career/spouse services, help with obtaining arrival

information (such as events, language courses, networks and communities, etc.) and providing career advice. It is recommended that the above services be implemented in cooperation with the business and civil society actors.

- **Social and professional integration.** Settling into a new place is a learning process and help with social and professional integration into the host location could be quite useful for the expats. Integration can happen in multiple areas - for example, through language studies, cultural awareness raising, and social, business and professional networks, etc. In many ways, a subjective sense of belonging is created for the newcomers through shared social interactions and informal support networks. Involving receiving civil societies in the integration process, as well as fostering the participation of businesses, is often crucial for the success of the activities. The engagement of more stakeholders shall create a welcoming atmosphere for the expats and will contribute to the development of a sense of security and social trust for them.
 - **Global mobility and leaving** – helping make the leaving experience of international talents more positive and creating good reputation of the place. Post-leaving communication could be used to remind previous expats of their stay at the location and to nurture good feelings about it. Ambassador networks are also good tools to follow up on the expats' experience market and cities/regions.
- 8.) *Tools aiming to retain and attract academic talent.* Academics and students make up a talent category with similar attraction factors. The presence of prestigious academic institutions with talented researchers and international environment, centres of scientific excellence, as well as cluster networks, science parks or similar structures are all among the important aspects that can put a city/region high on the talent agenda. Similar to the toolbox targeting expatriates, the activities and measures aiming to increase the visibility of the academic institution/city/region for domestic and international academic talent could be grouped into the following categories:
- **Pre-arrival communication** – it aims to provide relevant and accurate information about the place and the academic environment, to create sound expectations among the target groups and start building relationships with them as early as possible. Pre-arrival communication could be implemented through information portals, open house events, provision of information and advice to foreign students who consider studying in the place and honest marketing and expectations management.
 - **Reception** – the measures and activities in this group aim to welcome the academics and students and to make a good first impression of the city/academic institution. Possible tools that could be used in this category include introductory week,

individualized start coaching (for new foreign students and academics - preferably held in English or in the relevant mother tongue), assistance with finding housing and local language studies (especially important for international students and academic staff) and expectations management. Particular tools with regard to the housing of the target group representatives who permanently reside outside the place include financial subsidies for student dormitories and awareness-raising measures and incentives motivating local citizens to rent affordable housing to academics and students.

- **Social and professional integration** – aiming to help the target group integrate with the academic/business and local community. The tools in this regard include creating physical meeting places (such as lounges or centres, etc.) for interaction between target group representatives; mentoring programmes for students (helping them figure out their career choices, bringing local employers and students together, introducing internship opportunities and job offers and contributing to the target group's understanding of local business climate and culture); culture coaching (engaging foreign nationals as coaches to SMEs who wish to get help with their exporting and internationalising activities thus bringing benefits both to the talents and to the business); regional trainee programmes (implemented in cooperation with the universities and local companies and striving to position the place with the younger talent through the professional and personal development of the trainees), open innovation (opening-up local companies' innovation processes, facilitating specific projects and/or testing new ideas by involving target group representatives thus creating a sense of contribution to a higher cause and providing talents with valuable skills, experience and social networks); family friendship programmes (giving target group representatives 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).
- **Labour market readiness** – the goal of this set of measures is to improve talent capacities, to create awareness among the firms, to increase the knowledge base of local employers for recruitment of students and graduates and to enhance the competences of the universities' career services. Specific tools that could be used in this category are tools for enhancing talents' academic and/or research performance (scholarships, special support schemes to improve study programme achievements of foreign students, funding for research groups of young scientists, funding for doctoral and postdoctoral programmes, endowed professorships, etc.); provision of career information and advice; dual career service support and career events.

- **Staying/leaving** –utilizing the benefits of alumni and ambassador networks to sustain the engagement of the target group representatives, mobilize their interest and make sure that they become good ambassadors of the academic institution/city/region regardless of whether they decide to stay or leave the place.

6.3. Putting it Together: Considerations for Action Planning

As far as the improvements of the general place qualities (i.e. physical dimensions, urban environment, services and cultural offer) are concerned, analysis has to be made of the amenities and services which the chosen target group values the highest vs. the time and cost for their development/renewal. It is, by all means, important to offer a wide range of services and features that cater to talents while improving the general look and feel of the place. Transforming under-used or dilapidated areas, promoting local economies and providing a mix of services, uses and activities that enhance the attractiveness and meet the needs of the community would also build up the city's reputation. Maintaining a clean, green, safe and healthy urban environment would be recognized by both local and potential residents and talents. Last but not least, creating vibrant cultural atmosphere, promoting creativity, art, music, literature and performing arts would bring added value to the partnership efforts and will make the place more appealing to target groups and visitors.

Each planned intervention could be visually presented in a table format, as shown on Table 6.1:

Table 6.1 Interventions for Talent Attraction and Retention

Title of intervention	
Justification	
Description and activities	
Organizations responsible for implementation	
Potential Partners	

Once a decision has been taken on the combination of measures and activities that would be implemented to improve the city/region's reputation, attraction, retention and integration, a detailed task list has to be prepared for each specific project and the relationships among the individual tasks have to be identified. Such a list would help define all effort to be expended, and would enable assignment of responsibilities for implementation and establishment of schedules and budgets for the accomplishment of each piece of work. In setting up the task sequence, it is useful to mark significant events (i.e. milestones) which will help tracking down progress, activities' monitoring and control. Task scheduling will then be needed for projecting time-phased resource utilization requirements, providing a basis for visually tracking performance and estimating costs. The indicative schedule is also a means to authorize and control cash flows needed for financing the envisaged activities. Finally, the project budget shall be obtained by pricing out the individual tasks over the scheduled period. Once the cost data are assembled, they have to be analysed in consideration of the cost-schedule-quality equilibrium, as well as in view of the necessary resources (HR, materials, facilities, information, etc.) and role distributions within the partnership. The planning process could be facilitated by using table 6.2.

The securing of funding for the talent attraction/retention measures is of course also a key element of the plan. There is a wide variety of funding sources that could be used both internal and external. These include own budgetary funds/equity, loans, leasing, issue of municipal bonds, private funds, funds employed in projects carried out within public-private partnership, contributions from the interested stakeholders, crowdsourcing platforms and crowdfunding, etc. EU-funding in the form of grants or financial instruments for specific projects is also available but it does need to be applied for and the application process can be highly competitive and time-consuming so it should be planned well in advance. Nevertheless, it could be an invaluable funding source in particular for financing infrastructural elements, sustainable community and urban development measures, environmental projects, recreation and other activities. In any event, the timely delivery of funds should be precisely organized so that the particular interventions could be duly financed.

Last but not least, risk planning has to be implemented covering all envisaged activities and initiatives. The process involves identifying the most important risk events in advance, prioritizing them, and developing the appropriate risk response plans.

Table 6.2 Detailed Task List

Task ID	Task Name	Description of Resources	Start Date	Finish Date	Duration	Cost of Resources					Assigned to	Indicators for Implementation of the Task	
						(1)	(2)	(3)	(4)	Total		Name	Expected Result
		(1) Financial cost (EUR)											
		(2) Labour (man/hours)											
		(3) Materials											
		(4) Equipment											

7. Monitoring and evaluating the LTARP Implementation

7.1. Why Monitor and Evaluate?

Once the specific interventions for talent retention and attraction have been planned and the relevant stakeholders mobilized, the envisaged projects and actions have to be implemented. Good designs and planning alone, however, will not ensure results and positive contribution of the initiatives undertaken. It would be impossible to judge if work is going in the right direction, whether advancements and success can be claimed, and how future policies and efforts might be improved.

Progress towards achieving results therefore needs also to be monitored and assessed. **Monitoring and evaluation of the plan execution** at regular points will provide opportunities for validation of the document logic, its activities and their implementation and for making potential adjustments as needed. *Monitoring* should not be regarded as merely a management or reporting requirement. The real-time information obtained as a result of it would also provide critical input for the evaluation process and should be used to encourage improvements or to reinforce the plan. Monitoring would also help for validation of the current partnership strategies and their functioning or would point out the need of formation of new collaborations.

The monitoring process could be facilitated by using the monitoring matrix illustrated on Table 7.1.

Further to the monitoring, the *evaluation* would produce independent and in-depth assessment of what had worked and what had not, and why this was the case. Addressing these questions would indicate where improvements of the LTARP could be made and would turn the authority's attention to possible alternative solutions. The information generated from the evaluation will contribute to policy learning and decision-making as well as to the local/urban knowledge base on development effectiveness.

The evaluation process could be assisted by using the evaluation report template shown on Table 7.2. The evaluation shall be implemented in terms of relevance, effectiveness, efficiency, sustainability and impact of the implemented talent-related activities/measures (i.e. **evaluation criteria**). *Relevance* concerns the extent to which an initiative and its intended outputs/results are consistent with the needs of the target group representatives and the regional and local policies and priorities. It also relates to the extent to which the initiative is responsive to the overall LTARP. *Effectiveness* is a measure of the extent to which the activity's intended results have been achieved or the extent to which progress toward outputs or outcomes has been achieved.

Table. 7.1 Monitoring Matrix

Expected Results	Indicators and Other Key Areas to Monitor	Monitoring Event with Data Collection Methods	Time or Schedule and Frequency	Responsibilities	Means of Verification: Data Source and Type	Resources	Risks
	With Baseline and Indicative Targets	Examples for data collection methods include database/documents review, survey, event/meeting participation, etc.					

Table. 7.2 Evaluation Report Template

Evaluation Subject/Activity Evaluated	Planned Results	Actual Results	Data Source and Collection Method	Description of Conclusions from the Evaluation	Recommendations for Improvements	Stakeholders Involved	Dates of Evaluation
				Interpretations of findings against the evaluation criteria	Evidence-based proposals for action		

Efficiency indicates how economically resources or inputs (such as funds, expertise and time) are converted to results. *Sustainability* relates to the extent to which benefits of initiatives continue after a certain period. *Impact* measures changes in regional/local development and people's well-being that are brought about by the LTARP activities, directly or indirectly.

