



BEST PRACTICES IN TALENT ATTRACTION



PREPARED FOR
The Governor's Summit on Economic Development
July 12, 2016
Julie Curtin, Partner, DCI
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56
YEARS
SPECIALIZING

IN
ECONOMIC
DEVELOPMENT
&
TOURISM
MARKETING

450+ CITIES
STATES
Regions
& COUNTRIES
REPRESENTED

4 IN OFFICES
New York, Denver, Los Angeles and Toronto

53 With [A PASSION
FOR PLACES]
Dedicated Professionals

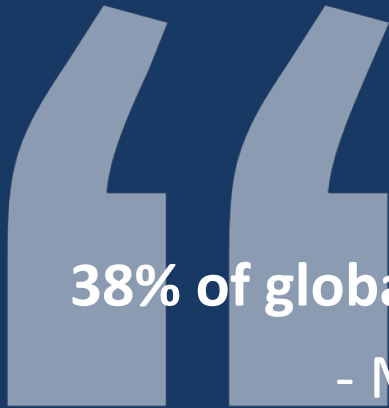
A SAMPLING OF OUR CLIENTS





In the last six years, economic development has shifted a significant focus from investment retention and attraction . . . to talent recruitment and attraction.

Available talent is today's economic driver.



38% of global employers report difficulty filling jobs.

- ManpowerGroup 2015 Talent Shortage Survey

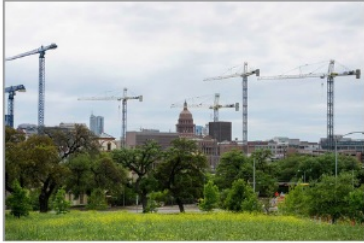
In 2015, more than 75% of jobs required specialized skills; in 1991, less than 50% did.

- *Closing America's Jobs Gap*, Mary Walshok

The current global talent shortage worries multinationals more than revolution or recession.

- MAXIS Global Benefits Network Survey 2012

Bloomberg Business



The Texas State Capitol building stands beyond construction cranes at the University of Texas at Austin campus in Austin, Texas, on April 4, 2015. About 950,000 people live in the city of Austin and that number is expected to reach nearly 1.3 million by 2040, a 40 percent increase, according to city figures. More than 100 people move to the city a day, according to the city's demographics department. Photographed by [unreadable]

When Your Kid Moves

Cranes punctuate Austin's skyline. Schools are transformed into offices. In San Francisco, engineers revive long-blighted markets.

Cities in the West and Southwest are growing at a rate exceeding records set before World War II, with young, educated workers creating high-tech jobs and traffic jams as they drive up wages.

The decline in manufacturing in the Midwest is being offset by an increase in service and technology jobs.

CNN Money

Millennials & Their Money

How companies are changing old ways to attract young workers

by Jeanne Sahadi @CNNMoney
July 23, 2015 3:45 PM ET



Frequent promotions and raises. Supportive environments. Transparency. Flexible schedules.

Who doesn't want those things at work?

But until Millennials came along, employers weren't exactly heeding the call. Now many are—even traditional blue chips like General Electric.

Millennials, according to various estimates, will make up a majority of the workforce after 2020—a stat that's not lost on employers.

At some companies the shift is even more dramatic. Consulting firm PwC estimates that by next year, a jaw-dropping 80% of its global workforce will be Millennial.

THE WALL STREET JOURNAL

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12th Charged in Bronx Gang War
Supreme Court Looks Likely to Throw Out...
House Ex-Speaker's Health Strained to 15 Months
Trump Calls for Dramatic Break With U.S. Foreign Policy
In This... Build... Take...

THE EXPERTS | LEADERSHIP

Why Companies Are Returning to Big Cities

WSJ+ INVITES + OFFERS + INSPIRATION

Read Ambitiously

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HOW WE SHOP: Free Online Shoppers, Free Shipping, Design Supreme

BUSINESS | MANAGEMENT

Companies Flock to Cities With Top Talent

As businesses decide where to expand and hire, 'people are the natural resources'

Students, from left, Vasek Salazar, David Bobadilla, Stephen Brown and Robin Morales (clockwise with Randy Moore, second from left, director of Higher Education Programs, while preparing a presentation during the Pro Skills career development program at Year Up Airbone in Phoenix. PHOTO: MARK PETERMAN FOR THE WALL STREET JOURNAL.


By LAUREN WEBER
April 12, 2016 1:39 p.m. ET

9 COMMENTS

Last year, Salesforce.com Inc. handed its recruiters a near-impossible task: hire thousands of engineers and account executives in some of the tightest U.S. labor markets, including the software firm's hometown of San Francisco.

Candidates were declining offers and recruiting costs were rising. "We got our asses handed to us," said Ana Recio, Salesforce's recruiting head. But business leaders resisted moving critical roles out of San Francisco.

So Ms. Recio asked an intern to create an algorithm using LinkedIn profiles to identify the true pool of potential candidates for its specialized technical jobs. Those candidates had to be expert in things like handling mammoth amounts of code and the billions of



Fifty years ago, companies opened new locations to be near lumber, copper or resources needed for their business. Today, people are the resources.

- “Companies Flock to Cities with Talent”

April 12, 2016
The Wall Street Journal



Today...

