



Luxembourg Talent Attraction Promotional Strategy

2024

270k

extra workers needed in Luxembourg
by 2030

Source: Chamber of Commerce, 2023

800m

professionals around the world who may
be actively looking for jobs abroad

Source: Boston Consulting Group, 2024





What is the project objective?

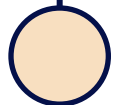
To provide Luxembourg with an actionable talent attraction marketing strategy that acts as a road map for elevating the nation as an international destination for work and livability.

A Review of What We Have Accomplished



Product Benchmarking (May 2024)

To identify what top performing nations are doing to be talent competitive.



Perception Surveys (June 2024)

To understand Luxembourg's visibility, reputation and desirability among global talent.



Promotional Strategy (July 2024)

To build a road map for Luxembourg's promotional efforts.



Website Strategy (August – October 2024)

To construct a world-class digital destination for those interested in learning about living and working in Luxembourg.



Product Benchmarking

Methodology of Market Selection



Examine Long List Locations

INSEAD Global Talent Competitiveness Index

William-Russell World Expat Index

InterNations Expat Country Ranking

Frequent Luxembourg Competitors



Develop Short List

5 European Top Performers

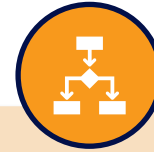
3 Other Relevant European Examples

Based on Mix of Scoring + Relevance to Luxembourg



Evaluation Measures

- ✓ Immigration Policy
- ✓ Entrepreneur/ Start-Up Programmes
- ✓ Tax Rates
- ✓ Expat-Friendly Schemes
- ✓ Cost of Living
- ✓ Quality of Living
- ✓ English Language Proficiency
- ✓ Talent Branding Initiatives



Outcomes

- Detailed Assessment of Competitors Across All Measures

Countries Reviewed

Top 5 Performers



Finland



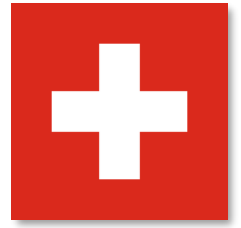
Ireland



Netherlands



Portugal



Switzerland

Other Examples



UK



Belgium



Italy

Key Points from Top Performers

1

Special visas or highly-skilled migrant options are a common solution to fast-track acceptance of skilled internationals.

2

Special tax regimes are a competitive enhancement that has been used by most of these countries to increase appeal.

3

Dutch system of welcome centres are a model for talent reception and integration, which are spreading to other countries.

4

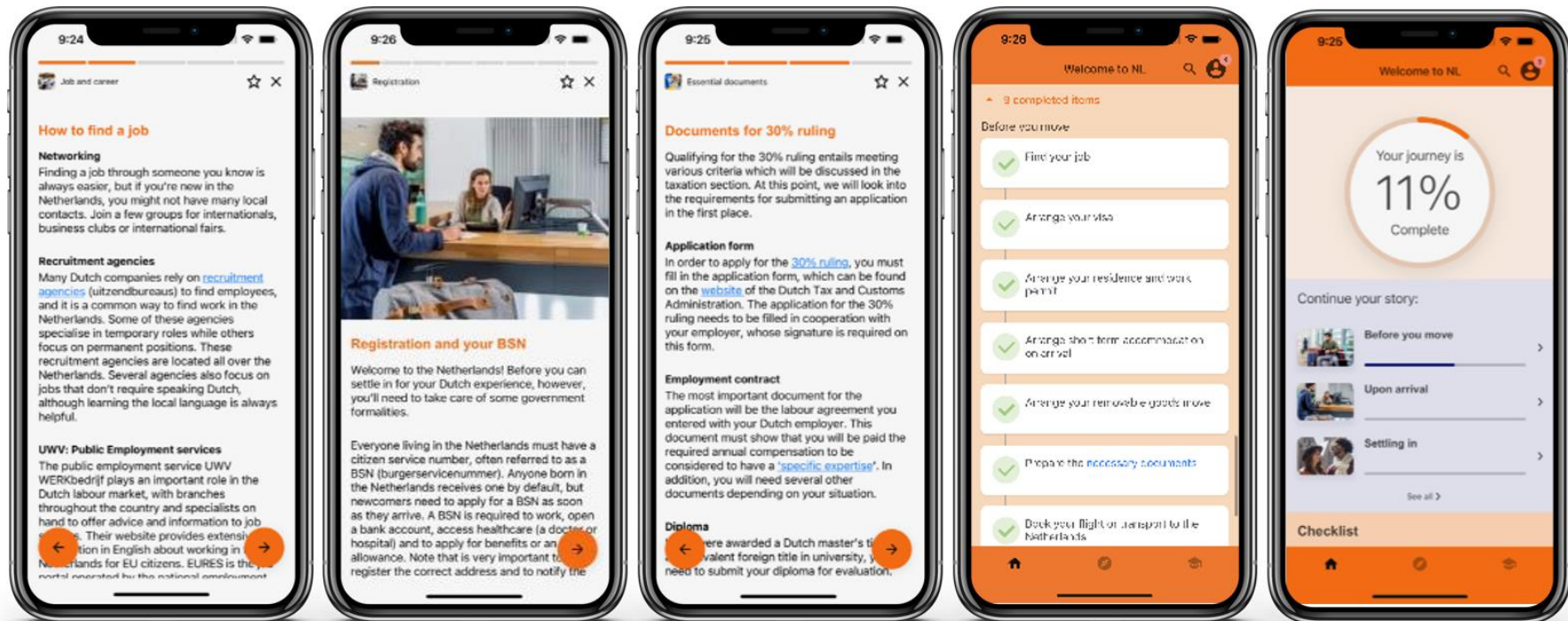
Most have dedicated live-work websites to inform about procedures and connect individuals to job opportunities.