7.2. Keys to Effective Monitoring and Evaluation

To enhance the chances of success of the LTARP, particular attention should be placed on the following key areas:

- *Risk analysis and management.* Risks are potential effects or occurrences beyond the control of the talent-related partnership that could adversely affect the achievement of the intended results. Risk examples include but are not limited to undesirable results of local/national elections leading to withdrawal of political support for the LTARP, unexpected changes in the team responsible for the LTARP implementation, ethnic or religious tensions rise leading to hostilities against international talent, etc. Although most common risks have to be identified during the planning process together with the proposed steps to mitigate their effects, additional or changed risks might arise during the plan implementation and should be monitored throughout the LTARP execution. Moreover, plans to handle the undesired events could not work as planned and specific adjustments might be required.

Any emerging problems, unintended consequences, conflicts of interests and/or oppositions with regard to the LTARP have to be understood and alleviated. This necessitates, amongst other things, monitoring regional and country context and the economic, political, sociological and other developments simultaneously taking place.

- *Getting and acting on feedback from the talents.* It is essential that mechanisms be provided to capture the feedback of the target group representatives at every stage of the LTARP implementation so as to contribute to on-going talent service improvement and enhancement of overall quality of life in the settlement. Talents should be engaged so that they can express their level of satisfaction and feel as evaluators and/or owners of the place developments, introduced services, etc. resulting from the plan execution and are motivated to sustain them.
- *Stakeholder involvement.* The stakeholders have the best ideas on how the results would continue to remain relevant to them. They must therefore be involved in identifying the information or feedback that is needed during implementation. It is also vital to promote stakeholders' commitment and motivate them for action. Furthermore, as the competition for talent increases, mobilising and engaging more stakeholders in support of the cause would be crucial. If smaller cities are to compete

with bigger settlements, 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 resources for effective interventions.

- *Communication.* Communication ranks high among the factors leading to the success of the plan. Specifically, what is required is constant, effective communication among everyone involved in the plan implementation. Communication involves getting agreement on goals, coordinating people, discovering and solving problems, and managing expectations. Thus it improves clarity and helps to ensure optimum use of resources.

Communication outside the partnership is also vital to inform the public of the progress in talent attraction and handling brain-drain challenges, to advocate/persuade for specific policies and reforms in this regard and to engage citizens. Enhancing visibility is a crucial part of achieving effective results. Sharing the success stories and lessons learnt will provide a sense of achievement and progress and will motivate others to join the cause. It will also spread the word that the city/region is making every effort to attract and accommodate more talents and will draw more target group representatives to place.

The lessons learned from the evaluation comprise the gained new knowledge that could be applicable to and useful in other similar contexts. These lessons could also be beneficial in the formulation of new policies, the making of different plans, the building of new partnerships and the design of additional interventions.

8. Summary

Contemporary global and innovation-driven world is changing faster than ever. Demographics, sociological trends, technological progress, economic development and government policies (incl. those in the context of COVID-19 pandemic) are reshaping labour markets. A growing number of countries, regions and cities worldwide have already recognized that talent will be the engine for competitiveness and sustainable growth and are taking action (in the form of policy changes and/or incentives) to attract and retain highly-skilled individuals. Other national, regional and urban leaders are eager to learn how they can adopt similar strategies, and fit them to their specific needs and requirements.

All decision-makers and planners can benefit from practical, clear and simple tools and recommendations for design and implementation of effective policies and measures for better absorption of talent which will streamline their efforts and will help them chart the course ahead. The present guide is intended to facilitate the process of developing local talent attraction and retention plans by providing pragmatic and systematic course of action for

regional and urban leaders as well as others seeking to expand their labour supply while addressing the skills mismatches.

The document gives clues, tips, insights and foresight that will help the interested parties build a general understanding of the 'talent' topic and accordingly elaborate and implement more effective and resilient talent management strategies, policies and practices. To that end, the guide starts by exploring the context of talent and the key trends determining the global focus on knowledgeable and skilled human capital. A common definition of 'talent' is then provided, the main talent profiles are listed and the basic factors determining the destination decision of talents are discussed.

The next five chapters detail the consecutive stages of the talent management process shown on Fig. 1.1. The steps involve analysis of local/regional conditions, policies and measures that contribute to the settlement choice of talents and talent segmentation based on the local/regional labour market needs. Efforts shall then be made to understand the identified target group representatives and their expectations in terms of the place attractiveness. As a result, the unique features of the place shall be defined which will then be marketed to talents.

Chapter 4 offers particular tips and recommendations for building successful partnerships for talent attraction and retention with the 'Quadruple Helix' stakeholders and Chapter 5 suggests specific tools and actions that could be used to enhance the place attractiveness for the target groups. The last sections of the guide cover the monitoring and evaluation aspects of the designed local talent attraction and retention plans.

The present guide has been prepared within the frame of the 'TalentMagnet' project – 'Improved Institutional Capacities and New Multilevel Governance for Talent Attraction and Retention in the Danube Region', funded by the Danube Transnational Programme. The main goal of the project is to strengthen the multilevel governance and improve institutional capacities to reduce the outmigration of talented young workforce.

Annex I – Putting Theory into Practice: Pragmatic Steps to Create LTARP

A.I.1 Laying the Foundation

A.I.1.1 Why? – Purpose of LTARP

In the 21st century, more and more people move within national borders – and increasingly between countries to find better jobs and better places to live. Young, highly educated and talented people move from rural areas to urban cores, from smaller towns to capital cities, metropolises in the hope of better jobs – and, ultimately, better life.

Gradually losing the brightest young people has dramatic consequences for any city in the long run, no surprise, then, that any forward-looking local authority wants to do something to stop losing talent. One of the key challenges small- and medium sized towns face, however, is that even if they have quality secondary education that “produces” young graduates with competitive knowledge, many of these talented young people go elsewhere to attend university – and after leaving their hometown they never return – they start a new life elsewhere. One of the related problems is that once secondary school graduates start their studies elsewhere, the local authority and the city completely lose contacts with them.

On the other hand, this can be interpreted as an excellent chance for cities: they have the opportunity to attract talents from any part of the world; European cities can also take the advantage of intra-European talent mobility.

Retaining and attracting (back) highly skilled talents contribute to creation and diffusion of knowledge and innovation, and, as a result, they ensure the economic prosperity of cities – LTARP is the key document to establishing this process.

A.I.1.2 What? – Scope of LTARP

First of all, we should declare what is *not* a Local Talent Attraction and Retention Plan. As presented in the Baseline Study, there is a complex model of urban factors and components that influence the competitiveness and attractiveness of cities on the market of places – it provides the general framework for the TalentMagnet project. If we look at Fig. A.I.1.1, it becomes immediately clear that these topics involve almost all areas of urban development. However, LTARP is definitely not an integrated urban development strategy (and, as its name suggests, not a strategy at all). Undoubtedly, it is essential that a city offers attractive environment and circumstances for talents, but planning the creation of such an environment is not the scope of the LTARP. Instead, LTARP is a pragmatic planning document proposing specific interventions to reach, attract, receive, and help to integrate talented people.

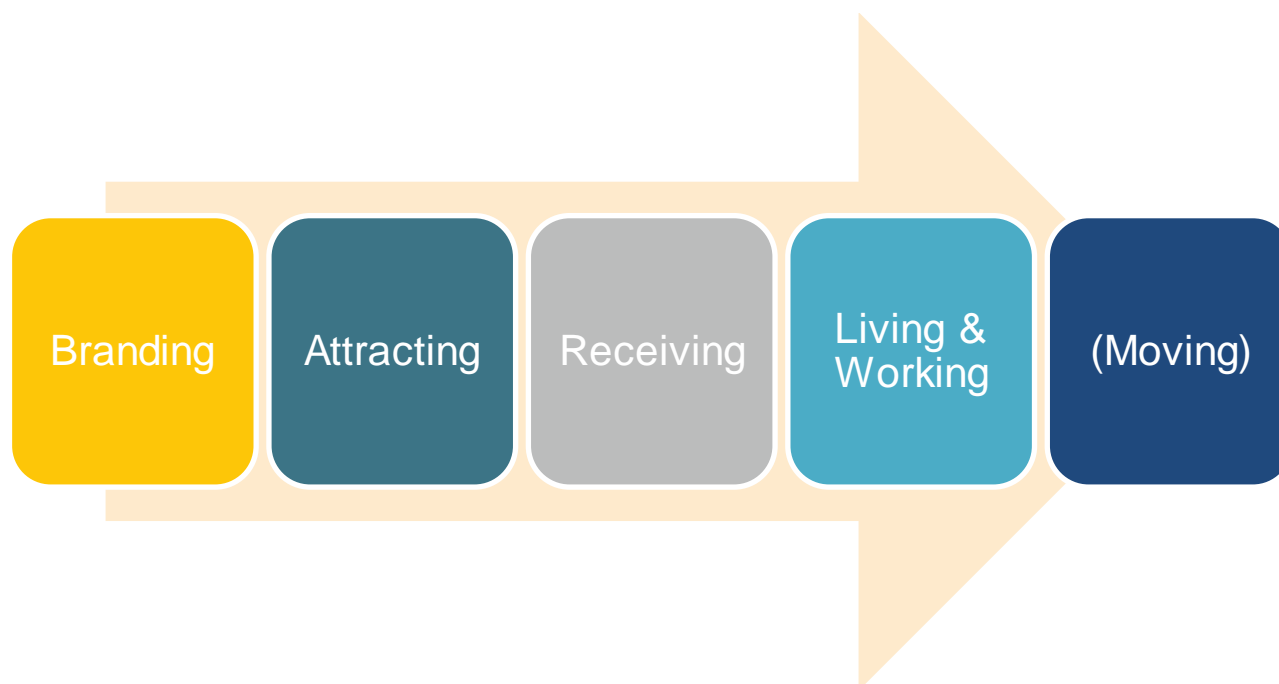
Fig. A.I.1.1 - Factors and Components Influencing the Competitiveness and Attractiveness of Cities



More specifically, according to Future Place Leadership (2018) LTARP enables any city:

- to distinguish itself from its competitors by creating a unique city brand (Branding),
- to convince talents to move there (Attracting),
- to make a positive first impression as well as to assist newcomers in finding information and settling in smoothly (Receiving),
- to create optimal conditions for talents to stay in the city (Living & Working), and
- to change them into ambassadors if they – for private, carrier or other reasons – choose to move in another city (Moving)

Fig. A.I.1.2 Toolkit for Talent Attraction Management



A.I.1.3 Who? – Stakeholders Responsible for and Involved in Creating LTARP

When planning for talent attraction and retention, it is crucial to answer three basic questions:

- Who is responsible?
- Who should lead the process?
- Who else should be involved and should assume important roles in this process?