- 3 Talent Attraction Campaigns We Like**
- 4 Ideas for Nebraska**

01

LOUISIANA



Come home, LOUISIANA



What DCI Loves about the Campaign: Matches Job Seeker to Employer



What DCI Loves about the Campaign: Digitally Robust



facebook

The screenshot shows the Facebook profile page for 'Come Home, Louisiana'. The header features the Facebook logo, the page name 'Come Home, Louisiana', a search bar, and the user 'Julie' with 'Home 20+' options. The main banner image shows three colorful snow globes (green, blue, and red) with red sticks, overlaid with the text 'Find the bright side in Louisiana.' Below the banner is the page's profile picture, the name 'Come Home, Louisiana', the handle '@ComeHomeLouisiana', and buttons for 'Sign Up', 'Like', 'Message', and a menu icon. Navigation tabs include 'Home', 'About', 'Photos', 'Comment Policy', and 'More'. On the left sidebar, there is a 'Cause' section, a search bar for posts on the page, and statistics showing '73,675 people like this' and an option to 'Invite friends to like this Page'. The main content area shows a post from 'Come Home, Louisiana' dated 'Yesterday at 10:20am' with the text: 'How serious is Louisiana about its future in software? The state now has coding summer camps for tech-curious youths. Soon, these kids will be able to work for Louisiana companies like CenturyLink and EA - Electronic Arts.' Below the text is a video thumbnail showing two children sitting at a desk with computers.

What DCI Loves about the Campaign: Digitally Robust




arch



[Website](#) [G+](#) [f](#)

Come Home, Louisiana 114

[Home](#) [Videos](#) [Playlists](#) [Channels](#) [Discussion](#) [About](#)









Come Home, Louisiana: A Landscape Of Opportunity Awaits
37K views 1 year ago

EB Brooks, executive director of Lafayette Central Park, never thought the life she sought in Austin would turn out to be right here in Louisiana. EB rediscovered Louisiana's beautiful, inspiring scenery, from golden marshlands to sunsets in a cypress swamp – a unique landscape like nowhere else. She came home to Louisiana for her dream job and you can too. Learn more at <http://www.ComeHomeLouisian...>

Facebook: <https://www.facebook.com/Co...>

Popular channels

-  **CaseyNeistat**
-  **Slogoman**
-  **SHAYTARDS**
-  **Motor Trend Channel**
-  **Hulyan Maya**
-  **Tj Hunt**

Uploads

What DCI Loves about the Campaign: Digitally Robust



comehomelouisiana

Follow



Come Home Louisiana Share your photos of Louisiana using #ComeHomeLA
www.comehomelouisiana.com

723 posts

2,775 followers

2,638 following



What DCI Loves about the Campaign: Digitally Robust



Cullen Boudreaux @CraftBeerCullen · Jun 16

Walking distance from our new house in Baton Rouge, @magpie_cafe has a yummy Greek yogurt parfait! #ComeHomeLA



What DCI Loves about the Campaign: Statewide Representation

CULTURALLY RICH. ECONOMICALLY ATTRACTIVE. COME HOME TO LIVE.

Home to what Harvard economists call the Top 5 happiest cities in the nation, Louisiana has an outlook on life unlike any other state.

