

THE GLOBAL BATTLE FOR SKILLED TALENT

WHERE DOES NEW HAMPSHIRE FIT IN?



New Hampshire
Economic Development

DECEMBER 1, 2016
PRESENTED BY
DARIEL CURREN, SENIOR VICE PRESIDENT
DEVELOPMENT COUNSELLORS INTERNATIONAL





56
YEARS
SPECIALIZING

IN
ECONOMIC
DEVELOPMENT
&
TOURISM
MARKETING

450+ CITIES
STATES
Regions
& COUNTRIES
REPRESENTED

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

53 With **[A PASSION
FOR PLACES]**
Dedicated Professionals

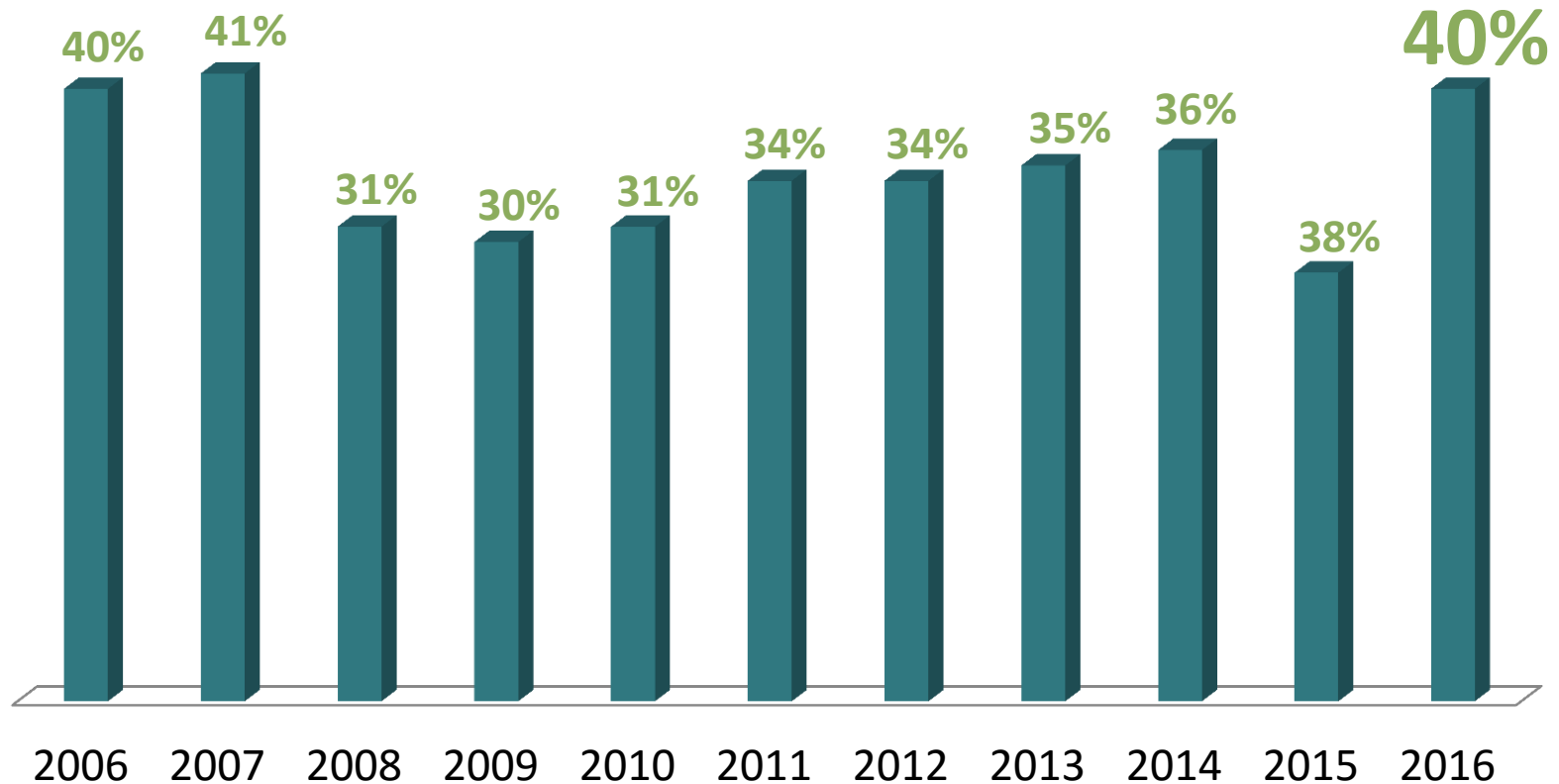


In the last six years, economic development has shifted a significant focus from business retention and attraction to talent recruitment and attraction.

Available talent is today's economic driver.

WHAT RESEARCH SAYS

Globally, employers report the **HIGHEST TALENT SHORTAGE** since 2007



Manpower Group, 2016/2017 Talent Shortage Survey



“The current global talent shortage worries multinationals more than revolution or recession, with 66% of companies indicating talent shortages are likely to affect their bottom line in the next five years.”

- *MAXIS Global Benefits Network Survey, 2012*



“Well-educated young adults are the most mobile people in our society... developing, retaining and attracting talented, young workers is an essential element of a metropolitan economic strategy.”

- *“More Evidence on the Migration of Talent,” City Observatory
November 23, 2016*



“Over the next decade, 3.5 million manufacturing jobs will have to be filled and the skills gap means that 2 million of those jobs will go unfilled.”

- *The Manufacturing Institute, 2015 Report*



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

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

WHAT MEDIA SAYS

CNN Money U.S. • Business Markets Tech Media Personal Finance Small Biz Luxury Stock Tickers

Millennials & Their Money

How companies are changing old ways to attract young workers

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



Forbes LOG IN

YOUR READING LIST

It's the Talent, Stupid: Cities Build Marketing Campaigns to Attract Skilled Workers

Neustar Take The Brian Lee Approach To Security. Stop Flailing Away And Focus.

~44k views in the last 24 hours

After 16 Years, Suddenly I'm Not Qualified?

It's the Talent, Stupid: Cities Build Marketing Campaigns to Attract Skilled Workers

Andrew Levine, CONTRIBUTOR
I write about marketing pieces. FULL BIO

In the fall of 2009, the U.S. unemployment rate briefly hit 10.0%. Today, we're almost at half that number at 5.5%. A dozen MSAs the country — mostly in energy-rich areas — are experiencing unemployment rates of less than 3%. As the labor market tightens, companies are having trouble filling jobs for IT professionals, manufacturing workers, scientists, healthcare positions and other skilled professionals.

THE WALL STREET JOURNAL WSJ+

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Facebook Revenue Soars on Ad Growth
GreenWorks' Suburban to Lease
Elior Mink Grows His Company's Unusual Financial Edge
SHOW US SHOP: Our Online Shoppers, One Shipping Designer
New York City's New York City

BUSINESS | MANAGEMENT

Companies Flock to Cities With Top Talent

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



THE WALL STREET JOURNAL

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101 Charged in Boston Gang Shoot
Supreme Court Justice Likely to Retire Next Year
Amazon CEO's Speech: Amazon's Newfound Focus on Growth
Google Calls for Economic Break With U.S. Foreign Policy

THE EXPERTS | LEADERSHIP

Why Companies Are Returning to Big Cities



The New York Times

The States That College Graduates Are Most Likely to Leave

Quettrung Bui @qbui NOV 22, 2016


This year's election has forced Americans to take notice of class divisions between workers. And while these divisions may at first ring of lazy stereotypes — the rural Rust Belt worker without a college degree and the coastal urban college-educated worker — they're rooted in a real dynamic. Many of the most skilled workers — young people with college degrees — are leaving struggling regions of America for cities, specifically for cities in Southern and coastal states.

There are clear economic reasons for their choice. Dense metro areas tend to produce more jobs and make workers more productive. Wages, for all kinds of workers, are also higher.

In theory, these incentives should prompt workers of all levels of education to move to metro areas. But moving outside one's region is relatively rare these days, and even more rare for someone without a college degree.

Moving is actually quite uncommon in advanced economies. The United States has been one of the exceptions. It has one of the highest rates of internal migration among advanced economies, and it has since at least the middle of the 19th century. A study comparing thousands of American and British census records between 1850 and 1880 showed that nearly two-thirds of American men moved across county lines.

Bloomberg Business



The Texas State Capitol building stands beyond construction cranes at the University of Texas at Austin campus in Austin, Texas, on April 1, 2015. About 100,000 people live in the city of Austin and the number is expected to rise to 1.5 million by 2050, a 40 percent increase, according to city figures. More than 100 people move to the city a day, according to the city's demographic.


Photographer: Matthew Busch/Bloomberg

When Your Kid Moves Out West, She Takes the U.S. Economy With Her

Cranes punctuate Austin's skyline. Startups skip Boston for Denver's downtown, where silver-boom-era warehouses are transformed into offices. In San Francisco, technology engineers revive long-blighted Market Street.