There needs to be a dedicated organization or department that coordinates the planning process. There is no one-size-fits-all solution, but basically, **local authorities have the power** and the authorization to bring together various actors at city level. Having a dedicated organization is a key factor, but if there is no staff member who has the tasks related to LTARP in her/his job description. It will become just another frustrating activity nobody wants to deal with. So, it is important **to appoint one person** and dedicate a certain percentage of her/his time to lead the planning process, to monitor the implementation and to involve the relevant stakeholders. Stakeholders of talent attraction and retention are **all local organizations, institutions that have an interest or potential role in attracting and retaining talent**. The exact list of stakeholders may differ from city to city, reflecting the local circumstances, but typically include the following actors:

- Local authority,

- Secondary educational institutions,
- Higher education institutions (if any),
- Employment office, employment organizations,
- Major employer organizations, businesses,
- Business support organizations,
- R&D organisations, research institutions,
- Youth organisations,
- Relevant NGOs,
- and last but not least, the talents themselves.

Several useful methods and tools are being used and/or developed as part of the TalentMagnet project that foster, support, and ensure **participatory planning**¹:

- *Local Stakeholder Group* (LSG) consists of the representatives of the most important local stakeholders and has regular meetings during the project implementation period. Its main role is to explore the needs of the target group, to identify the potential solutions and to help and monitor the execution of the planned activities;
- *TalentMagnet Forum* can be considered as an extended LSG that can be defined as the practical embodiment of the 'Quadruple Helix' in action for a new multilevel governance model – operating also after project closure; it focuses on bringing together various actors (with a strong emphasis on involving the private sector) to identify and implement local actions necessary to retain and attract talented young people;
- *Local Talent Club* brings together representatives of the target group and it has 2 main functions:
 - o by laying the foundations of an active local talent community it strengthens the target group's attachment to place;
 - o it also facilitates a constant dialogue between the target group and the stakeholders in order to better understand the target group's needs and expectations and incorporate their ideas and suggestions to make the city more attractive for talent;
- *Awareness-raising workshops and mid-term interactive workshops* also support the process of preparing and governing LTARP. They contribute to collecting useful information that can be incorporated into the document, to engaging key stakeholders in the process of refining, and to making the topic of the project more visible;

¹ Methodology of these tools has been or will be elaborated in the framework of the TalentMagnet project.

- *TalentMagnet Hackathon* is a short, intense and focused interactive event bringing together various local stakeholders – primarily representatives of the target group – in order to work together towards solving a specific local problem or
- TalentMagnet App is a mobile application that on the one hand provides useful information to talents, and on the other hand is appealing and interesting for them.

A.I.2 The Planning Process

The planning process of LTARP is based on a coherent methodology, which consists of steps that build on each other. In the next chapters, we will walk you through its most important elements and will provide specific tools to create your LTARP.

Fig. A.I.2.1 Methodology for Creation of LTARP



A.I.2.1 Understand your City (TAR Audit)

To attract talent to your city, first and foremost you need to better understand your main assets and challenges - from a TAR perspective. In other words, you need to deliver a quick TAR Audit of your city. Think about the general framework of talent attraction and retention factors presented in section A.I.1.2 (place, work, life, attraction) – and see what is already in place and what is still missing. At each factor, you should use a small number of basic indicators, as well as a brief qualitative assessment.

When collecting the data for your audit, you can use the results of the survey carried out as a basis for the Baseline Study, as well as the analysis which is part of your urban development strategy (most cities have such a document in place). As a bare minimum, we recommend using the indicators presented in Table A.I.2.1. At each section, provide also some qualitative information – description of the key assets and problems.

Almost every city in the Danube region can collect and analyse data about the place, work, and life (as part of the general framework of the TalentMagnet project); however, we assume that most of them do not have systemized information about talent attraction and retention. Therefore, regarding attraction, the analysis will primarily focus on qualitative information derived from local stakeholders' experiences (e.g. initiatives of NGOs, career tracking of educational institutions, investment promotion activities, talent attraction of businesses, etc.).

As a conclusion of the TAR Audit, local key challenges and assets have to be summarized as a starting point for

- defining the city brand (Section A.I.2.3),
- compiling TAR Canvas (Section A.I.2.4), and
- ideating actions (Section A.I.2.5).

What you need to do?

- Collect data
 - Use the most recent data >> create a database in the long run (optional)
 - If you don't have any of these data, just skip it – but try to do your best
- Generate data
 - Talk to your target group and stakeholders (Local Talent Club, TalentMagnet Forum)
 - Conduct a survey (optional)
- Assess the data briefly
 - You can use the table presented above as a bare minimum
 - Draw comparisons over time and between data of different territorial level
 - Make it visual – use figures and diagrams
- Identify your key strengths and weaknesses
- Verify the results: Discuss it with your target group and stakeholders (Local Talent Club, TalentMagnet Forum)

Table A.I.2.1 Collection of Data for the TAR Audit

Topic		Data (latest available)		Brief description of main tendencies and qualitative information
GENERAL OVERVIEW	Demography	number of inhabitants		
		share of population by age groups:		
		<18		
		18-29		
		30-39		
		40-64		
		64<		
		total internal migration balance per 1000 inhabitants (‰)		
LIFE	Housing	birth rate (live births per 1000 inhabitants, ‰)		
		death rate (deaths per 1000 inhabitants, ‰)		
	Public services	ageing index (%)		
		real estate / housing prices on average (€/m ²)		
		average monthly apartment rent (€/m ²)		
		number of nurseries		
		number of kindergartens		
		number of healthcare institutions		
		number of General Practitioners		
	Recreation, cultural offer	crime rate per thousand inhabitants (‰)		
		number of cultural establishments (theatres, cinemas, museums, etc.)		
		number of local sights / tourist attractions		

Topic		Data (latest available)		Brief description of main tendencies and qualitative information
WORK	Labour market	activity rate (%)		
		unemployment rate (%)		
		average gross monthly salary (€)		
	Businesses	number of enterprises by industries: agriculture & forestry industry & construction services & tourism		
		number of registered businesses by staff categories: 1-9 10-19 20-45 55-249 250-499 500<		
	Education	number of primary schools		
		number of secondary schools		
		number of universities and colleges		
PLACE	Mobility	number of students in universities and colleges		
		length of bicycle lanes (km)		
	Parks and green spaces	number of public transport lines		
		number of public parks		
		total surface of public parks (km ²)		
		number of public playgrounds, outdoor gyms, other outdoor facilities		

A.I.2.2 Define and Understand your Target Group

It is beyond any doubt that the LTARP is targeted at talents, and the Baseline Study defines talent as follows: *“Talent is a set of abilities of a person including skills, knowledge and capacity for growth and development. And refers to people with innate gifts as well as people who have learned knowledge and skills related to a particular field.”*. However, each city needs to identify its own target group, narrowing and specifying it based on this general definition – because if you want to attract everyone, in the end you will attract no one.

We recommend applying the **user persona method** that helps to personify the typical talent you want to attract, to pinpoint her/his specific traits, attributes, needs and pain points. If we put ourselves in the shoes of our archetypal target person, we will be able to find tailor-made solutions that better meet her/his needs. It helps to develop tools and channels to reach our target groups as well as narratives to convince them.

In short, our user persona is a semi-fictional character to help uncover the expectations of the target group based on different attributes. When constructing your user persona, you should be able to:

- give him or her a **name** (it should be a descriptive name like for instance Tim Talent),
- find or draw a matching picture as a **portrait**,
- provide a **general description** with key personality traits and attributes (e.g. background, age, job title, organization, attitude),
- define his or her **motivation, goals**, hope, and success factors as well as the **pain points and problems** he or she may need help with,
- write a **fictitious quote** that reflects his or her thoughts, current values, fears, opinions, and
- identify the **communication channels** through which he or she can be best reached.

Realistically, your target group probably consists of various distinct subgroups. For instance, a city may decide to focus on the following groups:

- Students at the city university;
- University students from the city, currently studying elsewhere (in another city or abroad),
- Young professionals who are from the city but currently live and work elsewhere,
- etc.

It is highly recommended that one user persona for each subgroup be constructed, otherwise your user persona will become too generic and useless.

Developing the user persona should be done in a participative way: work together with your stakeholders in an interactive workshop, identify your target groups and construct the user persona. Do not forget to incorporate the insights of the representatives of the target groups. This can either be done through involving them in the actual interactive session or collecting their thoughts and opinions via personal and focus group interviews and use the conclusions as inputs to the user persona session.

In Table A.I.2.2 below we recommend a visual template to record the results of such an interactive session.

After having your reference customer identified, you need to imagine her/his journey to relocate in your city. **Customer journey** is a visual representation of the process and touch points between the target group and the given organization – in the case of LTARP, between talents and your city. Using places and services of cities is a non-linear, cyclical journey, and often influenced by emotional insights and experiences – and this is especially true for talents. Cities need to be aware of what talents experience when they interact with the city at different touch points. Breaking down the customer journey phase by phase and restructuring your interactions are essential steps towards enhancing a positive user experience.

As a general rule, a typical customer journey consists of but is not limited to six different phases.