Choose
BATON ROUGE

Choose
CENTRAL LOUISIANA

Choose
HOUMA-THIBODAUX

Choose
LAFAYETTE

Choose
LAKE CHARLES

Choose
MONROE

Choose
NEW ORLEANS

Choose
SHREVEPORT-BOSSIER

02

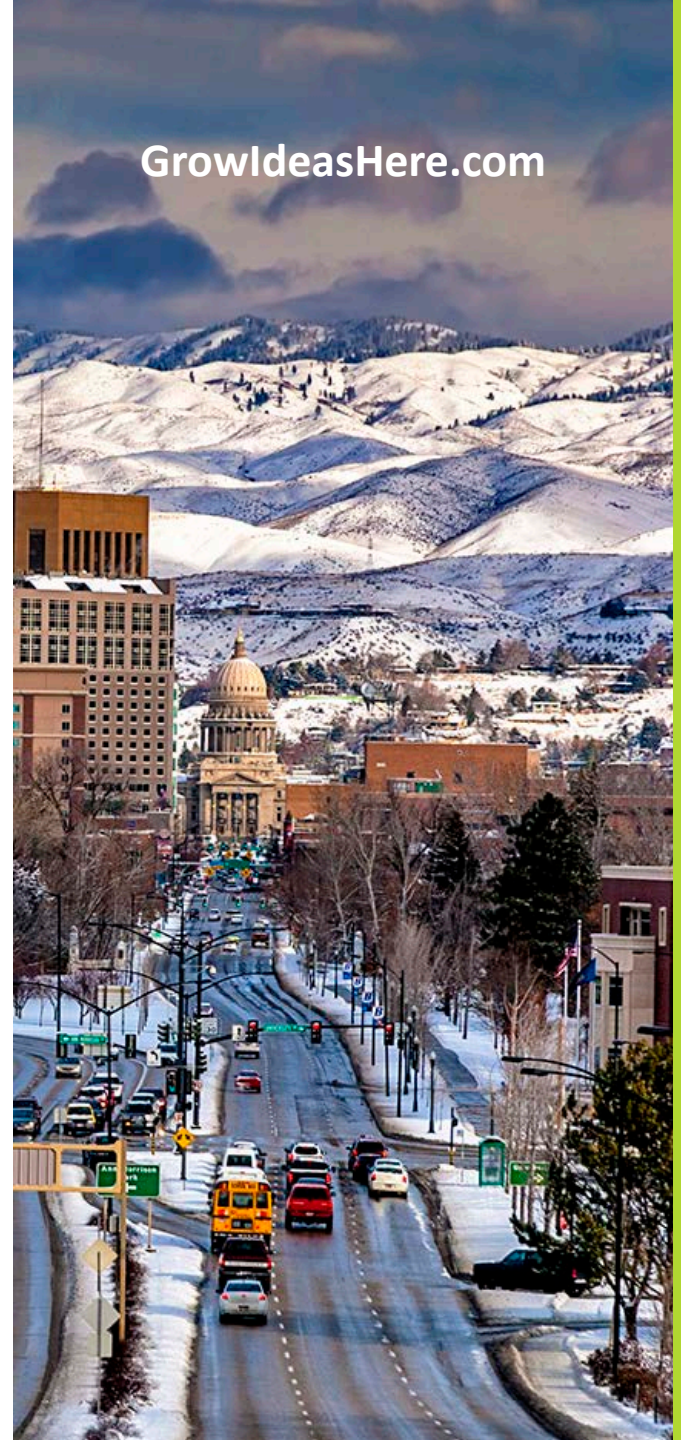
BOISE VALLEY, IDAHO

Boise Valley, Idaho

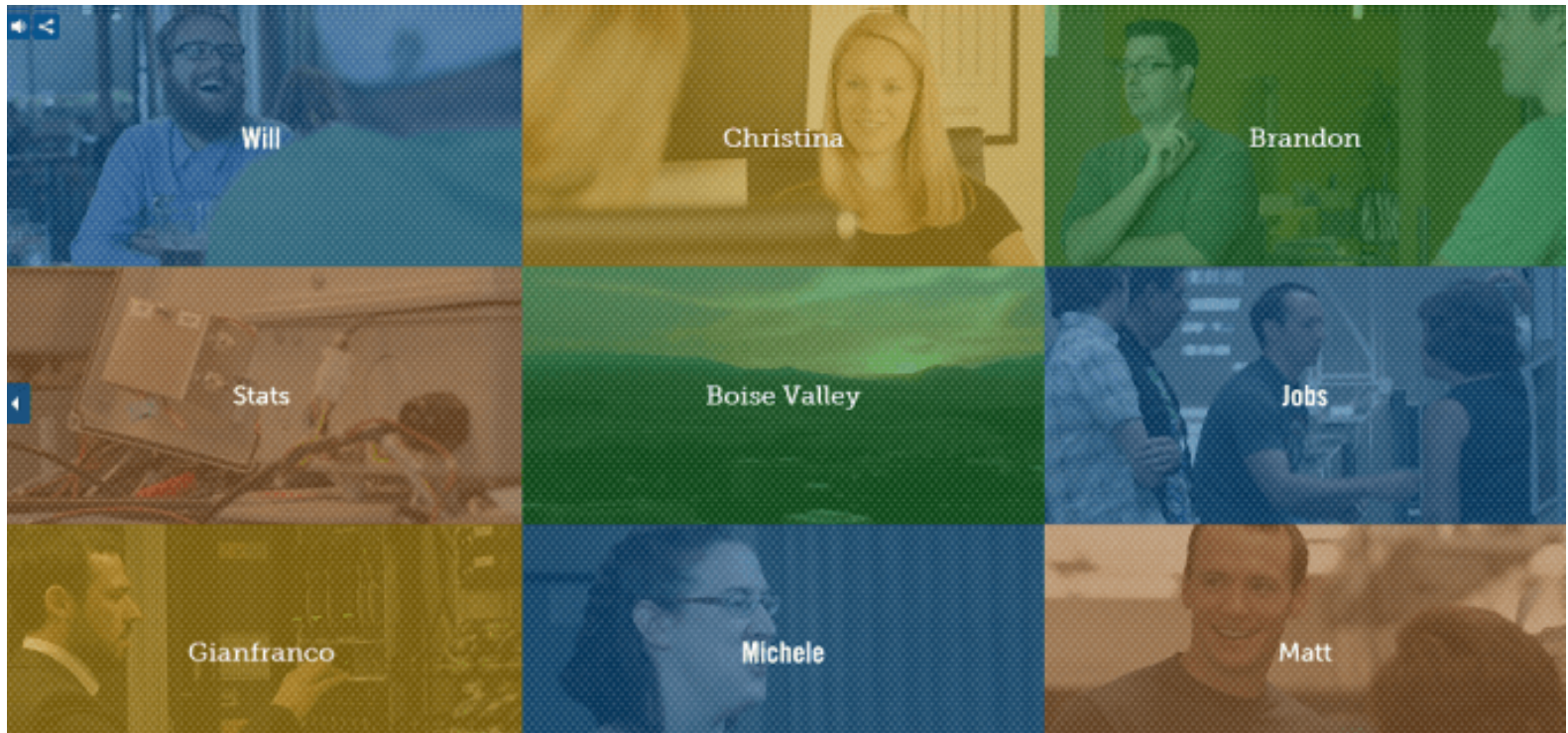
Big Ideas Grow Here



GrowIdeasHere.com



What DCI Loves about the Campaign: Genuine People Telling Real Stories



What DCI Loves about the Campaign: Learning from the Local Best

*Best practices session for human
resource directors every 6 months*



What DCI Loves about the Campaign: Creative Collaborations Cover Campaign Costs



An IDACORP Company

03

IOWA



Iowa's Creative Corridor

#IowaBrag



A screenshot of the Iowa Brag website. The top navigation bar includes a menu icon on the left, "Follow iowabrag" in a blue button, and the "tumblr." logo on the right. The main content area has a green background with a white outline of Iowa in the center. Below the outline, the text "IT'S OKAY TO BRAG" is written in large, bold, dark letters, followed by "#IOWABRAG" in large, bold, white letters. Below this, it says "POWERED BY ICADGROUP". On the left side of the green area is a small logo with the text "PICK YOUR PACE". On the right side is a circular logo with the text "WE CREATE HERE" and "Iowa's Creative Corridor". Below the green section, the heading "Iowa Brag" is centered. Underneath, a paragraph of text reads: "Extraordinary things are happening here, sparked by the imagination and innovation of enterprising individuals and companies. Iowa's Creative Corridor provides limitless opportunities to live and work at a pace you choose."