Cities in the West and Southwest are experiencing economic growth exceeding records set before the financial crisis, with young, educated workers creating housing shortages and traffic jams as they drive up wages.

"The decline in manufacturing in the East, combined with an increase in service and technology jobs, is moving the coun-



Rising GDP

The red spots show the top 10 states for GDP growth, since 2010.

State	GDP Growth (%)
Idaho	22.8%
Montana	19.3%
Wyoming	18.3%
Alaska	17.7%
North Dakota	16.2%
South Dakota	15.2%
Nebraska	14.2%
Utah	13.2%
Arizona	12.2%
California	11.2%



“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”
The Wall Street Journal
April 12, 2016*

Changing Methodology of Ranking Places

- Forbes ranks locations based on 14 unique metrics
- Increased focus on available talent in 2016
- Added new metric this year: volume and concentration of highly educated millennials



Kurt Badenhausen
Forbes



WHAT NEW HAMPSHIRE SAYS



“What we have found out is that as we raise the bar, we're finding it a little bit difficult to get a pretty good population or a subset of folks that we can pick from to fill those needs.”

- *Peter Haley, business operations leader at GE Aviation's Hooksett facility
July 31, 2016*



“It’s clear that one of the primary concerns and issues for business leaders in the state is the quality of the current and future workforce.”

- *Todd J. Leach, Ph.D., University System of New Hampshire Chancellor
November 18, 2016*





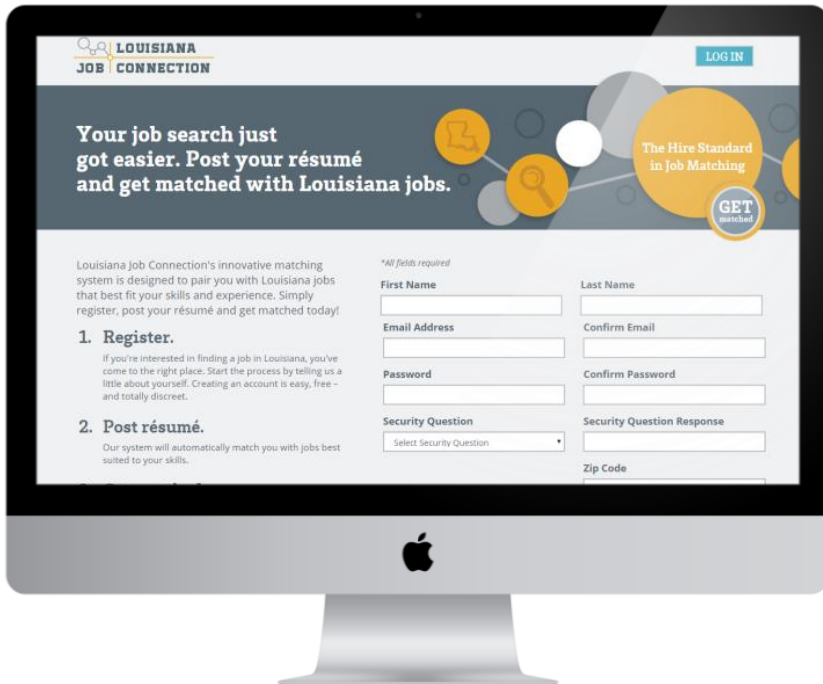
5

NATIONAL
TALENT ATTRACTION
PROGRAMS
WE LIKE

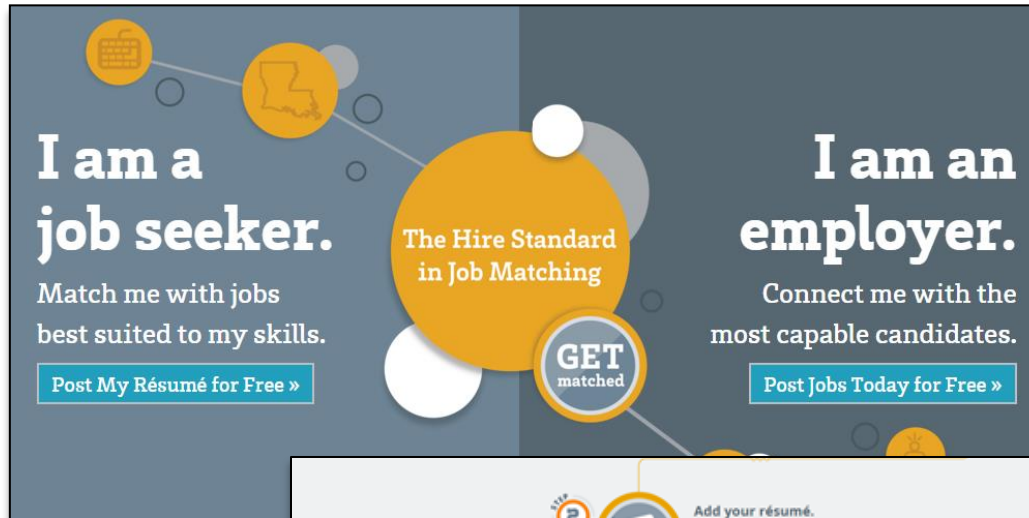
A large, bold, teal-colored number '1' is positioned on the left side of the slide. The background is a solid teal color, and a vertical band of diagonal lines in a lighter shade of teal runs along the right edge.

STATE OF LOUISIANA

A Tale of Two Talent Websites



Effective Digital Matchmaking



I am a job seeker.
Match me with jobs best suited to my skills.
[Post My Résumé for Free »](#)

The Hire Standard in Job Matching

I am an employer.
Connect me with the most capable candidates.
[Post Jobs Today for Free »](#)

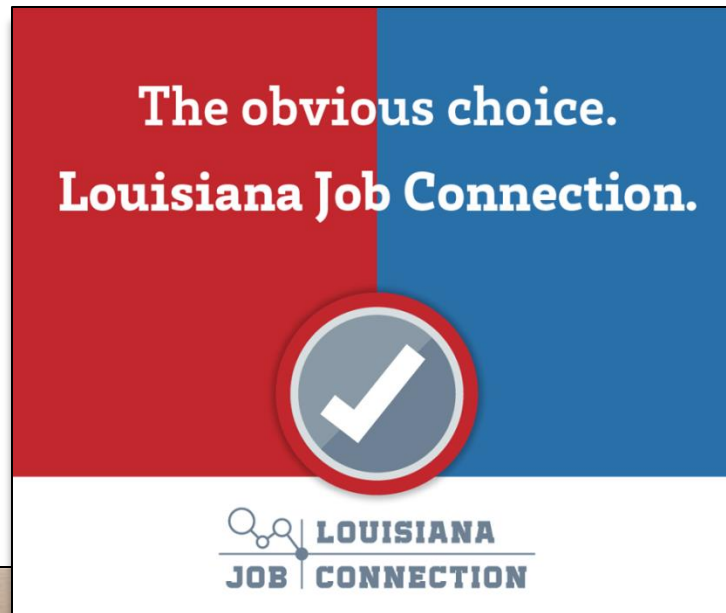
GET matched



**LOUISIANA
JOB CONNECTION**
www.louisianajobconnection.com



Funny, Informative Social Media Presence





**LOUISIANA
JOB CONNECTION**

La Job Connection
@LaJobConnection

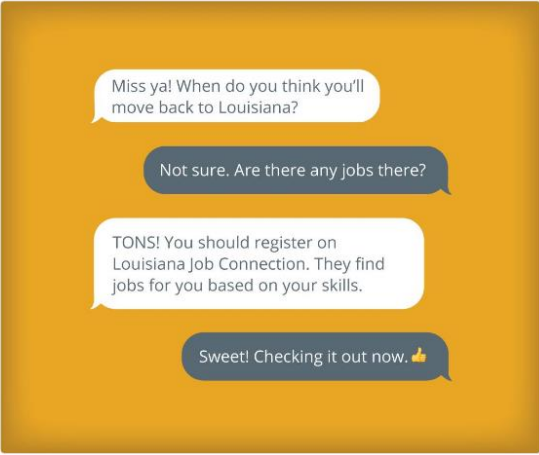
you **MUST** BE
a **STAR** 'Cause
YOUR **RÉSUMÉ** IS
outta **THIS** WORLD

TWEETS 693 FOLLOWING 92 FOLLOWERS 1,407 LIKES 32

Follow

La Job Connection @LaJobConnection · Nov 2

Moving out of Louisiana to find work isn't necessary. Post your résumé today to get matched.
lajob.co/GetMatchedToday



Miss ya! When do you think you'll move back to Louisiana?

Not sure. Are there any jobs there?

TONS! You should register on Louisiana Job Connection. They find jobs for you based on your skills.

Sweet! Checking it out now. 🙌

1



Encouraging State Natives to “Come Home”



#COMEHOMELA

The job you want. The place you love.