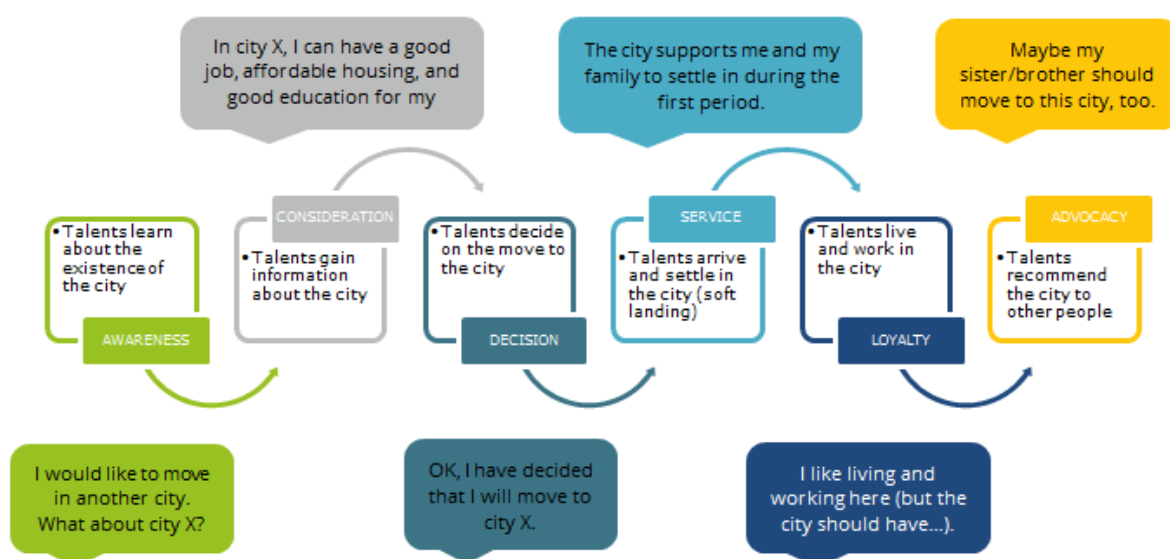
- **Awareness:** You have to attract talents' attention to the city. If the target group does not even know about the existence of the city, they certainly will not move here – in order to be shortlisted, you have to create a clear, convincing and attractive city brand (see Section A.I.2.3).
- **Consideration:** In this phase, talents gain information about alternative locations for living and working – considering various personal and career aspects (e.g. interesting and well-paid employment opportunities, affordable housing, a wide range of high-quality services, inclusive community, etc.). If they get positive impression, they will become open to consider moving to the city.
- **Decision:** Small details may be the decisive factors when it comes to decision-making; it means, you have to stand out from all the rest as an ideal – or, at least, the best possible – city. Now, you are the chosen one, but do not think that your job is done.
- **Service:** In this phase, you make the first personal contact with the newcomers, and should help them during the relocation process.
- **Loyalty:** Loyalty can be realized in place attachment, i.e. in person-to-place bonds that evolve through emotional connection to the city and its community. To achieve it, you

need to make talents of the city satisfied, to help them integrate into both work life and local community, and to create conditions which will retain them here.

- **Advocacy:** At the next level, talents can become ambassadors of the city sharing their positive experiences with and recommend the city to other people. Whether they live in your town or are moving to another one, you have to keep in touch using different tools to reach and activate them.


Fig. A.I.2.2 summarizes these phases in the case of talent attraction and retention – and fictive thoughts of our user persona.

Fig. A.I.2.2 Customer Journey Phases



In each phase, it is crucial to imagine what can be in talents' mind, what questions they are looking for answers, how they make their decision on moving or leaving, what information/services they need, how we can reach and convince them, etc. (Fig. A.I.2.3).

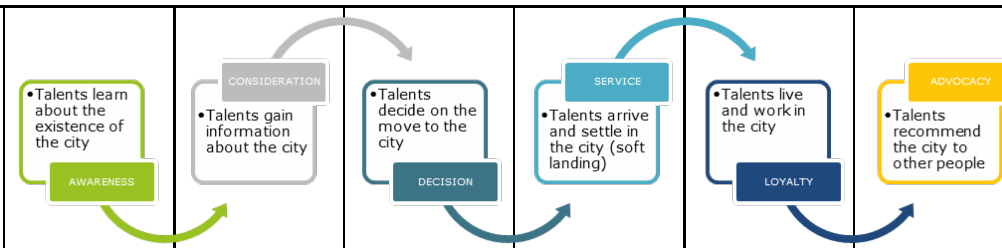
Table A.I.2.2 User Persona Worksheet Template

 <p>PERSONA PHOTO</p>	<p>GOALS AND MOTIVATIONS</p> <p>What does your persona hope to accomplish? What does influence his/her decisions about moving or not moving to another city? What motivates her/him? (short term, long term)</p>	<p>CHALLENGES AND OBSTACLES</p> <p>What are the main pain points, problems (s)he may need help with?</p>
	<p>GENERAL DESCRIPTION</p> <p>Main personality traits and attributes</p>	<p>SOURCES OF INFORMATION</p> <p>BOOKS</p> <p>BLOGS</p> <p>CONFERENCES</p> <p>EXPERTS</p> <p>MAGAZINES</p> <p>WEBSITES</p>

QUOTATION
NAME
AGE
GENDER
LOCATION
OCCUPATION
JOB TITLE
HIGHEST LEVEL OF EDUCATION
ANNUAL INCOME (€)

Further information about the method and useful user persona templates are available [here](#).

Fig. A.I.2.3 Considerations in the Customer Journey Phases

	 <p>The diagram illustrates the customer journey phases for talent attraction and retention. It consists of six sequential phases, each with a specific goal and a corresponding action box:</p> <ul style="list-style-type: none"> AWARENESS (Green): Talents learn about the existence of the city. CONSIDERATION (Grey): Talents gain information about the city. DECISION (Blue): Talents decide on the move to the city. SERVICE (Light Blue): Talents arrive and settle in the city (soft landing). LOYALTY (Dark Blue): Talents live and work in the city. ADVOCACY (Yellow): Talents recommend the city to other people. <p>Arrows indicate the flow from one phase to the next, with a feedback loop from the final phase back to the beginning.</p>					
Needs						
Touchpoints						
What would nudge the target group to move to the next phase?						
What would drive them away?						

Mapping the customer journey should also be done in a participative way, involving at least the most important stakeholders, and preferably also representatives of the target groups. At each phase, you should answer at least the following questions:

- What are the specific needs of the target group in this phase?
- What are the key touch points between the city and the talent? (for instance the talent checks the city website, or visits the city to check for quality-of-life factors, etc.)
- What would nudge the talent to choose our city over other possibilities?
- What may drive the talent away in this phase?

What you need to do?

- Define your target group(s)
 - Involve your stakeholders
 - Be specific and precise
- Collect information (about your target groups)
 - Use secondary sources
 - Talk to your target groups (a number of interviews + focus group – obligatory; questionnaire survey – optional)
- Organize an interactive workshop with your stakeholders to develop your talent persona(s)
 - Present your main findings from information collection
 - Work together to develop the user personas
 - Make it visual
- Optional: Design the customer journey

A.I.2.3 Define your Brand

Branding a place has recently become a hot topic in urban development; however, it focuses primarily on potential tourists (tourism branding) and investors (investment promotion). Although lots of small- and medium-sized cities in the Danube region struggle with the painful process of population decline, they rarely use or adapt systematic approaches to branding themselves as an ideal place for life and work, in other words, to attracting inhabitants – and explicitly talent. This means that the image and reputation of the city among talents must be improved – regardless of whether they already live in our city or we intend to attract them.

While defining your talent-oriented brand, some factors need to be taken into account:

- Talent and highly educated young people are conscious and critical “consumers” of places and of place-related information;
- They can serve as “indicators” for the success (or failure) of urban development and communication efforts in general;
- Any city brand needs to reflect the real values, existing assets, culture and vision of the city – sexy brands that have no connection with the city’s reality cannot work in the long run and will destroy credibility;
- A city brand does not equal a visual identity; visual elements that reflect the main elements and values of the brand are helpful, but they complement and support other brand aspects;

- You can (or even have to) incorporate the attractive brands of local companies into the city-level branding process (co-branding);
- As a result, your brand must be unique, real, credible, known and also accepted locally, and it must strengthen the identity and attachment to the city.

Ideally, the place branding process consists of the following main steps (Fig. A.I.2.4):

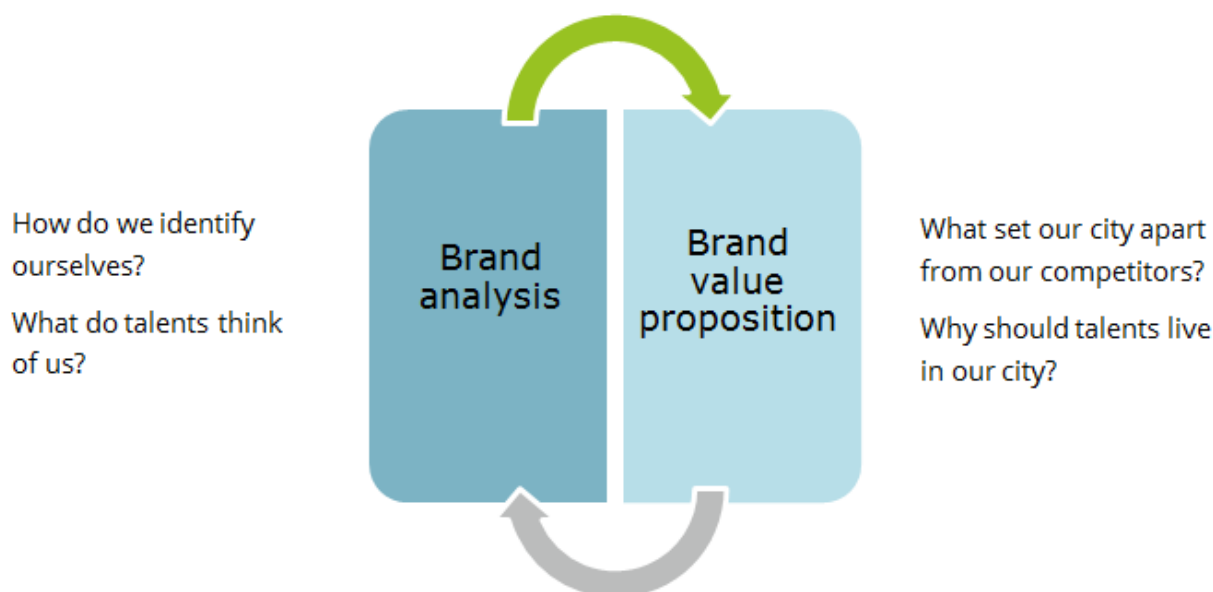
Fig. A.I.2.4 Steps in the Place Branding Process



Source: own editing based on R. Govers and F. Go (2009): Place Branding: Global, Virtual and Physical Identities, Constructed, Imagined and Experienced

In LTARP, cities have to create their own brand essence using a simplified version of the above process: after a short and targeted brand analysis of current projected and perceived image, cities can define the core elements of their brand to be achieved and conveyed with the aim of attracting and retaining talents (e.g. main messages, unique selling points [USPs], key advantages over competitors, a slogan, eventually a logo).

Fig. A.I.2.5 Developing the TAR Brand



Just like in any other previous steps of the planning process, we recommend involving the stakeholders in developing the TAR brand as well.

What you need to do?