5

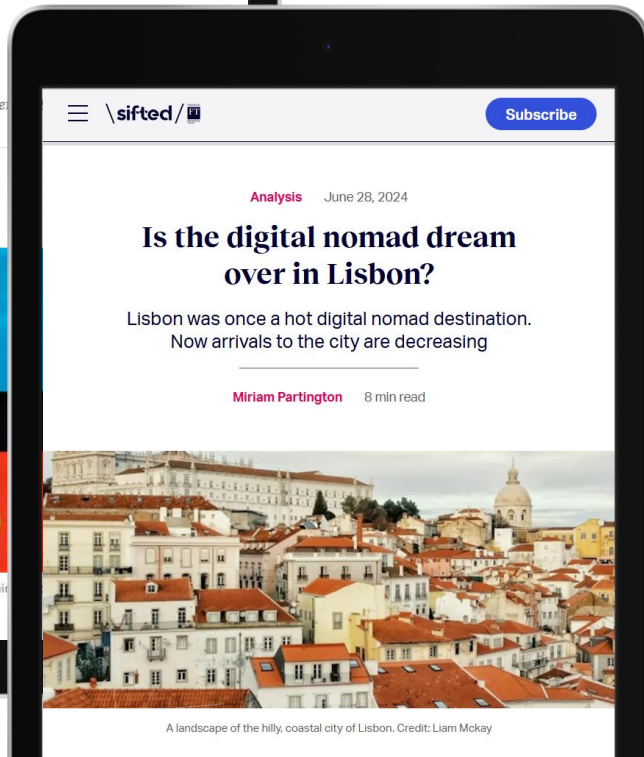
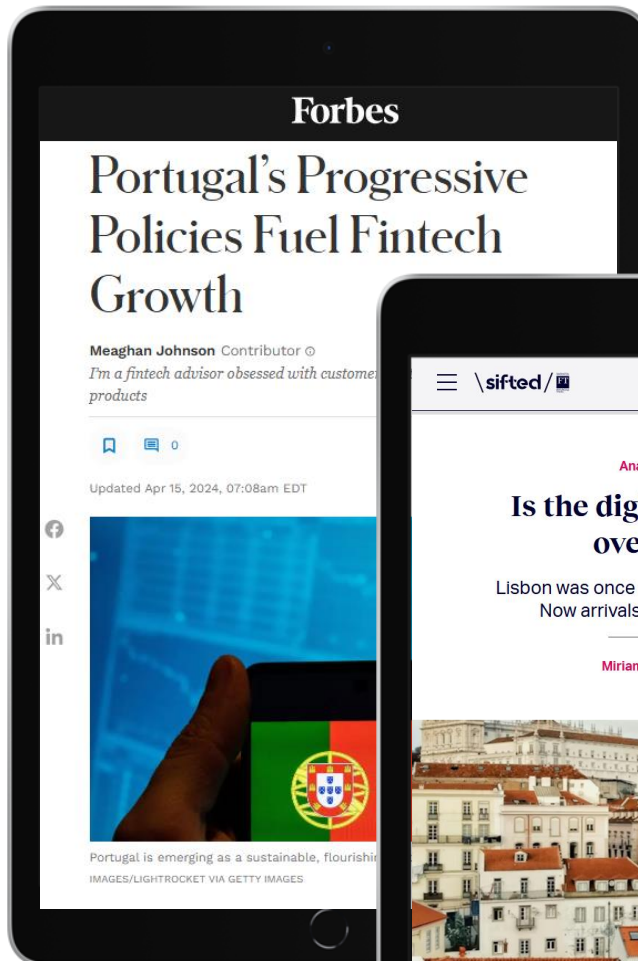
Place branding initiatives are common in this cohort, either at the national or regional levels.