Come home.
LOUISIANA

Come home for a career. Come home to live. Come home for fun. Spread the word.

A comeback story. Meet some of the people who left Louisiana, then returned for a great job here at home.



A Digitally Robust Campaign



comehomelouisiana

Follow

...

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

723 posts

2,775 followers

2,638 following



Cullen Boudreaux @CraftBeerCullen · Jun 16

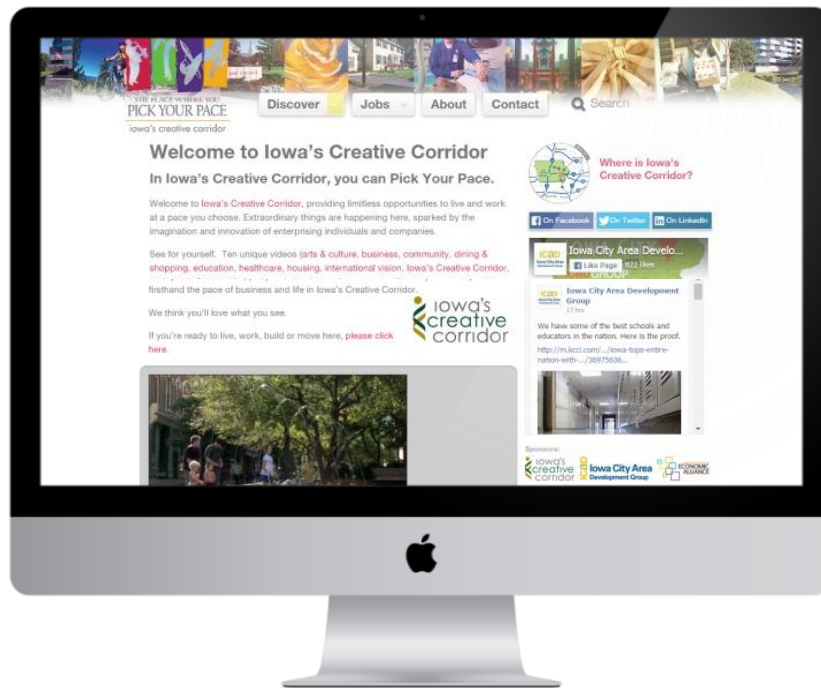
Walking distance from our new house in Baton Rouge, @magpie_cafe has a yummy Greek yogurt parfait! #ComeHomeLA



A large, light blue number '2' is positioned on the left side of the slide. The background is a solid teal color, and a vertical band of diagonal lines in a lighter shade of teal runs along the right edge.

STATE OF IOWA

Branding Iowa's "Creative Corridor"



1

Website: www.pickyourpace.com

2

Social Media Campaign:
Iowa Brag



Companies Get Creative to Recruit Talent



The screenshot shows the Whirlpool Corporation website. At the top, there's a banner with the text "PICK YOUR PACE" and "Iowa's creative corridor". Below this, there's a navigation bar with links: Discover, Jobs, About, Contact, and a Search bar. The main content area features the Whirlpool logo and a section titled "Whirlpool" with the text: "Explore your future with Whirlpool Corporation. This page will link you to the online application process for Whirlpool and provide information about Whirlpool's operations in Ames, Iowa." Below this, there's a paragraph about Whirlpool's global presence and a list of other resources including "Careers at Whirlpool", "@Whirlpool Corp on Twitter", "Whirlpool Corporate Site", and "Whirlpool". At the bottom left, there's a video player showing a man in a green shirt. At the bottom right, there's a graphic with the text "THE PLACE WHERE YOU PICK YOUR PACE" and the website URL "www.pickyourpace.com".

new. At Whirlpool, we PICK YOUR PACE Iowa's creative corridor

Discover Jobs About Contact Search

Whirlpool

Explore your future with Whirlpool Corporation. This page will link you to the online application process for Whirlpool and provide information about Whirlpool's operations in Ames, Iowa.

Whirlpool Corporation is a leader of the \$120 billion global home appliance industry. Our appliances are marketed in nearly every country around the world. Whirlpool manufactures appliances across all major categories, including fabric care, cooking, refrigeration, dishwashers, countertop appliances, garage organization and water filtration. Whirlpool markets some of the world's most recognized appliance brands, including **Whirlpool**, **Maytag**, **KitchenAid**, **Jenn-Air**, **Amana**, **Bauknecht**, **Bosch** and **Consul**. The Whirlpool brand is the world's No. 1 global appliance brand.

To learn more about applying at Whirlpool read on or click the links to the right. You can always return to this page by using the Jobs menu.

Other Resources:

- Careers at Whirlpool
- @Whirlpool Corp on Twitter
- Whirlpool Corporate Site
- Whirlpool

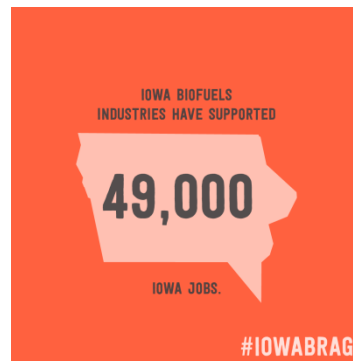
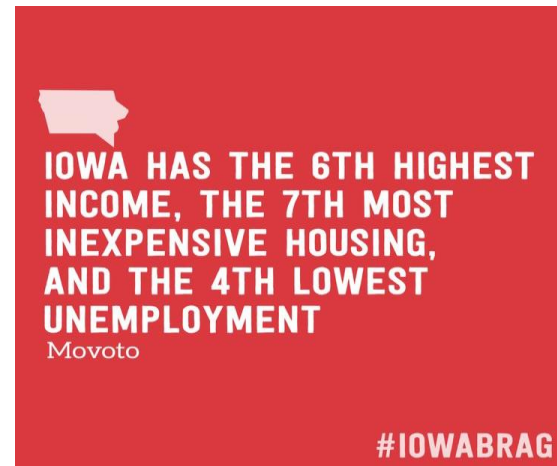
Sponsors:

- Iowa City Area Development Group
- 15th Annual Business Awards

THE PLACE WHERE YOU PICK YOUR PACE

www.pickyourpace.com

www.pickyourpace.com



#IOWABRAG



Put Story-Telling Capabilities in Hands of Employers



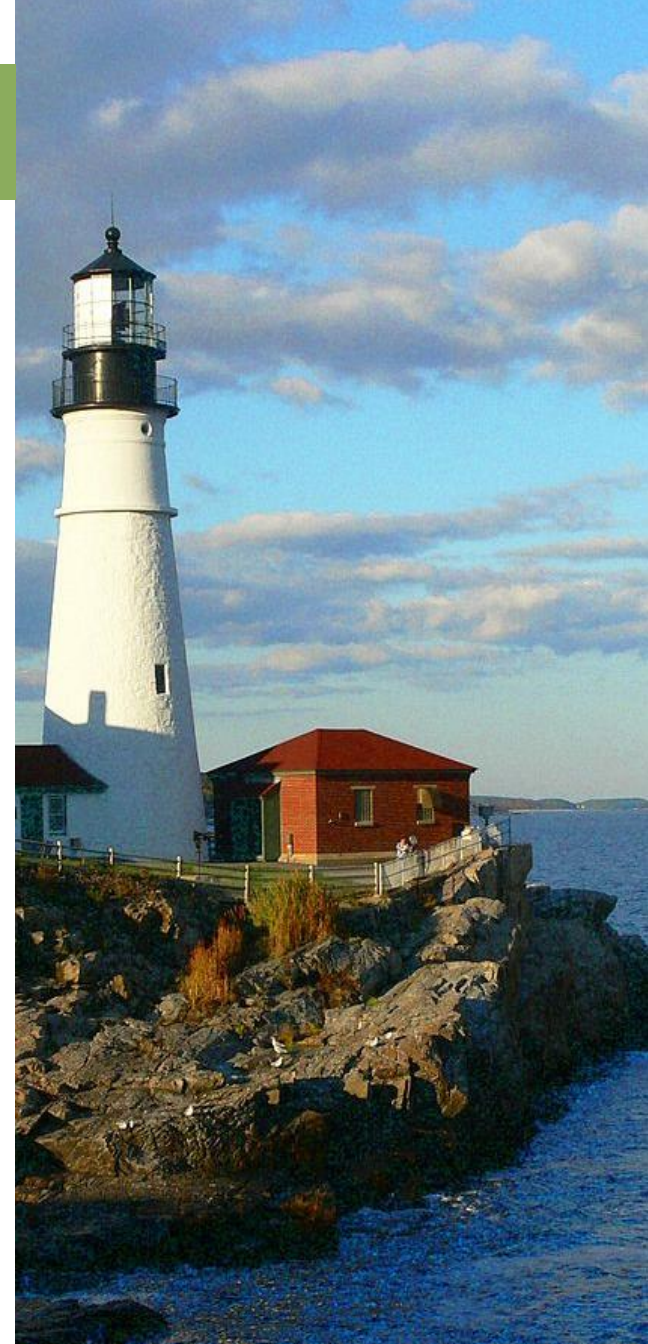
IOWA BRAG

iowa's
creative
corridor

3

PORTLAND, MAINE

Creative Portland





“Portland is a destination for young people fresh out of college, highly skilled professionals, entrepreneurs—anyone who wants to become part of Portland’s distinctive zeitgeist. We welcome visitors, but what we really want are new residents who share our sensibilities and values.”