- Analyse your brand and its perception
 - Evaluate your projected image (including messages and visual identity)
 - Talk to your target group about awareness and perception (Local Talent Club: What does city X mean to you? What do you think are its main strengths?)
- Identify brand values
 - Use your strengths identified in TAR audit
 - Formulate key messages for each target group
- Plan dedicated action(s) in LTARP to communicate key messages

A.I.2.4 Define your Strategic Framework (TAR Canvas)

While the LTARP is a very much action-oriented plan and not a general strategy, it is important that the planned interventions be coherent, contribute towards some specific objectives and help to achieve our vision.

Therefore, it is important to create a strategic framework for the talent attraction and retention interventions. However, we do not propose to define all elements of a traditional strategy; rather, we suggest creating a vision, identifying some specific objectives and defining a framework by using the Talent Attraction and Retention Canvas, which has been adapted from the Business Model Canvas methodology.

In LTARP, a modified version of Business Model Canvas (BMC) can be used that has been already adapted for urban development.² During action planning, the following TAR Canvas should be kept in mind (Table A.I.2.3).

² Business Model Canvas was initially proposed in 2005 by Alexander Osterwalder; there were several initiatives to apply it in urban development: one of these approaches to be followed is City Model Canvas of the REPLICATE project co-financed by the Horizon 2020 Programme (Timeus, et. al)

Table A.I.2.3 TAR Canvas

Vision: What should be achieved? (be specific)				
5. Key Activities	6. Key Partners	2. Value Propositions	3. Interaction	1. Target group/s
Key activities are actions that need to be done to achieve value proposition. <ul style="list-style-type: none">- What key activities do your value propositions require?- What resources will be used?- What expertise, network, strategy do you need to develop?- What will be in your action plan?- What tools will you need to achieve your goals?- Define key suppliers, organisational scheme, and ICT needs	<ul style="list-style-type: none">- Who do you need to succeed? (essentials)- Who are your key stakeholders?- Which key resources are you acquiring from partners?- Which key activities do partners perform?	Define added value provided by your strategy for the target group. <ul style="list-style-type: none">- Which needs of the target group are you satisfying? (Maslow´s hierarchy)- What value will you deliver to the target group?- Which problems are you going to solve?- What services are you going to provide for the target group?- Why is this value important to the target group?	<ul style="list-style-type: none">- What type of relationship does your target groups expect you to maintain with them?- Which relationships have you established?- How costly are the relationships?	In this section you should define group of people that you would like to influence by your objective: <ul style="list-style-type: none">- Who is your target group (age, skills, education, etc.)?- What does your target group want, feel, do?- Why is this target group important to the city?- How will be the target group approached by you?- Define persona/s
	7. Key Resources		4. Channels	
	Types of resources: physical, intellectual, human, financial <ul style="list-style-type: none">- What key resources do your value propositions require? (€, skills, network, ...)		<ul style="list-style-type: none">- How do you reach your target group?- What communication channels will you use?- What will you communicate?- Where is your target group?- Cost/benefit of different communication approaches	
8. Cost Structure			9. Funding	
<ul style="list-style-type: none">- What are the most important costs inherent in your TAR model?- Which key resources are most expensive?- Which key activities are most expensive?- How will you set up achievable financial plan?			<ul style="list-style-type: none">- How will you fund your activities? (municipality budget, grants, projects; etc.)- Long-term financial plan- Is it possible to generate revenue?- Can stakeholders contribute?	
10. Benefits				
What are the main benefits for the different stakeholders (city, companies, academia, general public, target groups, etc.)? You should be clear in this part to point out why your activities should be supported.				

Business Model Canvas typically has five components building on each other – and TAR Canvas follows this structure supplemented with some special elements:

- **Create a clear vision:** The vision should express the community's aspirations and future intentions in the given topic. It should be bold, ambitious, but also realistic and achievable. A strong vision:
 - o Describes a future status of the city (in a brief, fascinating manner), where talents and talent relationship management play a decisive role;
 - o Provides a sense of the outcomes that people hope to achieve;
 - o Establishes a clear direction for the development objectives.

Getting the vision right requires public outreach, collaboration, and refinement. This should include a constant process in which planners receive ideas, draft potential vision statements, and circulate them for feedback and revisions. This process may repeat more than once before a consensus emerges.

In fact, we suggest involving stakeholders from the beginning – work with them to identify the key elements of your city's TAR vision. TAR vision should define what future you envision for the city regarding branding, attracting, receiving, and support for integration. It is best if your vision also includes quantified statements because they enable measuring and evaluating the progress and the results of your interventions.

- Key part is the **value proposition**: What exactly is the value that the city intends to offer? In the case of LTARPs, the overall value proposition covers the cities' ambitions in connection with talent attraction and retention. Value proposition represents added value for your target group (e.g. more affordable housing). It is important to identify pains (troubles), gains (benefits) and job (what are they doing) of the target group to develop value for them (see section A.I.2.2) as our activities should address problems of the target group (Cell 2).
- The third section is about **delivering the value to the public**. We have to answer the question: to whom belong our target groups for which the city plans to provide benefits? This part also defines the potential barriers to delivering that proposed value and the exact form of the mission and values translating into key outputs. This part also describes how you will interact with the target group, how you will take care of their needs, how often you will contact them (on a daily, weekly, monthly, quarterly basis) and through what communication channels. (Cells 1, 3-4)
- In the fourth step cities have to describe **how the proposed value will be produced**. Key activities in the topic of the TalentMagnet aim to establish a complex structure and procedure of talent relationship management – they need to be done to deliver the

value. You should also identify organizations to be involved in the implementation because of their knowledge, network, resources to be shared and mobilized. As a municipality, you will have to work with multiple stakeholders to achieve your vision. Tangible and intangible resources necessary for talent attraction and retention also have to be listed. (Cells 5-7)

- The fifth component pinpoints the economic and social **costs and benefits** – directly or indirectly – derived from the cities' aspirations regarding talent attraction and retention. You also have to be able to obtain mid- to long-term funding for your activities. (Cells 8-10)

What you need to do?

- Use the TAR Canvas template
 - Follow the numeric logic
 - Be as specific and accurate as possible in each section
- Cooperate with diverse team for filling the TAR Canvas
 - Generate ideas, evaluate them and pick the best

A.1.2.5 Ideate your Actions

Identifying the set of actions within the LTARP is a creative – and, ideally, a co-creative – process. Although idea generation is not a clear-cut linear process, it involves three phases.

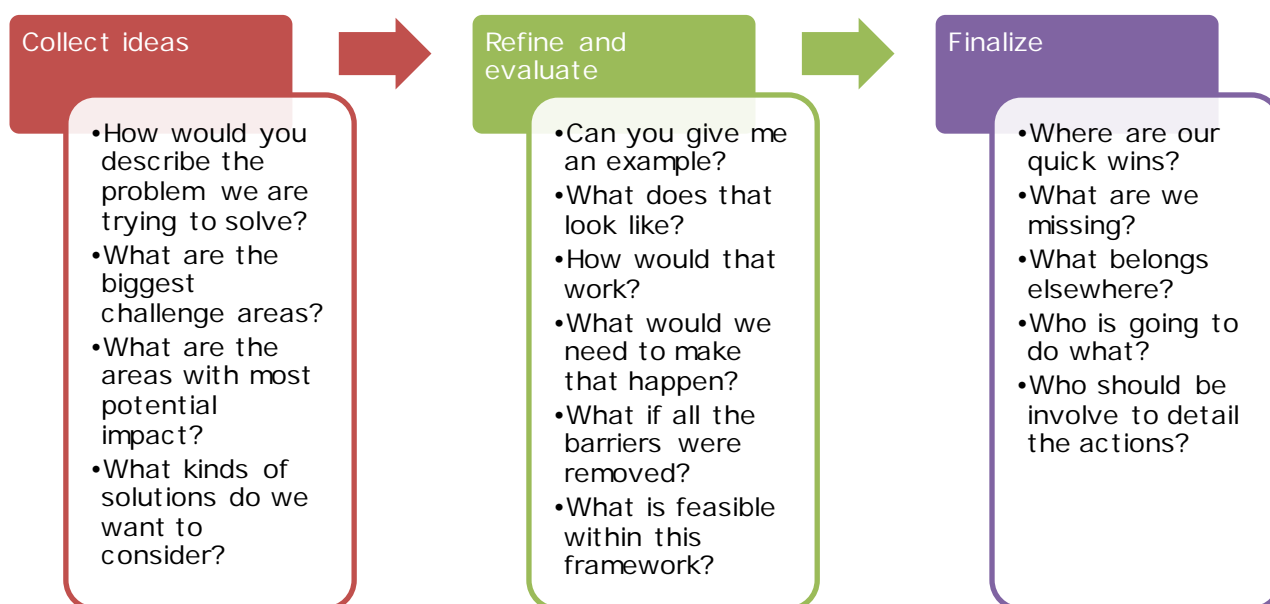
- **Brainstorm:** the purpose of the first step is **to come up with as many ideas and thoughts as possible**: based on the key challenges and assets, stakeholders can prepare an extensive list of potential activities. Several useful co-creative tools can be used for brainstorming; one popular and easy method is to reverse thinking based on an opposite reality: How do we keep talents away from our city? This approach helps to challenge their assumptions and to come up with non-obvious ideas. At the end, similar activities can be classified into specific categories (clustering).
- **Assess:** during the second part of the process, the possible **interventions have to be examined whether they are specific, relevant, feasible, and effective** enough and whether they are the optimal answers to the local challenges of talent attraction and retention. Interconnections between the activities should also be explored (linking, mind mapping). Pros and cons help evaluate the interventions and identify potential barriers of them, and a similar function has the method of Attractiveness Map:

activities can be assessed along the two axes of potential impact and risk; ideas with significant benefits and low implementation challenge can offer the best solutions, while highly challenging ideas with low impact may be useful to keep only in the back of our mind.

- **Structure and select:** in the closing phase, **ideas should be systematized**, and participants will make a final decision about a generally accepted list of possible interventions of the LTARP.

The questions on Fig. A.I.2.6 provide practical support to lead and manage the idea generation process.