Iowa Brag

Extraordinary things are happening here, sparked by the imagination and innovation of enterprising individuals and companies. **Iowa's Creative Corridor** provides limitless opportunities to live and work at a pace you choose.

What DCI Loves about the Campaign: Clever, Easily Shared Snippets



THE UNIVERSITY OF IOWA HOLDS THE SILVER-LEVEL DESIGNATION FROM THE LEAGUE OF AMERICAN BICYCLISTS, THE HIGHEST RANKING IN THE STATE
Iowa City Press-Citizen


#IOWABRAG

We have our sights set on achieving a gold-level d
year.

#IowaBrag

Jun 24th, 2016
2 notes

- Facebook
- Tweet
- Mail



IOWA UNEMPLOYMENT RATE DROPS TO 3.7%, 5TH LOWEST IN NATION.
Iowa Workforce Development

#IOWABRAG



445

IT POSITIONS CURRENTLY AVAILABLE IN IOWA CITY
Monster.com

#IOWABRAG



9

IOWA CITY RANKS NINTH IN 100 BEST SMALL TO MID-SIZED CITIES IN AMERICA.
Livability.com

#IOWABRAG

What DCI Loves about the Campaign: Corporate Support via “We’ve Got Your Back”



See our #iowabrag



Find out more at:
www.pickyourpace.com



Find out more at: creativecorridor.co

04

IDEAS FOR NEBRASKA



01

CREATE A CONTENT HUB

Communicate the Livability of Nebraska Cities

- ✓ Showcase Nebraska's lifestyle assets
- ✓ Ensure content is upbeat, culturally relevant, with strong SEO
- ✓ Highly visual, with hi-res, high quality imagery



WHERE WORK & CULTURE CONVERGE

ARTISANAL

+

FIRST FRIDAY

www.ChooseSantaCruz.com



NORTHERN
COLORADO

WELCOME TO

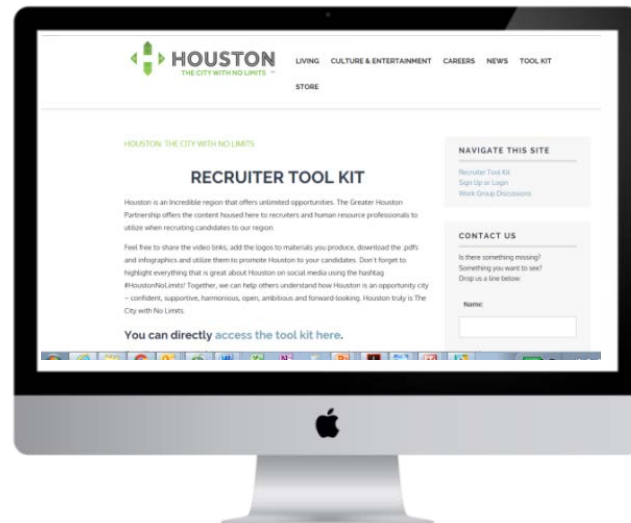
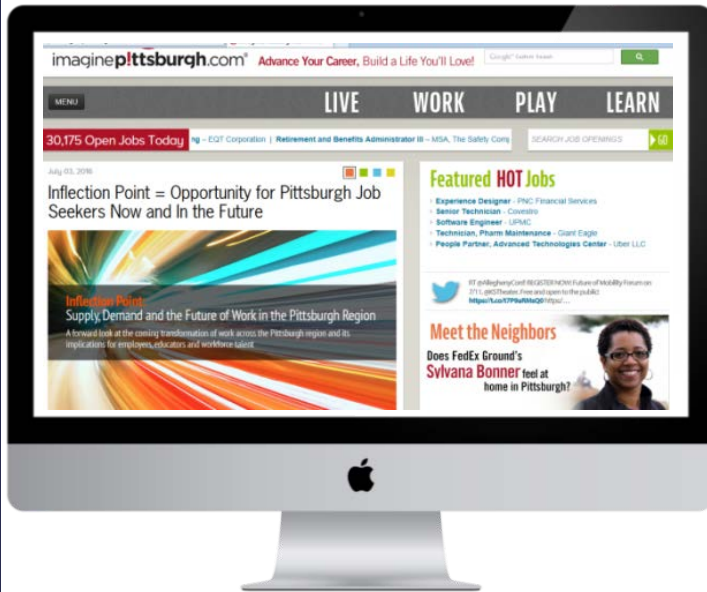
NORTHERN COLORADO

AUTHENTIC. ELEVATED. INSPIRED.