LIVEWORKPORTLAND.COM

Authentic Text, Images and Tagline

ABOUT CREATIVE PORTLAND • LIVEWORK PORTLAND BLOG • CONTACT US • LOGIN

The Happiest City in the East

PORTLAND, MAINE

YES. LIFE'S GOOD HERE. [Connect + Visit](#) [The City](#) [The People](#) [The Arts](#) [Resources](#) [Do](#)

Know someone who's creative?

by Jennifer Hutchins / We know it's all about talent, getting the right people on your team. That's why Creative Portland wants to attract 10,000 people who will contribute to our economy and community.

... >

Interactive Map and City Guide



Your Guide to Portland

Click around to discover superlative places that locals enjoy. You can view everything at once by selecting the all button, or sort by category to hone in on what you're after. Each location has a short description to tell you why that spot is a Portland standout.

1 Portland Museum of Art
Maine's oldest and largest art museum

2 SPACE Gallery
art, music, films, talks, and performances in two spaces

3 A Fine Thing: Edward T. Pollack Fine Arts
fine art and collectible objects

4 Institute of Contemporary Art at MECA
thought-provoking contemporary art

5 One Longfellow Square
intimate arts and music venue

6 Running with Scissors Art Studios
multi-disciplinary artist studios and gallery


7 SALT Institute of Documentary Studies
gallery displays the work of documentary students

8 Sanctuary Tattoo and Art Gallery
true tattoo artists

9 St. Lawrence Arts Center
arts and community center in a restored church

www.liveworkportland.org

Two Degrees Portland



2°P

Welcome to 2 Degrees Portland

Part of Portland's allure is that people are connected by much less than "six degrees of separation." Here, we think it's two.

2 Degrees Portland is a network of people who want to sustain and grow the city's economy by welcoming creators, innovators, entrepreneurs, and thinkers to the

OUR NEXT EVENT

When Wednesday, November 18, 2015
5:30pm to 7:30pm
Where Mechanics Hall [Get Directions](#)

Interested in hosting a 2° event? [Contact Us](#)

LIVE OR WORK IN PORTLAND?
BECOME A CONNECTOR >

4

PORTLAND, OREGON

TechTownPortland.Org



One Video Launched an Entire Campaign



Industry Collaboration for Common Good



TECH TOWN PORTLAND

A Platform to Attract Industry Diversity

Portland Tech
DIVERSITYPLEDGE

[Learn more >](#)

The underrepresentation of women & communities of color in tech is a challenge we're taking on collectively in Portland.