Fig. A.I. 2.6 Idea Generation Process



Source: own editing based on URBACT e-university "Generating and Co-creating ideas" session

To ideate actions, you definitely need to involve your stakeholders and target groups

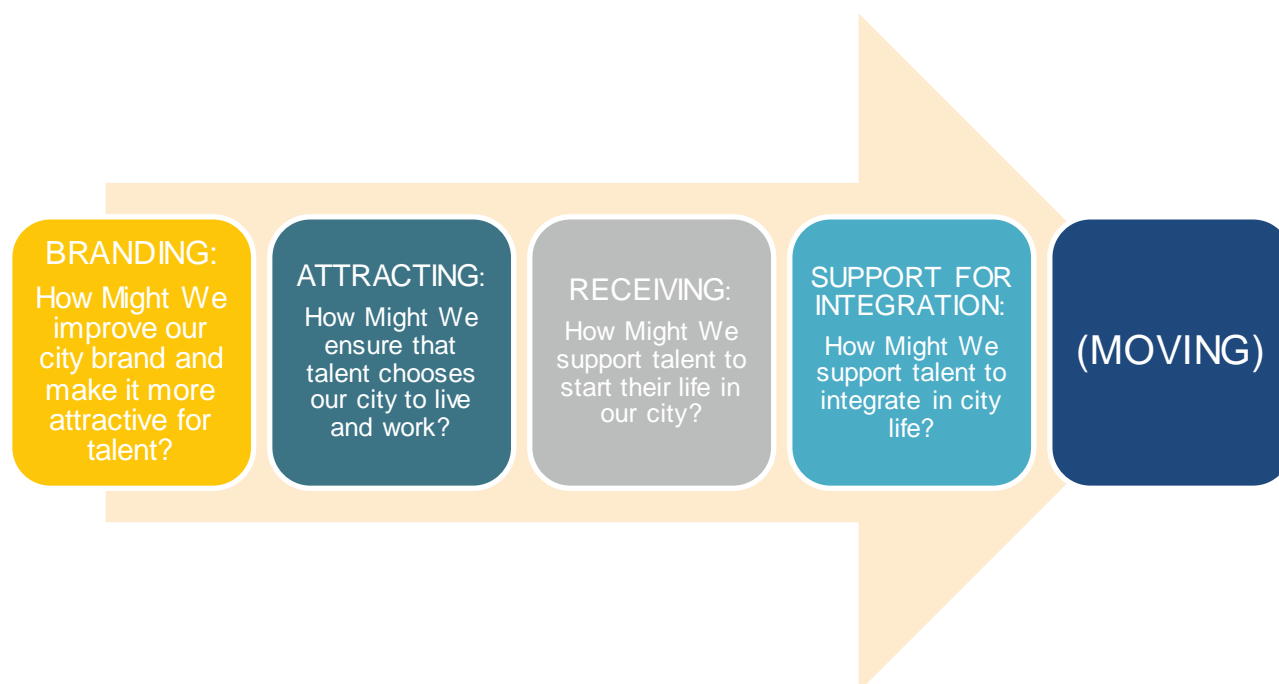
- to gain diverse perspective and more knowledge,
- to achieve cross-pollination of thoughts, and
- to strengthen their commitment.

You may want to organize a longer interactive workshop or even a hackathon together with selected Forum and Local Talent Club members where you work together towards identifying actions. At the workshop, you could follow the process below:

- Opening the workshop, presenting its purpose and agenda.
- Providing a framework and some basic information based on your analysis (most important problems and assets), your vision and specific objectives, your TAR canvas and the key elements of your city brand.
- Creating subgroups, each working with a specific phase of TAR (attraction, receiving, working & living); for each subgroup, a small number of guiding “HOW MIGHT WE” questions need to be identified based on the most important challenges (for instance: HOW MIGHT WE sustain relations with local youth studying in universities in other cities?).
- Ideating – each subgroup, preferably supported by a facilitator, works to identify possible actions to address the challenges. Various methods (OPERA, Group Expo, brainwriting, etc.) may be used during the ideation process.
- Assessing – each subgroup presents the results of the ideation at the plenary session and participants together assess the proposed actions, using an agreed method (like for instance the Attractiveness Map mentioned earlier).

You can use the talent relationship management phases (Fig. A.I.2.7) introduced in Section A.I.1.2 to identify actions for each important topic.

Fig. A.I.2.7 Talent Relationship Management Phases



Using the results of the workshop, your team then shall structure the proposed ideas to lay the foundations for action planning. Actions can be listed in a table format (Table A.I.2.4) to make them clear and easy to follow.

Table A.I.2.4 Structuring the Proposed Ideas

Action	Intended results	Resources/Assets	Lead agency	Key partners	Timescale

Source: <https://urbact.eu/action-table>

What you need to do?

- Prepare a visual document – summarize the key findings from the previous phases:
 - TAR Audit
 - Your Target Group(s)
 - Your TAR Brand
 - Your TAR Canvas
- Organize and deliver an interactive session with stakeholders to define actions
- Process and structure your proposed actions

A.I.2.6 Plan your Actions

After having the final list of what our city can/should do to attract and retain talents, specific details have to be defined which will turn an idea into a real and feasible action:

- it consists of several activities,
- it has clear outputs and results,
- it demands human and/or financial resources,
- its implementation requires a certain time.

A straightforward instrument is 5W1H method (Fig. A.I.2.8) that helps formulate the right questions about the actions and to ensure clear intervention logic: where we are, where we want to be, and how do we get there.

Fig. A.I.2.8 5W1H Method



Similar to the steps above, you cannot spare the active involvement of the stakeholders in specifying the activities and outputs to achieve a given objective. Ideally, you can organize a workshop dedicated to refining the actions. It is worth using a table format (an action sheet) to answer the questions above and to describe all necessary and practical information about

the interventions (Table A.I.2.5).³ Completing the action sheet can help turning the vision into reality, in an efficient way. Developing concrete actions by planning them in details, thinking about activities, timescale, outputs resources and obstacles, will enable their effective implementation. This process makes it possible to develop coherent activities, and to be sure not to omit any detail.

In the first step, participants of the workshop shall **describe the action** as follows:

- Give an informative and accurate title of the action.
- Write a short but detailed description, with a deadline whenever possible.
- Add a comprehensive list of stakeholders.
- Specify the action owner's full position and his/her unit/directorate/...
- Link the action with the LTARP specific objectives.
- Mention the available resources: financial (give the amount) and human resources (staff).
- Give a clear picture of the current status of the action and a realistic deadline.
- Explain the potential risks in details.

In the second step, **specific activities will be identified** with a clear, coherent and feasible schedule as well as outputs, which are tangible, measurable products of the activities.

What you need to do?

- Organize a workshop for refining the details of the actions based on the results of idea generation
- Use the table below for finetuning the actions
- Verify the final version of the actions and let them approved by decision-makers

³ The table and the description of the process below are based on the URBACT Toolbox, which was developed through URBACT Programme's diverse capacity-building activities and experiences (<https://urbact.eu/toolbox-home>).

Table A.I.2.5 Action Sheet

ACTION TITLE:					
SHORT DESCRIPTION:	JUSTIFICATION:	STAKEHOLDERS:	RISKS:	ACTION OWNER:	
				LINKS TO OBJECTIVE:	
				BUDGET&RESOURCES:	
				READINESS&DEADLINE:	
ACTIVITY			START AND END DATE	OUTPUTS	

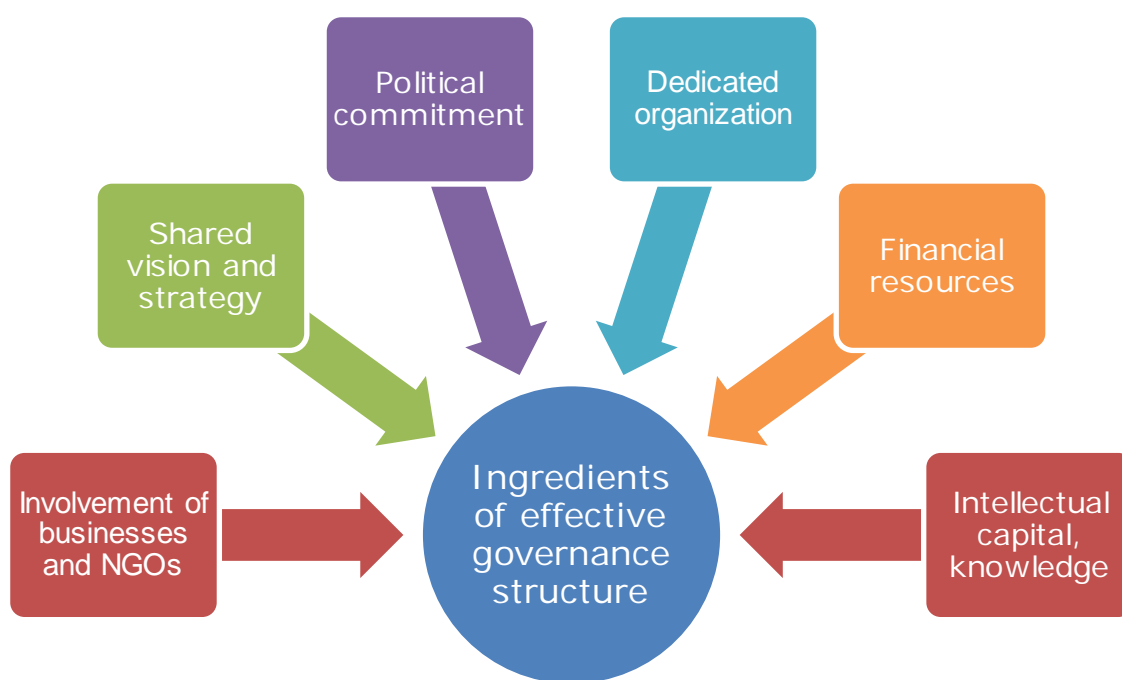
Sources: own editing based on <https://urbact.eu/refining-action>

A.I.2.7 Plan your Implementation

We do not want just a plan – we want a change to happen. Even if the plan is well-thought-through and realistic, the implementation will fail if the key conditions are not in place. Let's see what these conditions are.

Governance in connection with talent attraction and retention is one of the dedicated focus areas of the TalentMagnet project itself. Without establishing an appropriate governance structure, your efforts may remain at the level of well-sounding slogans.