Nestled between the Rocky Mountains, Colorado's high plains and Denver International Airport – Northern Colorado communities consistently rank as some of the best locations in the country for business, lifestyle and craft beer.

+ WHY NORTHERN COLORADO

One Stop Shop for Job Seekers... and Nebraska Employers



✓ Serve as a resource for job seekers

✓ Serve as a resource for statewide employers

02

ACTIVATE YOUR BIGGEST FANS

Launch a Digital Ambassadors Program

Great for business. Great for life.

NORTHWEST ARKANSAS DIGITAL AMBASSADOR

[Sign Up Now](#)

How It Works	What is #NWAmbassadors?
<p>Step 1 Click on the "Sign Up" button and enter your information.</p>	<p>The Northwest Arkansas Council Digital Ambassadors are a group of digitally and socially active area professionals, businesses and community leaders who show their support and enthusiasm for the Northwest Arkansas Region by sharing positive news, announcements, and updates via their social networks.</p> <p>Thank you for your continued support of the Northwest Arkansas region!</p>
<p>Step 2 Choose your preferred social networks.</p>	
<p>Step 3 Share it by clicking "yes" in the emails that we will send with new content!</p>	
<p>Step 4 Continue to share and show your support and enthusiasm for the region!</p>	

1. Recruit local influencers
2. Share positive stories
3. Digital Ambassadors post to social networks
4. Track engagement with target audiences

Digital Ambassadors in Action



Great for business.
Great for life.

Hi Judy,

We love it when Northwest Arkansas companies with operations all over the globe take steps to strengthen what's happening right here.

Tyson Foods did exactly that today, announcing a major investment in downtown Springdale and indicating that they'll shift a portion of the company's workforce to a new downtown location.

This is huge news for Springdale's downtown, and we are excited to see the city's largest company giving it an incredible boost.

Thanks again!

SHARE NOW

Here's what will be shared on your networks:

Tyson Foods to Shift Hundreds of Workers to New Downtown Facility

SHARE NOW



[Read More](#)



Mike Masterson
@MikeRMasterson

Follow

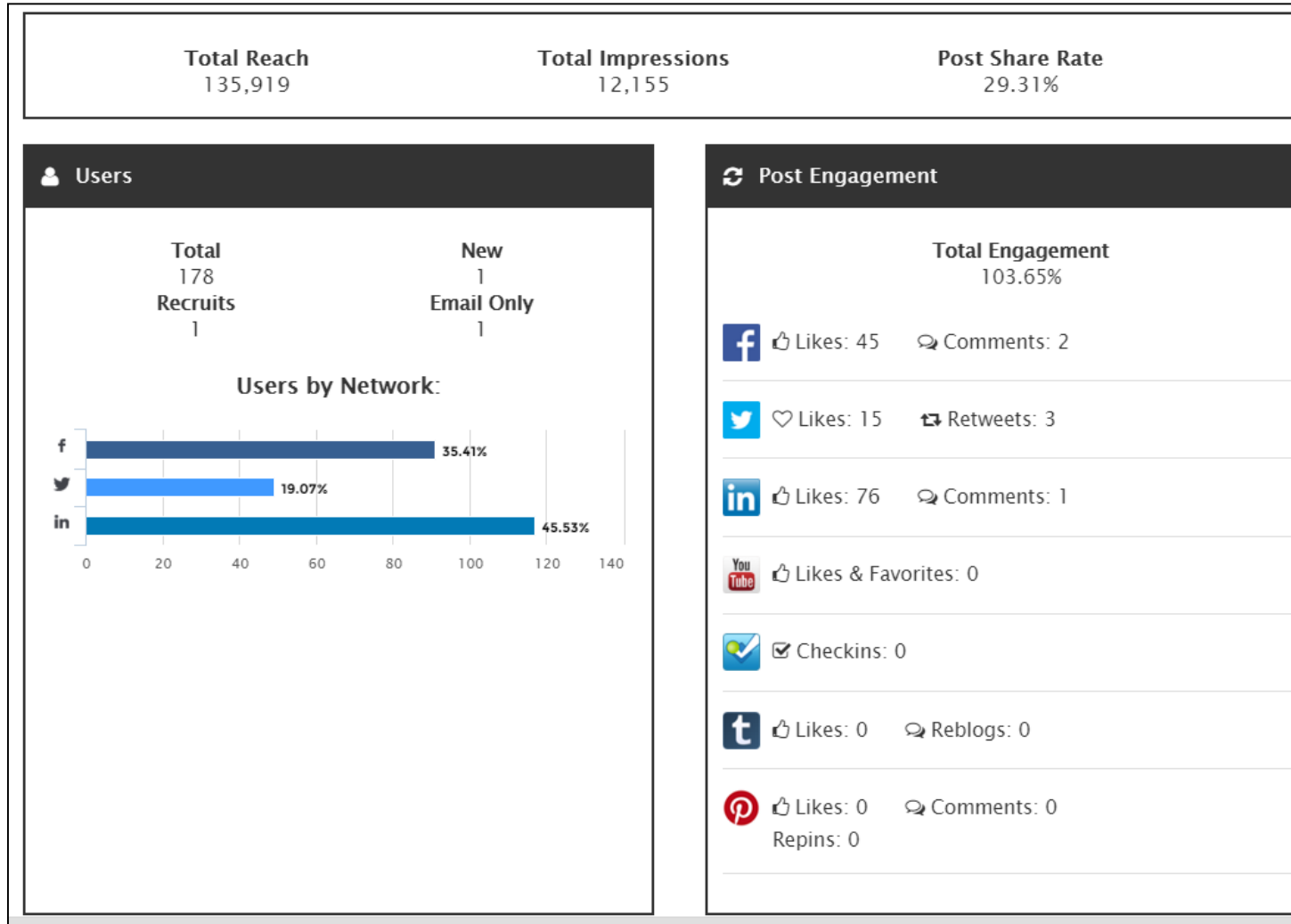
RT @nwarkouncil Tyson Foods to Shift Hundreds of Workers to New Downtown Facility - sot.ag/4pFPQ