30,000

U.S STUDENTS TOOK THE
ADVANCED PLACEMENT TEST
FOR COMPUTER SCIENCE IN 2013

<20% ARE FEMALE

8% ARE LATINO

3% ARE BLACK

51%

OF PORTLAND'S POPULATION
IS FEMALE

ONLY
33%

OF OUR TECH
INDUSTRY IS
FEMALE

5

NASHVILLE, TENNESSEE

WorkITNashville.com

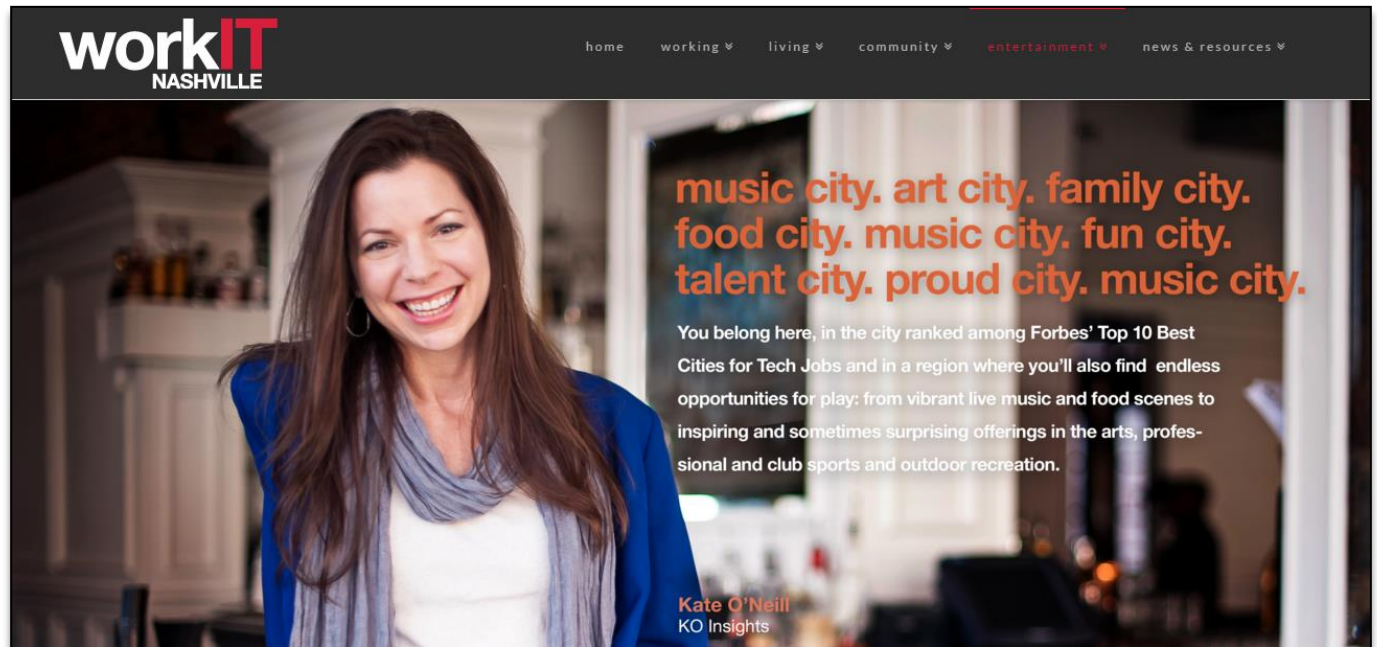
workIT
NASHVILLE



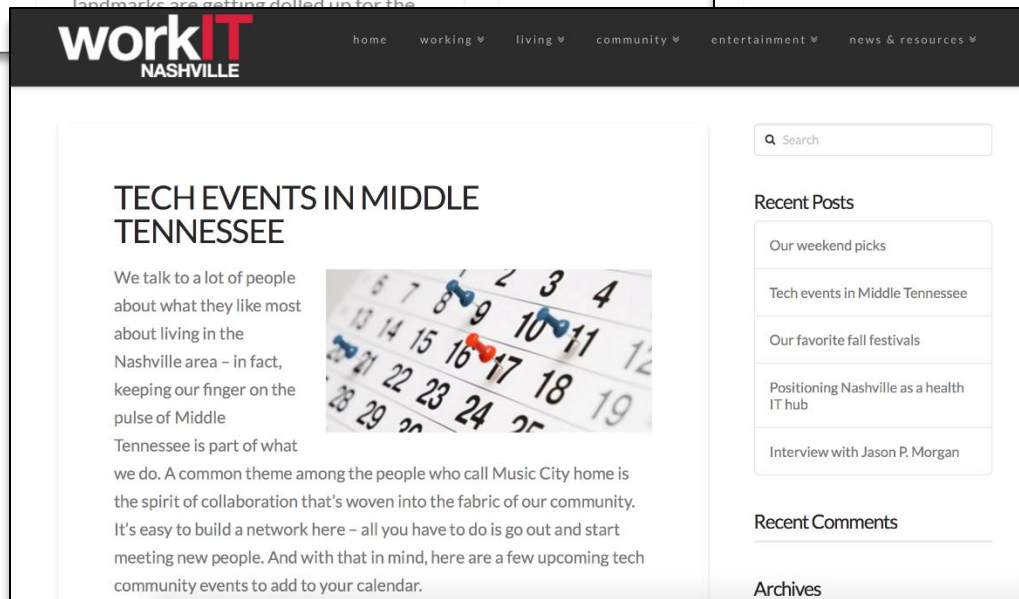
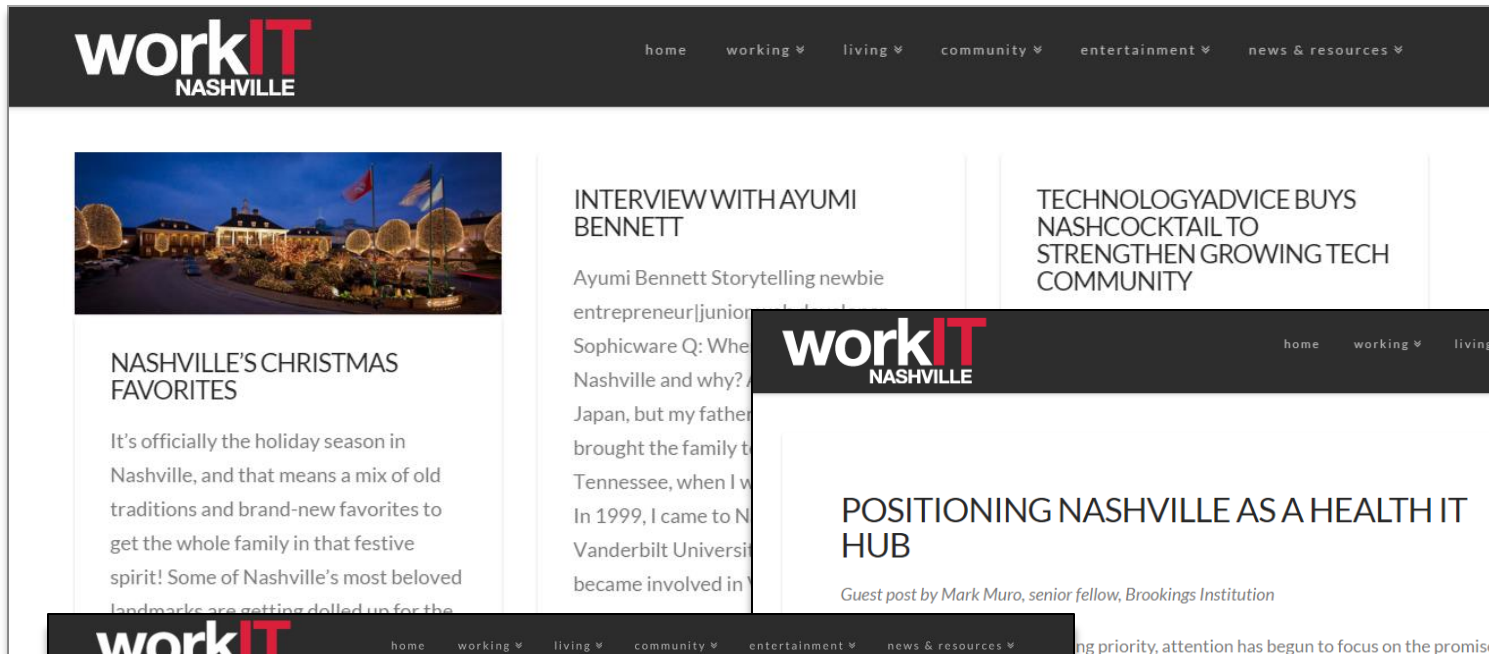
Innovative Job Search/Find Tech Talent Feature



Work-Life Balance Focus



Fun, Fresh Blog



A Dynamic Resource for Unified Messaging



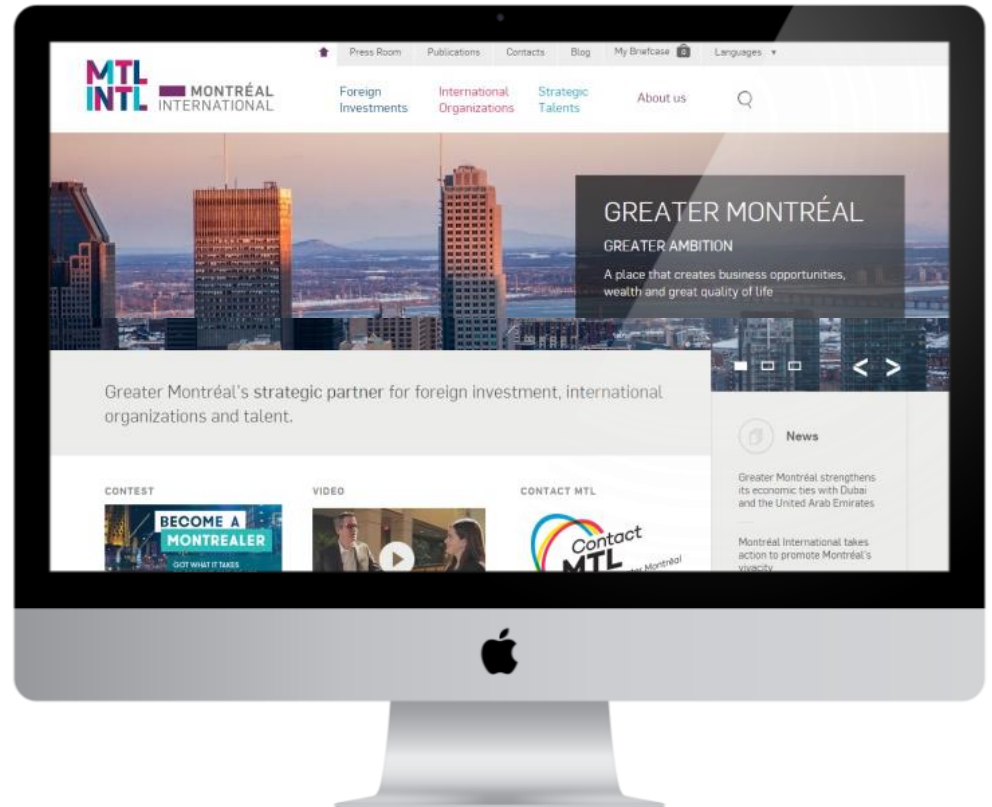
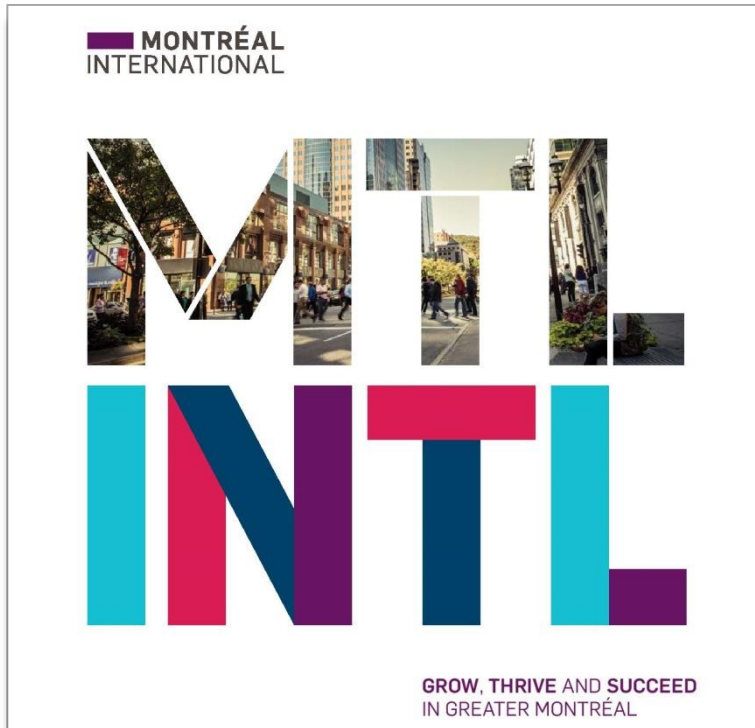
2

INTERNATIONAL
TALENT ATTRACTION
PROGRAMS
WE LIKE

1

MONTREAL, CANADA

Talent Montreal



Selling the Region to Talent Abroad



RECRUITMENT MISSION IN PARIS
November 21-22 2015

Recruiting strategic workers

Posted a job offer locally and still haven't found the right candidate? It may be time to expand your recruiting pool and hire from abroad. International talent could be the key to helping your business grow.

LOOKING FOR THAT PERFECT EMPLOYEE?

Join our next recruitment mission in Paris !

Come and see how Montréal International can help you recruit experienced workers as part of your business expansion strategy.