Fig. A.I.2.9 Effective Governance Structure



Source: own editing

- **Involvement of businesses and NGOs:** Although local authorities/city councils have fundamental responsibility for creating the optimal conditions for talent attraction and retention, without the active participation of the business and civil sectors, they can achieve only partial results. Involving the relevant local actors and the multi-layered interactions between them ensure that all important aspects surface.
- **Shared vision and strategy:** All actors involved in talent attraction and retention have to understand why and for what purpose they cooperate – furthermore, they have to

accept the common goals and to reach broad professional and political consensus in this issue.

- **Political commitment:** Even well-planned actions cannot be implemented without strong commitment of key decision-makers. You need real commitment though – “we want to do it and we will do it because we believe in it” type of commitment – and you need this commitment at the highest possible level. Having the commitment of the head of department of youth affairs is not enough – you want the mayor, or at least one of the vice mayors to stand behind the case of talent attraction and retention. Having this commitment from the beginning can be the difference between success and failure – so do anything to get it.
- **Financial resources:** It is very likely that the actions proposed cannot be implemented all at once if the necessary financial resources will not be allocated to them; however, some of the activities can be also executed without significant expenditures.
- **Dedicated organization:** There needs to be a dedicated organization or department that coordinates the partnership of the actors involved and the implementation of the actions identified together – with the appropriate capacity, empowerment and clear tasks.
- **Intellectual capital, knowledge:** Different types of knowledge are necessary for successful talent attraction of retention. On the one hand, the dedicated organization mentioned above have to recruit the appropriate staff, which is able to prepare decisions, to manage the operative processes and to monitor the completion. On the other hand, we have to build on valuable knowledge and accumulated experiences of local stakeholders (including the talents themselves).

LTARP is an operative document which means that it has to include specific and detailed information on who will deliver the actions (by name) and what the roles and responsibilities of the stakeholders will be. In addition, an easy-to-follow schedule will make it possible to implement the actions as planned – a regularly updated Gantt chart is a suitable tool for this.

What you need to do?

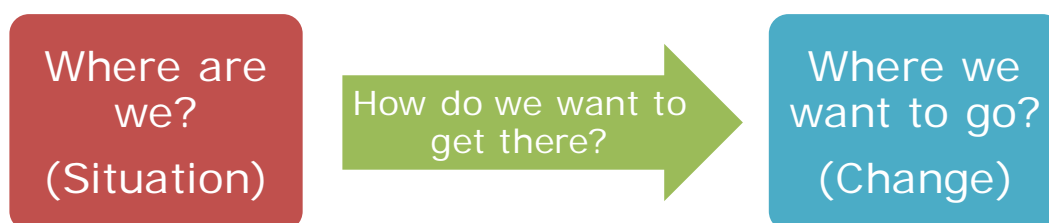
- Prepare an implementation chapter, presenting at least:
 - Dedicated organisation / department responsible for managing and coordinating implementation (including necessary human resources)
 - Financial plan (not just costs – also the resources)
 - Plan to involve stakeholders in delivery

A.I.2.8 Monitoring

Measuring the outputs and results of the LTARP presupposes an appropriate monitoring system – it is a key for the success of delivery because we should have a clear view on the progress made towards the change intended. Monitoring is a management tool to track the progress in relation to the objectives set (and intervene, if necessary).

The keyword is “intervention logic”: it explains the logic of how an action contributes to the intended results – an ambition which can be derived from the specific objectives.

Fig. A.I.2.10



It is important to understand the difference between result indicators and output indicators: while the result indicator measures a relevant aspect of the vision and helps to judge whether or not the given objectives have been met, the output indicator describes the direct physical product of actions and activities. Let us see some examples in connection with talent attraction and retention!

Table A.I.2.6 Outputs and Results

Specific objective	Definition of RESULT indicator	Baseline value	Target value	Source of information
Increase the share of university graduates returning to the city after graduation	% of those young people from the city studying at university elsewhere returning to the city within 3 years from graduation	11% (2020)	15% (2025)	Local career path database
Action	Definition of OUTPUT indicator	Baseline value	Target value	Source of information
Supported internship programme at local businesses	Cumulated total no. of university students from (City Name) completing the internship programme	0 (2021)	500 (2022)	Project annual reports

As Table A.I.2.6 shows, the minimum requirements of indicators are a precise definition, a baseline value (always 0 in case of output indicators), a target value and the source of information – this information is necessary for keeping under control the implementation, and you have to check the progress regularly.

In summary, therefore, the key elements of a basic monitoring system are:

- consistent intervention logic as a precondition,
- a set of well-designed indicators,
- a simple process of follow-up and reporting:
 - o designation of a person who is responsible for monitoring the plan's implementation,
 - o defining frequency, format, and approval procedure of reporting,
 - o determining what happens if there is major deviation from plan.

What you need to do?

- Expression of the change an intervention aims to achieve in an existing socio-economic situation (transform a development need into an ambition)
- Formulate a meaningful specific objective
 - Start from identified development needs
 - Ensure the objective is singular and really specific
 - Use a description (verb) that expresses change (to increase, to reduce, to improve)
- Prepare a plan with a solid intervention logic
- Define your specific objective(s) and result indicators
- Define your outputs and output indicators
- Design a simple monitoring framework

A.I.3 Planning Output: Structure of the LTARP

Table A.I.3.1 Structure of the LTARP

Chapter	Main elements	Number of pages
1 Introduction	Short project description What is this document, rationale, purpose, logic and structure of LTARP	2-3
2 TAR Audit	Key data in connection with talent attraction and retention Main strengths and weaknesses	3-5
3 Target Group	Identifying and describing the target group using the methods of user persona and costumer journey	2-3
4 Strategy	Vision and objectives: Based on the audit, this section describes the future situation, where the city would like to arrive in terms of talent attraction and retention as well as the specific objectives. It also defines the result indicators measuring the specific objectives.	2-3
5 Brand	What makes the city an outstanding destination for talent?	1
6 Actions	Present the specific interventions proposed using table format (Title of intervention, Justification, Description and activities, Organizations responsible for implementation, Potential partners, resources, schedule)	6-10
7 Implementation	This chapter presents how the plan will be implemented. It presents information on the governance (decision-making body, operative body responsible for the implementation of the plan), funding scheme and monitoring/evaluation.	3-4
8 Policy recommendations	During the planning process, representatives of stakeholders and target groups may come up with numerous ideas, aspects, and suggestions that go beyond the scope of the LTARP. However, these thoughts cannot to be wasted or let sink. In this chapter, such proposals can be made that are only in indirect connection with talent attraction and retention but are not considered to be an indispensable part of the talent relationship management system. Policy recommendations can cover a wide spectrum – from general findings (e.g. improving the housing conditions for young people) to specific interventions (e.g. building municipal rental housing for expats).	1-2

Annex II – Methodological Guide for Awareness-Raising Workshops/Mid-Term Interactive Workshops

A.II.1 Introduction

This document is part of the methodological toolkit supporting the process of preparing and governing Local Talent Attraction and Retention Plans. This detailed script provides the most important information enabling the professional organization and the delivery of high-quality workshops.

Awareness raising and Mid-term interactive workshops bring together people from specific fields-actors relevant to developing an innovative and sustainable ecosystem built on multilevel governance to shape talent-competitive cities and regions to jointly look at the level of Talent Attraction and Retention.

The workshops contribute to:

- information collection for the Local plans;
- awareness raising;
- engaging the local community and stakeholders.

This methodological guide consists of the following elements:

- Proposal for the content of the letter of invitation;
- Detailed script of the workshops
- The assessment tool.

Awareness-Raising Workshops-

The main objectives of the Awareness-Raising Workshops are to:

- Promote the TALENT MAGNET application/project
- Support the relevant authorities by raising awareness about the benefits of talent attraction and retention
- Facilitate the engagement of key stakeholders in the process of refining of talent attraction and retention policies and measures
- Take stock of the already existing experience and capacity

The workshop is expected to help further engage relevant stakeholders to participate in the efforts for developing an innovative and sustainable ecosystem for talent attraction and retention, to implement the Local Talent Attraction and Retention Plans and to facilitate a

discussion on the further steps to expand the scope of the practical application of Talent Attraction and Retention.

Mid-term Interactive Assessment Workshops

The main objectives:

- To make the process of the project meet the stakeholders.
- To gather a comprehensive list of problems from the project stakeholders.
- To prioritize the collected problems based on the stakeholders attending the workshop.
- To receive the input and concerns for the Local Talent Attraction and Retention Plans
- To strengthen the participation process.

Conducting an assessment workshop means gathering all stakeholders for an intensive, focused session.

The results of the workshops must become the foundation of the ecosystem functioning around the topic of talent attraction management.

Table A.II.1 Time Plan for the Organization of the Workshops

	SEP 21	OKT 21	NOV 21	DEC 21	JAN 22	FEB 22	MAR 22	APR 22	MAY 22
Awareness- Raising Workshops									
Mid-Term Interactive Workshops									

A.II.2 Letter of invitation

Dear,

As you may have already heard about it, the municipality XXXX would like to improve the key conditions of talent attraction and retention for developing an innovative and sustainable ecosystem built on multilevel governance to shape talent-competitive cities and regions.

An important step in this process of the project TALENT MAGNET is engaging all important stakeholders in the preparation phase, identifying the main problems, obstacles, as well as the opportunities to create better conditions for Talent Attraction and Retention in our cities.

There are several major groups of factors that motivate talent to settle in or move to a particular place. It is essential to recognize these so that the place could be made more attractive to talents and that the most appealing aspects of its tangible and intangible aspects are communicated to the targeted audiences.

We would like to invite you to be a member of this small team, participate in the workshop and work with us to improve and create a city in which people love to work and live in.

The event will take place on (day, month, year) from to

The location of the workshops.

Should you have any questions, feel free to call (name, phone number).

I do hope we can count on your participation.

Thanks in advance for your support!

Sincerely yours,

(date)

.....