2:16 PM - 8 Oct 2015



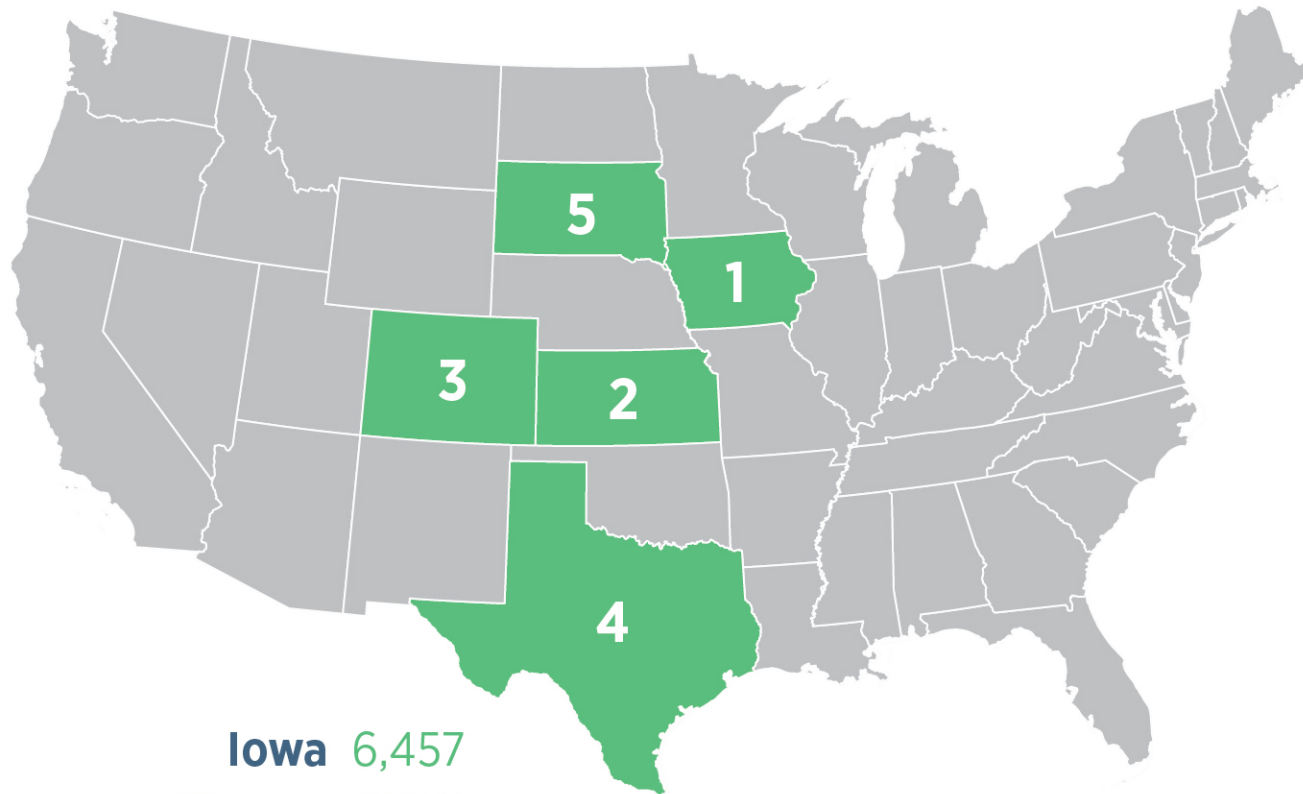
Measurement



03 HOST EVENTS IN TARGET MARKETS

Talent is moving TO Nebraska from these states...