4 REASONS TO WORK WITH MONTRÉAL INTERNATIONAL

1 Turnkey services and personalized support

- Your job offers posted and promoted in the targeted areas
- Candidates pre-selected based on your criteria
- Meetings with selected candidates scheduled for you
- Workshop on immigration procedures held for participating businesses
- Information on the benefits of living and working in Greater Montréal provided to candidates
- All logistics taken care of for you

2 Conclusive Results

Since 2010, international recruitment missions have successfully recruited some 80 businesses in the region to:

- Meet more than 13,000 pre-selected candidates
- Select more than 3,000 candidates for a second interview
- Hire more than 800 specialized and experienced workers

Next Recruiting PARIS
November 21-22, 2015
Deadline for registration : October 15, 2015

montrealinternational.com



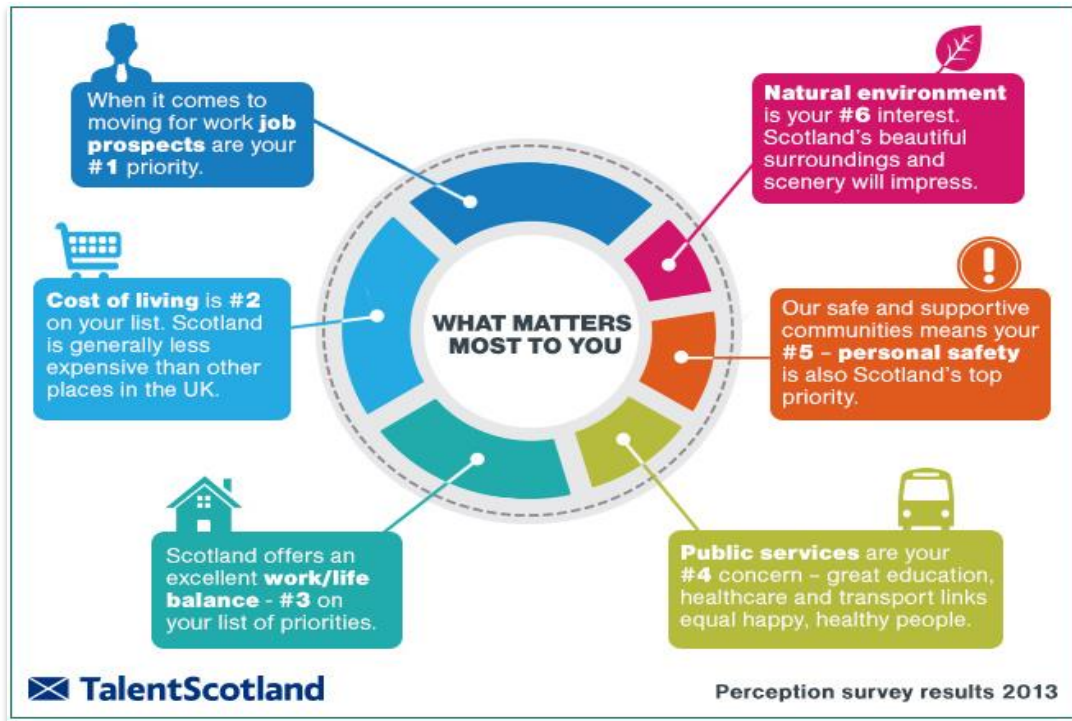
2

SCOTLAND,
UNITED KINGDOM

TalentScotland.com



A Dual-Purpose Perception Study



“As an employer it’s important to know what influences and attracts people to relocate to a new country for work. Our perception survey provides valuable insight into what’s truly important to people. Just as significantly, it highlights what people think about Scotland.”

TalentScotland

Convenient Collateral for Talent Seekers



100 TalentScotland

Scotland has a reputation for providing a high quality of life so it's no wonder the country is a sought-after destination

A country that offers a great life

SCOTLAND is a land of scenic beauty and outstanding standards of living. It's a country where the quality of life is second to none. And it's a country where the quality of life is second to none. And it's a country where the quality of life is second to none.

Scotland is a land of scenic beauty and outstanding standards of living. It's a country where the quality of life is second to none. And it's a country where the quality of life is second to none. And it's a country where the quality of life is second to none.

Scotland is a land of scenic beauty and outstanding standards of living. It's a country where the quality of life is second to none. And it's a country where the quality of life is second to none. And it's a country where the quality of life is second to none.



"The quality of life here is unbeatable"
Brian Hoyle, Toshiba - page 12

TalentScotland

Live and work in Scotland

Global gatherings
PAGE 15

Showcasing Scotland
PAGE 12

TalentScotland
Live and work in Scotland

SKILLED IN SCIENCE?

Progress you can see in Scotland

TalentScotland
Live and work in Scotland

SKILLED IN SOFTWARE?