(signature of the responsible leader)

A.II. 3 Detailed Script of the Workshops

Table A.II.3.1 Before the Workshop

Step	When	Description
Recruit and prepare your team	6 weeks before the workshop	<p>To organize and deliver a workshop involves numerous tasks – and it is definitely not a one-man show. You need a good team to ensure smooth delivery of the entire process. The team should consist of:</p> <ul style="list-style-type: none"> • A moderator responsible for the facilitation and engagement of the participants (it could be yourself or you can decide to hire a professional facilitator). • A support staff providing assistance throughout the entire process of preparation, delivery and follow-up. • A talent attraction and retention expert, a person who has a good overview of frameworks and can provide professional feedback during the process. <p>Convene your team and explain the purpose and process of the workshop. Prepare a detailed plan of action and agree on the distribution of tasks.</p>
Identify the date	5 weeks before the workshop	<p>You need to identify a date as soon as possible.</p> <p>You may also want to consider inviting the city leader responsible for governance structures (vice mayor?) – her/his availability is also something to consider.</p>
Identify and arrange the place	4 weeks before	<p>You will need a room where you can brief and debrief the participants. The room needs to be large enough to conveniently seat 10-20 people, ideally in an informal setting. By all means, avoid meeting rooms with a large fixed table in the middle – it is impossible to have an engaging interactive session in such an environment.</p> <p>Strive to create interactive methods of cooperation and</p>

Step	When	Description
		<p>an interesting and creative environment for every meeting, for example the university environment, co-working and cultural centres, cafes and so on, always with a different programme and different workshop activities so that it is possible to maintain sufficient number of the group members</p> <p>Be creative and use your local knowledge!</p>
Recruit participants	the 3-4 weeks before	<p>You need a group to work with; the ideal size is 12-15 people, most of whom should be important contributors and have connection to the topic, plus 1 or 2 representatives of the Mayor's Office (probably). Strive to have a wide variety of people – gender, age, educational level.</p> <p>By simply sending a letter of invitation you won't convince people to participate. After sending a letter of invitation (we provide a sample above) you probably need to approach them one by one, personally, and explain them the importance of the workshop and their role. Be prepared to have reserves on your list of possible participants.</p>
Arrange necessary equipment and materials	the 3 weeks before and	<p>You need some basic equipment and materials to deliver the workshop, the room you need, a laptop, a projector, a screen and a flipchart. In addition, you also need basic workshop materials – blue tack, large 'post-it's, flipchart markers.</p> <p>Finally, you will need 20 copies of the assessment tool – a predesigned template – notebook that will be used by the participants to record their observations during the walk. We propose a template in this methodological document – adapt it and print in sufficient number of copies.</p>

Step	When	Description
		Make sure that coffee, water, some cookies and fruits are offered.
Contact the media	1-2 weeks before	<p>Mid-term interactive workshops and awareness raising events are events that are attractive to the media. You have different options to involve the representatives of the media:</p> <ul style="list-style-type: none"> You can have a press conference immediately before the workshop and then invite the representatives of the media to shoot some footage during the walk. Then send a press release after the event presenting the main conclusions. You can invite 1 or 2 journalists to follow the workshop as participants and then report on the experience.

Table A.II.3.2 During the Workshop

From	To	Description of Activity and Method
08:00	09:45	Pre-workshop check Arrive early at the starting point of the workshop. Check the room, its arrangements, the availability of equipment and materials. (Simultaneously with the preparation, you can have a short press conference if you choose so.)
09:45	10:00	Arrival and welcome of participants Receive the participants – help them to find their place, have small talk, establish the right tone even before the official start
10:00	10:15	Starting – introduction and ice-breaking Open the workshop – welcome the participants. Introduce the purpose and the team. (5 min) Have a short introductory round of the participants. You may combine the introduction with a quick ice-breaking exercise to set a positive and open tone for the rest of the workshop.(10 min)
10:15	10:40	Presentation of talent magnet approach, methodology and deliverables After the introduction continue the programme with a short presentation of the project, state of the art,... Describe the WHY, the benefits of talent attraction and retention (baseline study, guidebook), and tell why developing an innovative and sustainable ecosystem built on multilevel governance to shape talent-competitive cities is important. Make sure to answer the “what’s in it for me” question. Make the presentation interactive, more like a conversation, encourage participants to ask questions. In creating the supporting slides, you can use the slide deck created as one of the outputs of the T1-baseline study.
10:40	11:10	Explain the assessment process and why you need this assessment The essence of the methodology is the joint assessment of the key conditions and approach to talent attraction and retention. Briefly explain the process and agenda, the use of the assessment tool. Encourage

From	To	Description of Activity and Method
		participants to be open-minded, attentive to details and observe their behaviour.
11:10	11:20	Define your strategic approach to attraction and retentions.
11:20	11:50	<p>Quick ideation</p> <p>Do you have any idea in place?</p> <p>Do you have ideas which you can develop?</p> <p>Validate the ideas having the greatest potential (Idea validation checklist)?</p> <p>Proposed projects in the area of attracting and keeping talented people in?</p> <p>While it requires additional time, if at all possible, allocate some time for a quick ideation session. People love to propose actions and solutions, and an ideation session allows to finish the workshop on a positive note. Besides, people can really feel part of the planning process.</p> <p>Emphasize, though, that these are just initial ideas – there’s no guarantee that these will actually be implemented –, but will serve as very useful inputs to the TalentMagnet plan.</p> <p>There are various simple techniques to choose from – from simple brainstorming through brain-writing to the more structured OPERA method. Whatever method you use, though, make sure that everybody can contribute, not just the more vocal people.</p> <p>The ideation session needs to start with a question – it is up to you to design the exact question. You may use “What should be done to improve talent attraction and retention policies”</p> <p>By this time, participants will have a basic understanding of the key conditions and factors relevant to talent attraction and retention, as well as the main problems, obstacles, so you can count on a good list of ideas.</p>
11:50	12:00	<p>Close the workshops</p> <p>After the ideation session thank for the time and active participation of the people. Promise them to e-mail the summary of the results of the event within one week, and that you will keep them informed about the planning process.</p>

Note: The timing is based on an assumed start at 10:00. Change as necessary.

A.II.4 TalentMagnet Assessment Tool

WHY ASSESSMENT?

Assess the cities' current image in all areas relevant to the improvement of the talent attraction and retention of young talents and describe the preferred solutions.

Results will help cities refine and focus their strategies for attracting and keeping their future leaders.

Every region has some image in the eyes of the world. That image may be fair or unfair, it may be current or out-of-date, and it may be flattering or unflattering. But in any case, it is real and must be addressed honestly. Image assessment can be done through formal research, or may be done through informal inquiries and media searches. The results of this research will be a "brand image" statement, which serves as the starting point for the local plan that must be done.

If the current image of the city is not accurate or flattering, a new, preferred image can be described. This new image must, however, be based on a realistic assessment of the city's strengths.

It must also be unique and "sticky" enough to distinguish the city from other, competing cities.

Remember, other cities are competing for the same pool of talent and will likely have a similar notion of what factors attract that talent.

A city may also consider undertaking a major positioning project or event.

This is the assessment tool you will use during the workshop to observe and assess various aspects of the-factors of talent attraction and retention.

It consists of two main parts:

- In Part 1, you can assess the aspects of Talent Attraction and Retention Factors by giving scores on a scale of 1 to 5;
- In Part 2, you can record your more general observations.

The proposed process of assessment is the following:

1. To start the assessment process, please carefully review the various criteria before the decisions. The question to answer is: *How is this factor develop in your city?*
2. The values represent the following qualifications:
 - 1 very poor
 - 2 poor

3 acceptable

4 adequate

5 good

6 high quality

3. Add further general notes if necessary

A.II.4.1 Part I – Assessment Sheet

There are several major groups of factors that motivate talent to settle in or move to a particular place. It is essential to recognize these so that the place could be made more attractive to talents and that the most appealing aspects of its tangible and intangible aspects are communicated to the targeted audiences.

Fig. A.II.4.1



Table A.II.4.1

Criteria	Score	Specific Observations
Mobility	1 2 3 4 5 6	
Parks and green spaces	1 2 3 4 5 6	
Buildings and public spaces	1 2 3 4 5 6	
Quality jobs	1 2 3 4 5 6	

Criteria	Score	Specific Observations
Business environment and ecosystem	1 2 3 4 5 6	
HR development, education, lifelong learning	1 2 3 4 5 6	
Housing	1 2 3 4 5 6	
Quality public service	1 2 3 4 5 6	
Recreation, cultural offer	1 2 3 4 5 6	

Criteria	Score	Specific Observations
Environment for attracting investors	1 2 3 4 5 6	
City with the unique brand, marketing communication	1 2 3 4 5 6	

A.II.4.2 Part II – General Notes

Table A.II.4.2

Problems	
Ideas, proposed improvements	
What makes you city unique	

A.II.4.3 Partner-Level Event Report

The individual event reports are available separately as part of O.T 1.1

Table A.II.4.3

Type of the events:	<input type="checkbox"/> D.T.1.3.1 – Mid-term interactive workshops for LSG members <input type="checkbox"/> D.T. 1.3.2 – Awareness-raising workshops to draw the attention of local stakeholders
Partner:	
Name of the city:	
Country	
No. of event:	
No. of participants:	
Participants (name of institutions):	
Agenda of the workshop and methods used:	
Key findings and conclusions:	

Table A.II.4.4

Methodology	
What worked well?	
What could be improved?	

Pictures:

All city partners must send this partner-level report for each separate workshop to the WP LEADER of T1: Vedrana Knezevic ----vedrana.knezevic@e-f-e.eu

ADDITIONAL HELP

Fortunately, there are plenty of online tools to make your life easier when you need to prepare for a meeting facilitation or to conduct workshops.

The good thing is that you don't have to pay a fortune to have the use of technology that helps you make your job easier as a facilitator.

In fact, there are plenty of free online workshop tools and meeting facilitation software you can use to become more productive when in the process of preparing or following up a facilitated session.

We collected the most useful tools we have encountered. It was an important factor for us that each of the tools had a fully functional free version available without time limitation so that you can rely on these options in the long term.

We grouped the tools according to the type of tasks they are used for so that you can find precisely what you need. The primary use case we considered was to support the workflow when you have face-to-face meetings or training sessions, though most of these tools are equally useful when you need to prepare online sessions.

- Survey tools: Google Forms, Typeform, SurveyMonkey
- File storage and document sharing: DropBox, Google Drive, OneDrive, Box
- Free video conferencing: Zoom, Whereby, Skype, Hangouts
- Online whiteboards: Miro, Mural, Stormboard
- Online communication tools: Slack, MS Teams, Discord
- Task management: Trello, Todoist, Asana
- Note taking apps: Evernote, OneNote, Google Drive & Docs, Notion
- Meeting planning: SessionLab, Google Sheets
- Engagement and virtual facilitation tools: Stormz, MeetButter, Axis, Mentimeter, Slido
- Online design tools: Canva, Figma, Invision

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