Migration into Nebraska, by State of Last Residence, 2014

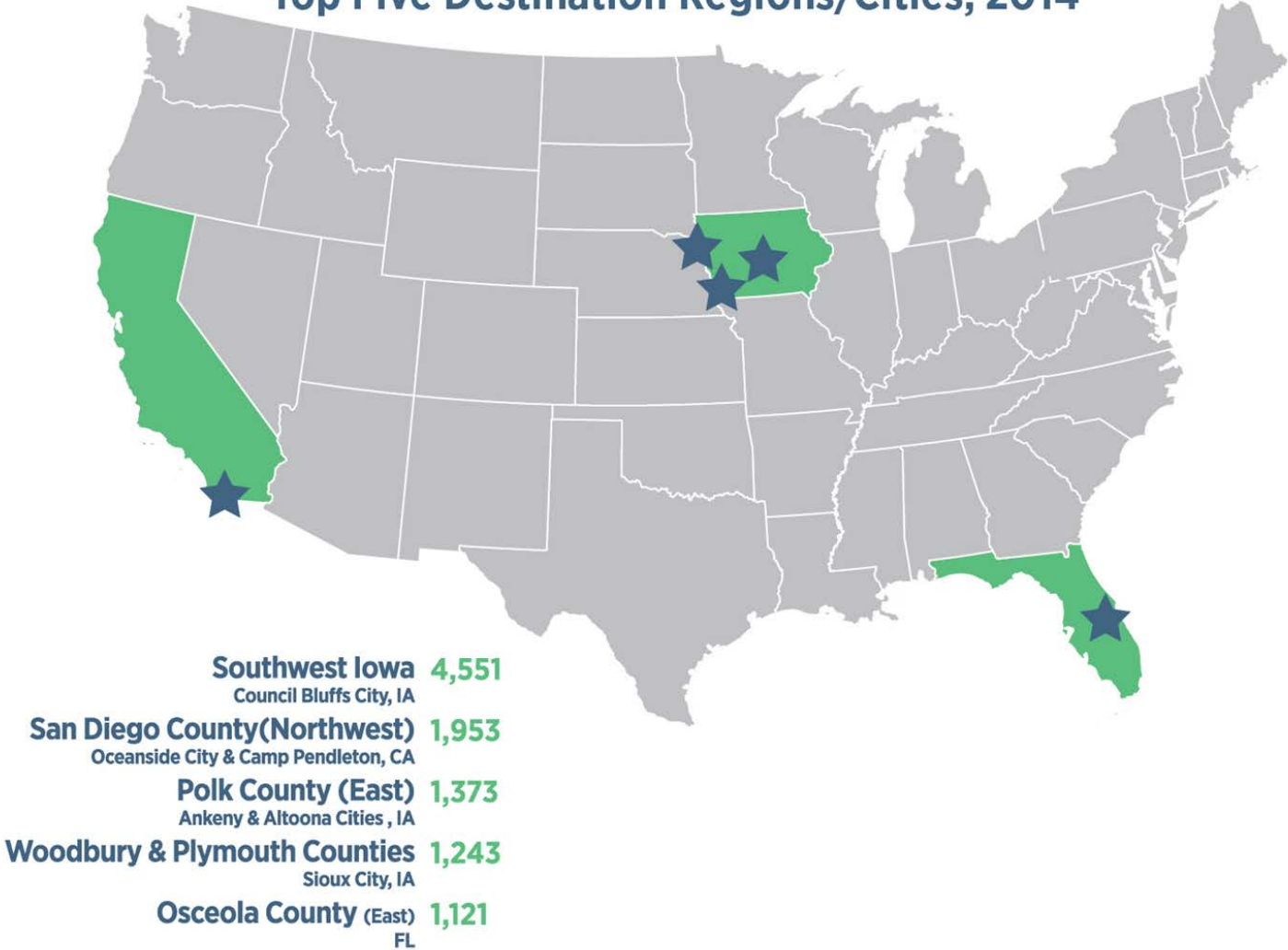


Iowa	6,457
Kansas	4,743
Colorado	3,999
Texas	3,832
South Dakota	2,790

Talent is moving FROM Nebraska to these cities...

Nebraska Target Markets

Out-migration from Nebraska
Top Five Destination Regions/Cities, 2014



Host Talent Receptions

- Event in city with high talent flow
- Target key demographics/target key industries
- Bring Nebraska ambassadors/people who have recently moved there
- Make it unique
- Push via social/digital media
- Showcase Nebraska lifestyle

ZIPLINE
BREWING CO



PROMOTE NEBRASKA'S LIFESTYLE ASSETS

04

Tell the Nebraska Lifestyle Story

Forbes

Reinventing America
Nov 19, 2015 @ 09:26 PM 1,446 views



Scott Beyer
Contributor

I am a cross-country traveler who covers U.S. urban issues.

Houston Goes Global With New World-Class Parks And Bayous



Houston, TX

The growth of Houston has far surpassed the period of a warm climate, pro-business policies, and a large city, and is creeping up on perpetually-misunderstood. Houston has nurtured a host of amenities that signify its new reputation as the [largest medical center](#) to one of America's [best new parks](#), with more to come, that could tweak the city's reputation.

THE HUFFINGTON POST

THE BLOG

Featuring fresh takes and real-time analysis from HuffPost's signature lineup of contributors

MEET ON THE BLOG

Van Jones
Jared Bernstein

Jim Wallis
Barbra Streisand



Anneli Rufus
Journalist, author of "Usability," "Party of One," and "Stuck."