Progress your career in Scotland



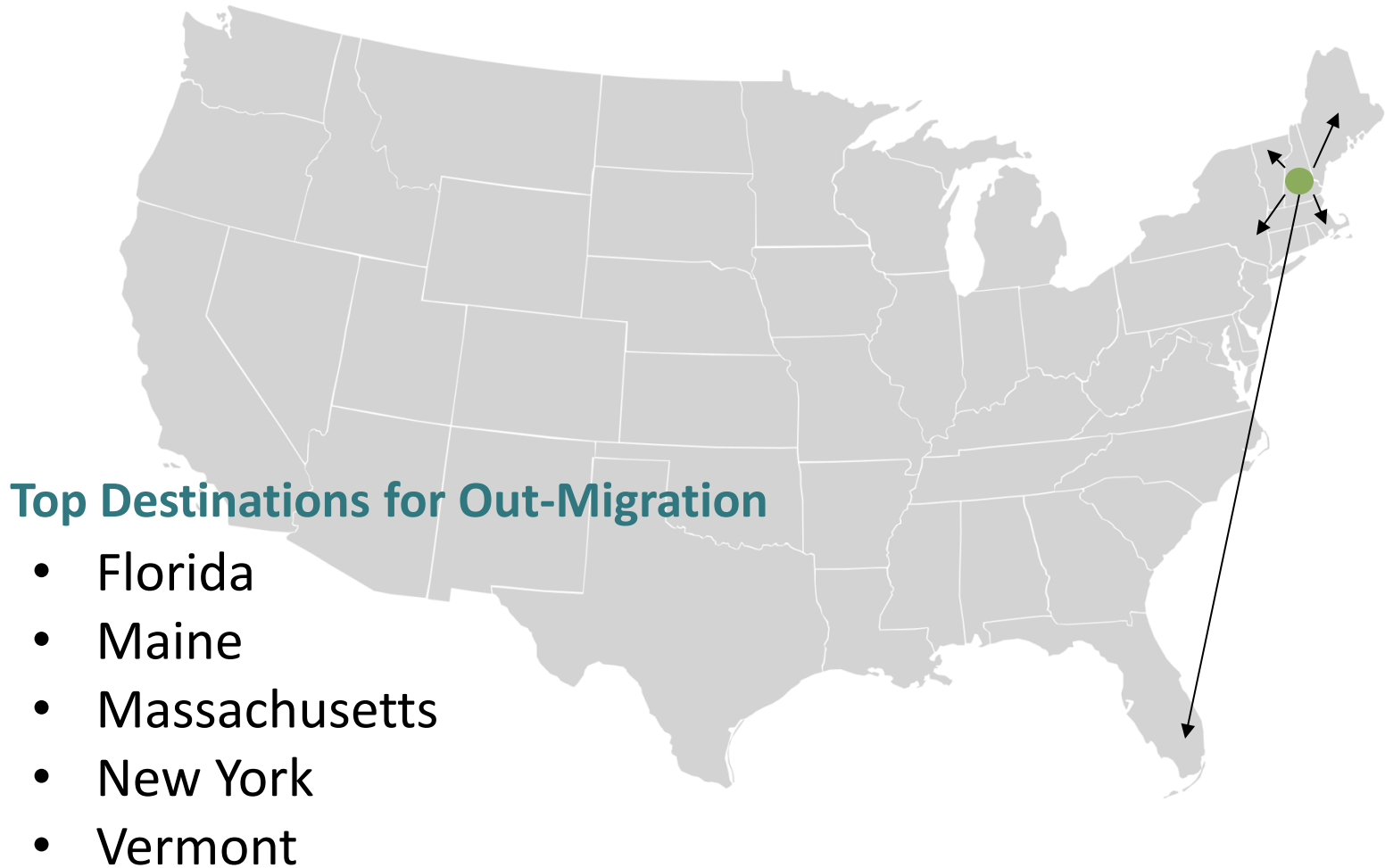
NEW HAMP~~SHIRE~~

TALENT ATTRACTION IN THE
GRANITE STATE

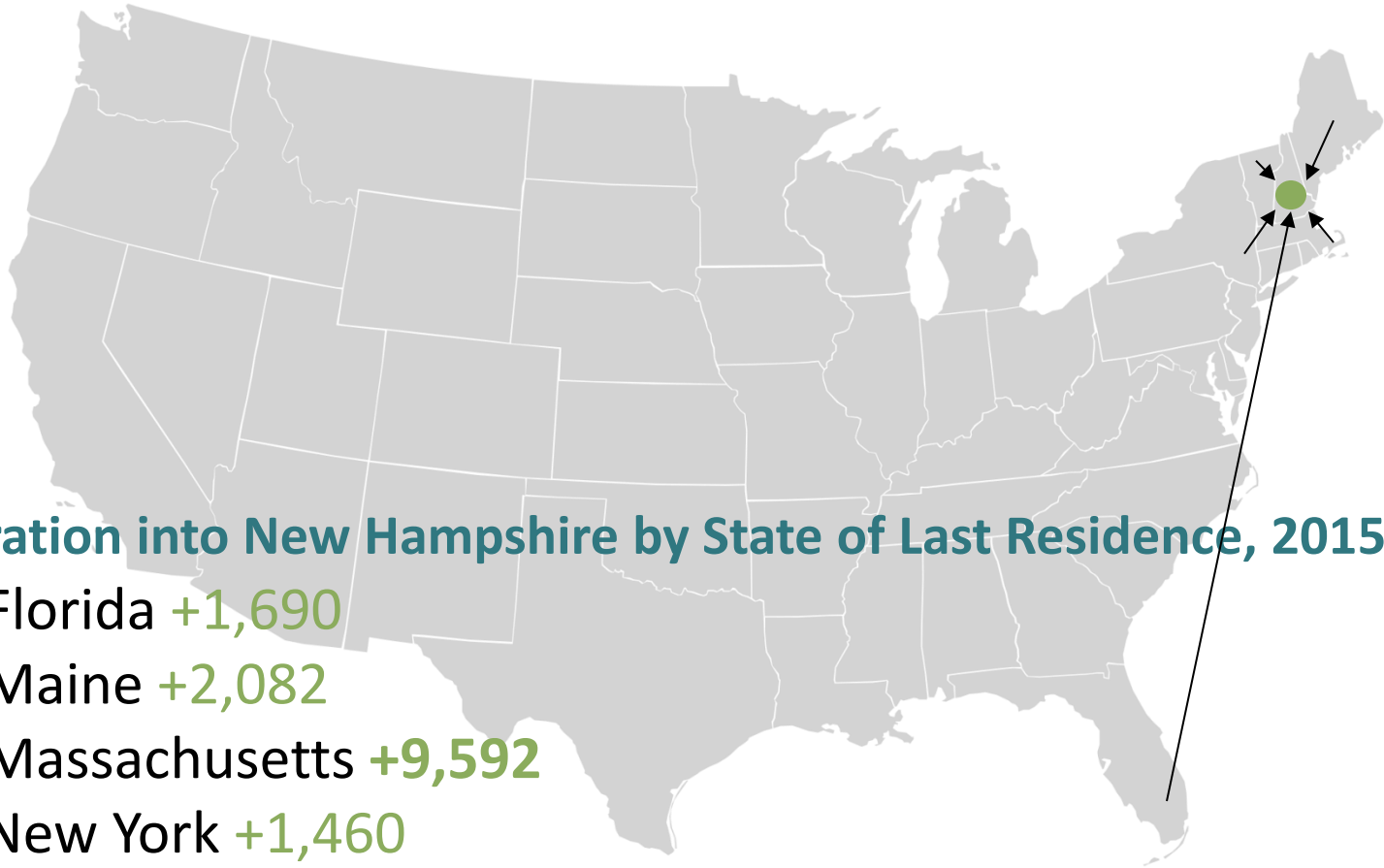
TALENT IN THE GRANITE STATE

- New Hampshire has **one of the oldest overall demographics in the nation.**
- The median age in New Hampshire is about **42 years old.**
- From 2014-2015, the **total outflow** from New Hampshire to other locations was 25,366 people.
- From 2014-2015, the **total inflow** from other locations to New Hampshire was 25,717 people.
- Total growth was **modestly stable** at 351 people.
- An estimated **125,000** Granite Staters commute out of state for work daily.

Talent is moving
FROM NEW HAMPSHIRE to these locations



Talent is moving
TO NEW HAMPSHIRE from these locations



Migration into New Hampshire by State of Last Residence, 2015

- Florida **+1,690**
- Maine **+2,082**
- Massachusetts **+9,592**
- New York **+1,460**
- Vermont **+1,613**

NEW HAMPSHIRE STRENGTHS

Collaborative Partnerships Driving Success



Engaged Influencers on Social Media

- Recruit local influencers to share positive stories about your community, especially on social media



New Hampshire
Economic Development

121
NEW HAMPSHIRE
AMBASSADORS

97K
TOTAL REACH

43,000
TOTAL
IMPRESSIONS

Academic Institutions Building Valuable Clusters



5 TALENT ATTRACTION STRATEGIES FOR NEW HAMPSHIRE

1

CREATE A CONTENT HUB

Create a Killer Microsite...or Two



- Showcase available industries, sectors and jobs to talent
- Communicate the livability of New Hampshire's cities

2

HOST EVENTS IN TARGET
MARKETS

Host Talent Receptions

- Event in areas with high talent flow
- Target key demographics/key industries
- Bring New Hampshire ambassadors
- Make it unique
- Partner with local players
- Push via social/digital media
- Showcase New Hampshire lifestyle



3

PROMOTE LIFESTYLE
ASSETS



“Outdoor recreation is no longer a ‘nice to have’ thing. It is now a ‘must have’ as leaders across the country recognize the undeniable economic, social and health benefits of outdoor activity.”

- *Turning the Economic Development Focus to Outdoors and Recreation,”
Business Xpansion Journal
November 21, 2016*

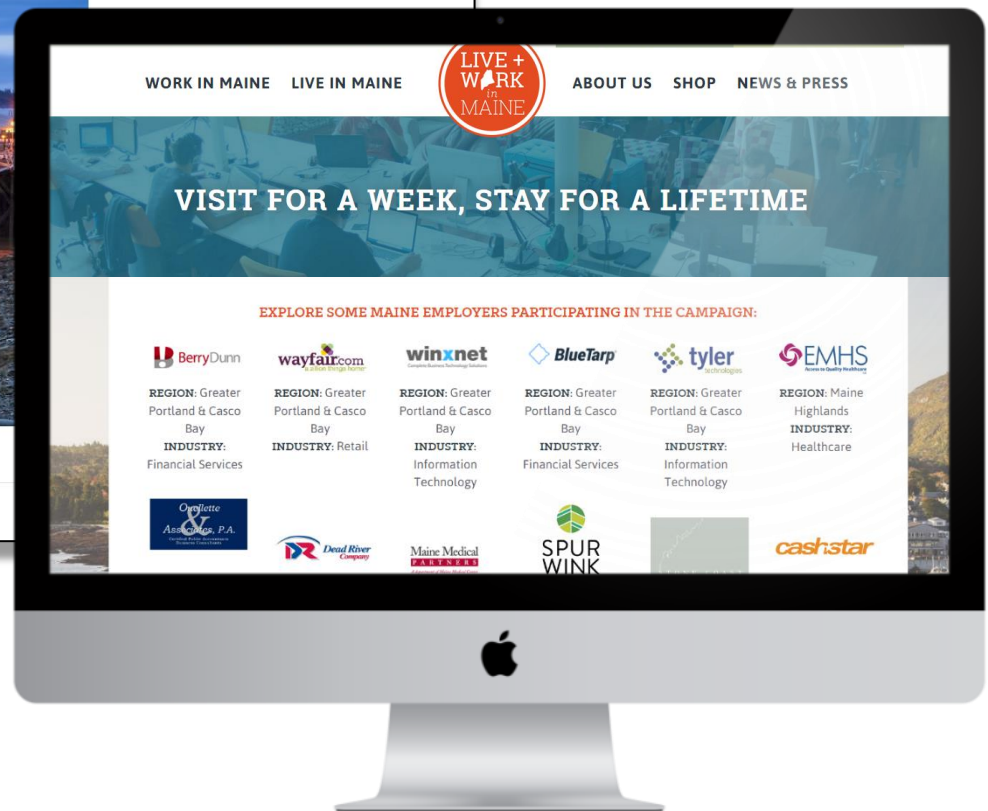
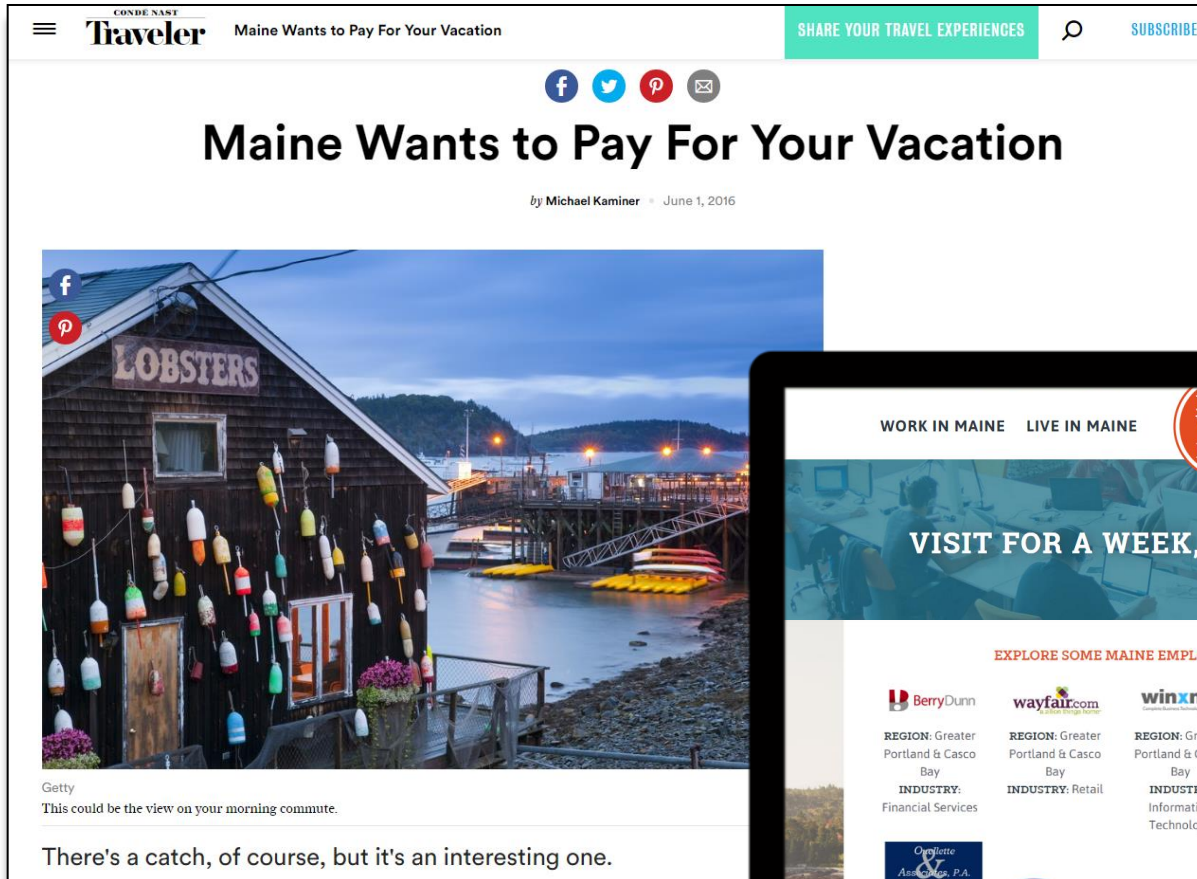
Collaborate Like Crazy