Step Aside, San Francisco: "SF" Now Stands for Sioux Falls, South Dakota

Posted: 06/27/2015 2:15 pm EDT | Updated: 06/16/2015 8:59 am EDT

By Anneli Rufus

August 27, 2015

All those things that everyone loves about the famous, jaded, sea-beaten SF (and more!) can also be found in a fresh, friendly, affordable Midwestern SF: Sioux Falls, South Dakota.

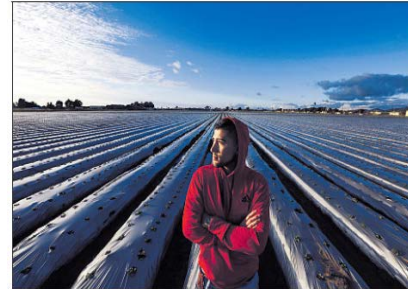
One's hilly. One's flat. Both are beautiful. And you'll never believe how much they have in common.

Forbes has identified Sioux Falls as the [fastest-growing metro area](#) in the Midwest and ranked it third in 2015's "Best Small Places for Businesses and Careers" [list](#): *USA Today* deems Sioux Falls' economy [the nation's fourth fastest-rising](#). San Francisco is starting to hear footsteps creeping up behind it.

Much of what the City by the Bay is famous for, Sioux Falls has too. Here are the ten most notable similarities:

Sunday Los Angeles Times

MONDAY, FEBRUARY 7, 2016 latimes.com



PHOTOGRAPH BY CHRISTOPHER MULLER FOR LOS ANGELES TIMES
DARIO MOLINA, 22, who once worked in the fields of Salinas, Calif., is now enrolled in a program at Hartnell College's Alisal campus that crams a four-year computer science curriculum into three years.

Salinas reboots itself

The city hopes to become the state's agricultural technology center and to turn the children of farmworkers into computer scientists

BY GEOFFREY MOLINA
REPORTERS FROM SALINAS, CALIF.

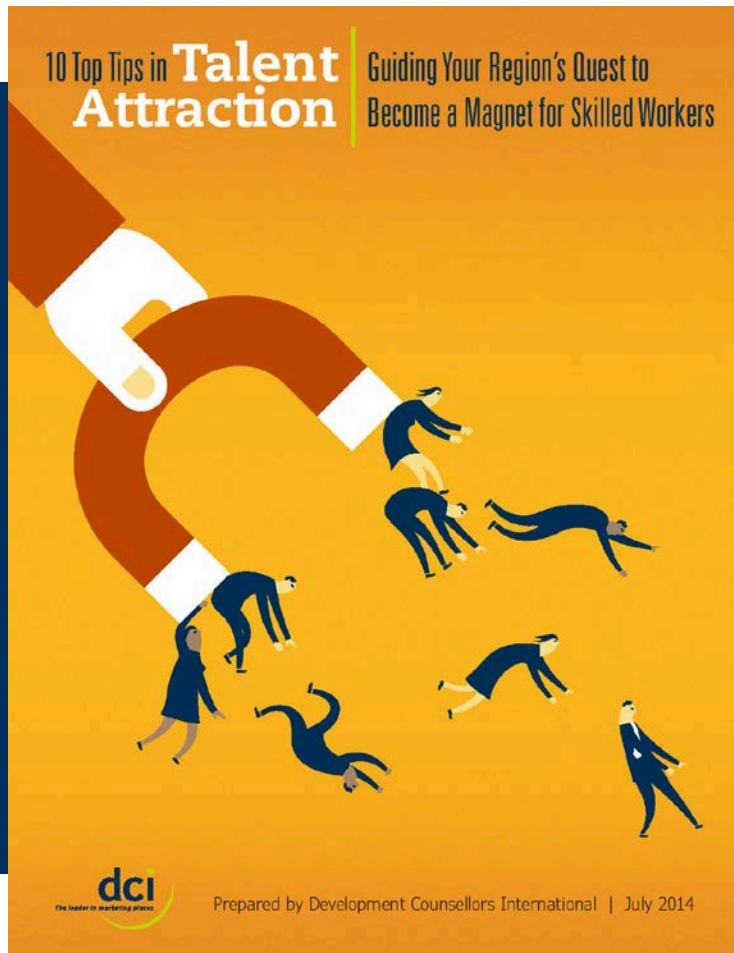


Dario Molina's alternative life scrolls by on both sides of Highway 99 north acre upon acre of lettuce, spinach, heartbreak.

Not me, he thinks. Not anymore. "Sometimes I retrace," Molina says. "I think, I remember working in that field. I remember that heat, that song. Now I'm just thinking, I just want to get over this."

He tucks a water bottle between his back and the driver's seat of his 1996 Civic to keep his lumber muscles from stiffening as heaves drift by: Greenfield, Soledad, Gonzales, Chualar. Each as poor as the next. He turns

For more Talent Attraction Ideas



1. Share your business card for a copy of *“10 Top Tips in Talent Attraction”*
2. Follow DCI Talent Blog at www.aboutdci.com

THANK YOU!

@MarketingPlaces
@AboutDCI

GOVERNOR'S SUMMIT
ON ECONOMIC DEVELOPMENT



Q & A