- Tourism partners
- CVB
- Chamber of Commerce
- Non-profits
- Professional networking/social clubs
- Community groups

90%

of ED organizations have
**entered into partnerships
or combined resources**
with other community
stakeholders to enhance
ED efforts in 2016







4

CONNECT WITH
RESIDENTS



“Research shows that if by 5th grade, if youth have a positive experience in their community, they’re much more likely to stay in that community or come back to that community after college.”

- *University of Nebraska Lincoln Extension – Central IV*



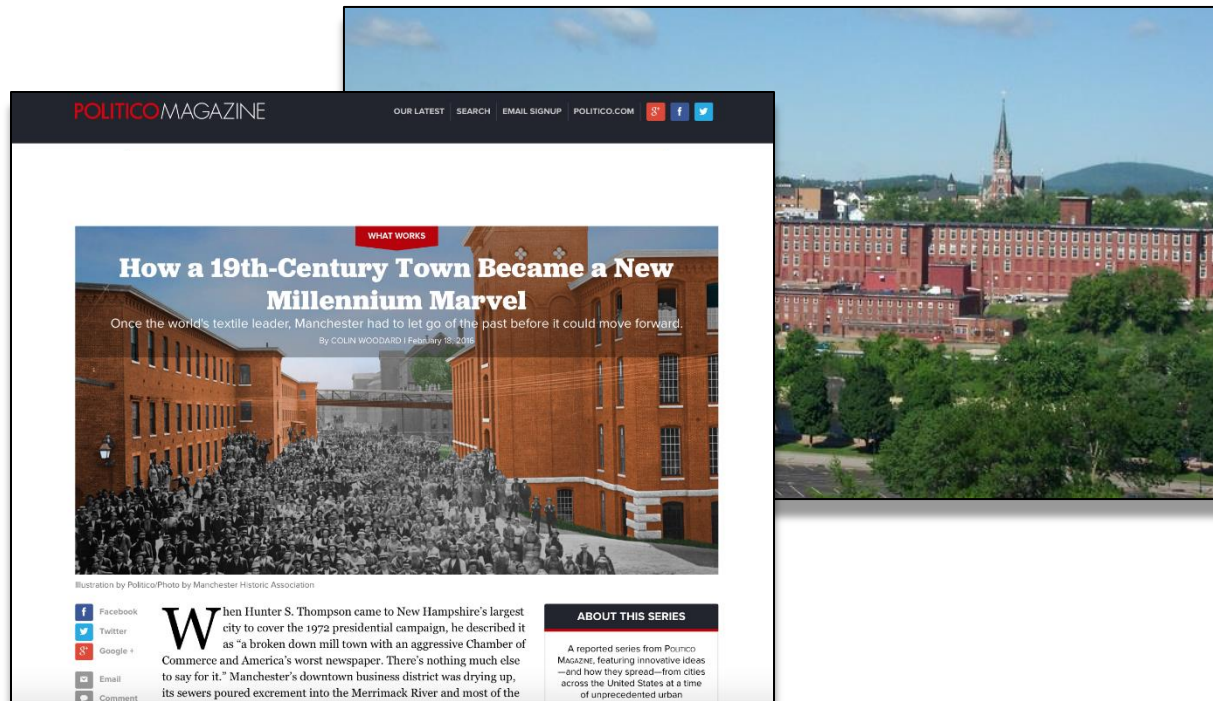
- Second year of TechWomen Ambassador Week began on Nov. 14
- TechWomen|TechGirls committee hosts ninth grade girls across the state to discuss STEM careers with women working in those fields.



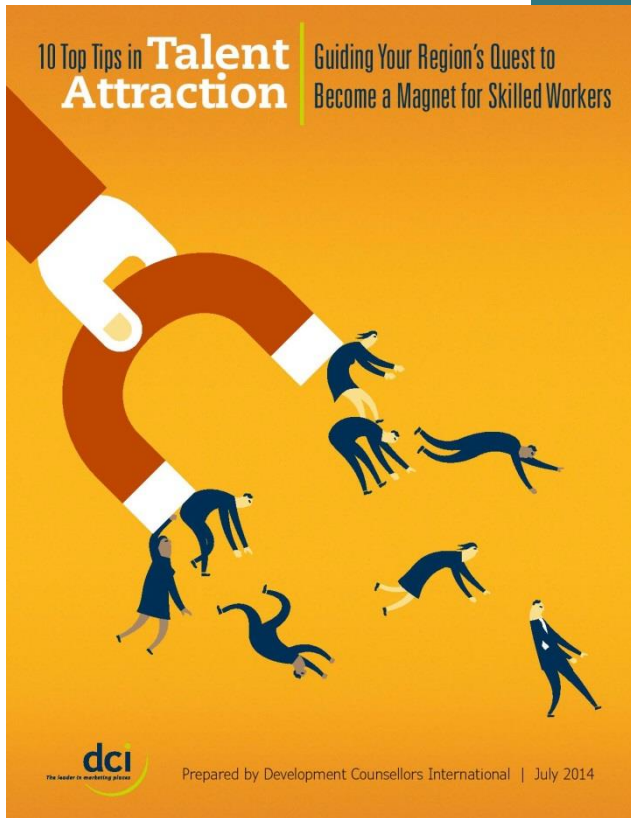
5

CONTINUE TO ENHANCE
YOUR PRODUCT

- Creating a business-friendly regulatory environment
- Support for startups and entrepreneurs
- Building vibrant downtowns
- Storefront beautification
- Public transportation and good roads
- Walkable neighborhoods
- Maintaining low crime/safe neighborhoods
- Developing good schools
- Increasing greenways, trails and other natural resource offerings

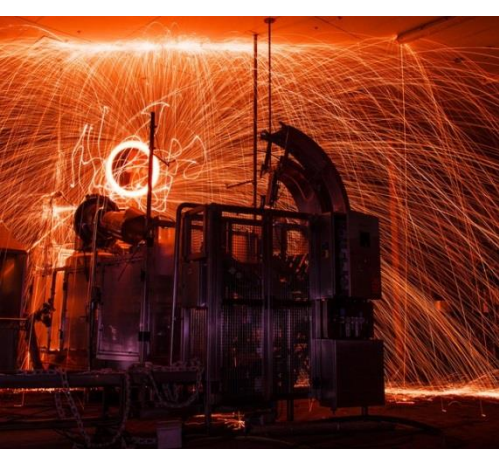






FOR MORE INFORMATION

- Download at AboutDCI.com
- Talent Attraction Blog Series: aboutdci.com/dci-blog.
- Email for a digital copy: Daniel.Curren@AboutDCI.com
- Email info@nheconomy.com with thoughts/suggestions!



Questions?

THANK YOU!