Welcome to NL Relocation App



Portugal's Highly Successful Digital Nomad Visa



Key Points from Other Relevant Examples

1

High levels of bureaucracy and limited “fast-track” systems have been hurdles for all 3 countries.

2

Place branding initiatives are lacking, with only the UK’s effort underway (and still very nascent/limited).

3

English proficiency isn’t a solution itself, but higher levels can aid in attraction. It is a challenge in Belgium & Italy.

4

It is not just about attraction, but also integration/retention. Surveys show that existing expats rate these countries lower on this metric.





Perception Survey

Identification of Survey Target Markets



Examine Long List Locations

In-Migration Analysis

Out-Migration Analysis

Visitor Arrivals

Cost of Living Comparisons

Socio Economic & Demographic Data



Develop Short List Target Markets

Context of Research on Talent Mobility

Relevance to Luxembourg



Perception Survey

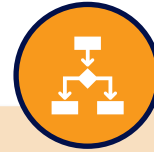
Blind Competitor Assessment with European Peers

Career & Lifestyle Related Factors

Desired Incentives & Programmes

Attractiveness of Luxembourg

Familiarity of Luxembourg

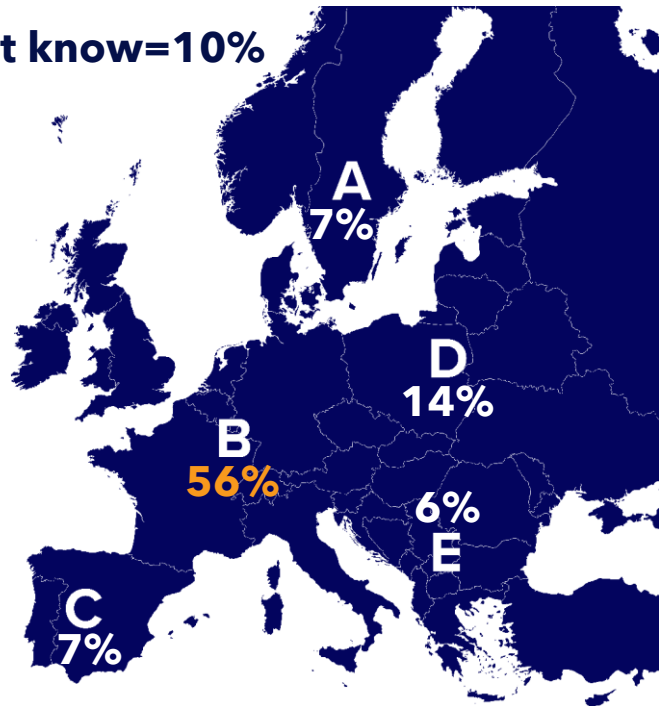


Outcomes

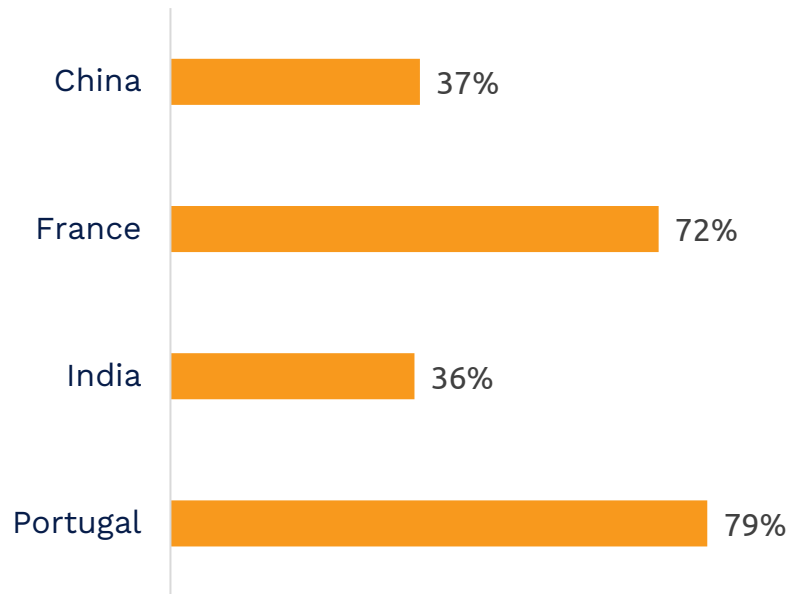
- Understand how world views Luxembourg
- Assess attractiveness versus peers
- Determine most important relocation factors
- Capture insights to inform promotion

Familiarity with Luxembourg

Don't know=10%

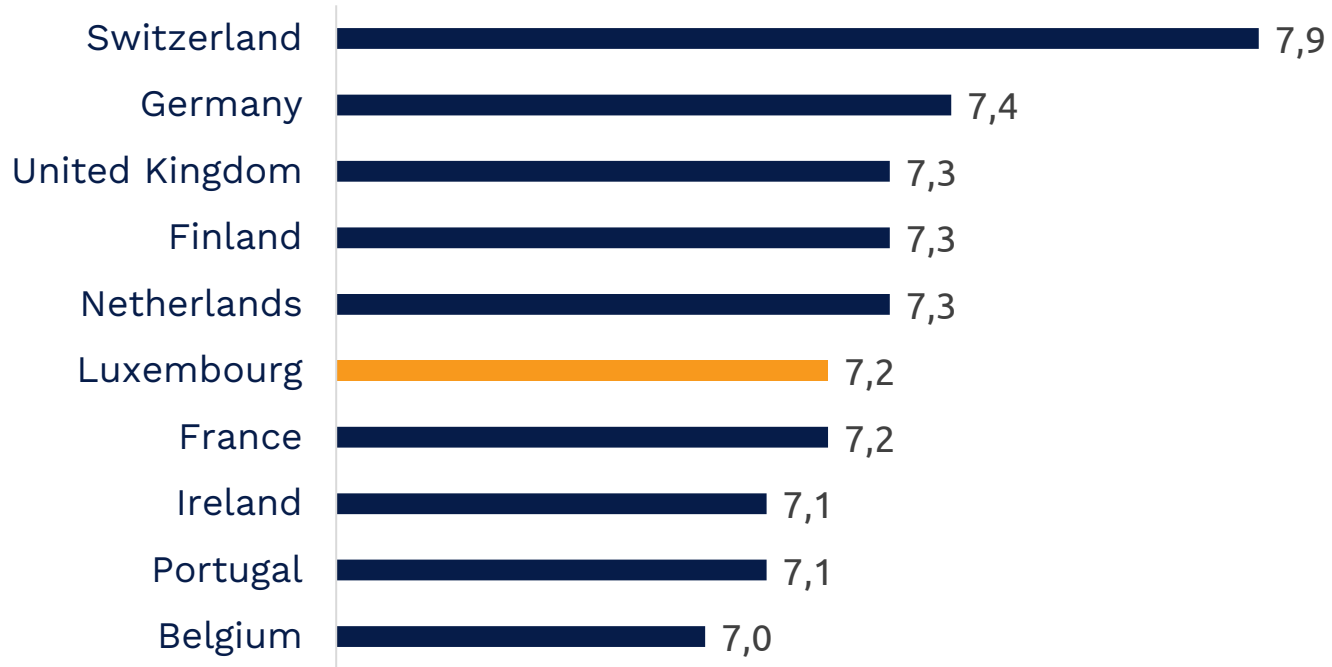


% correctly identifying Luxembourg



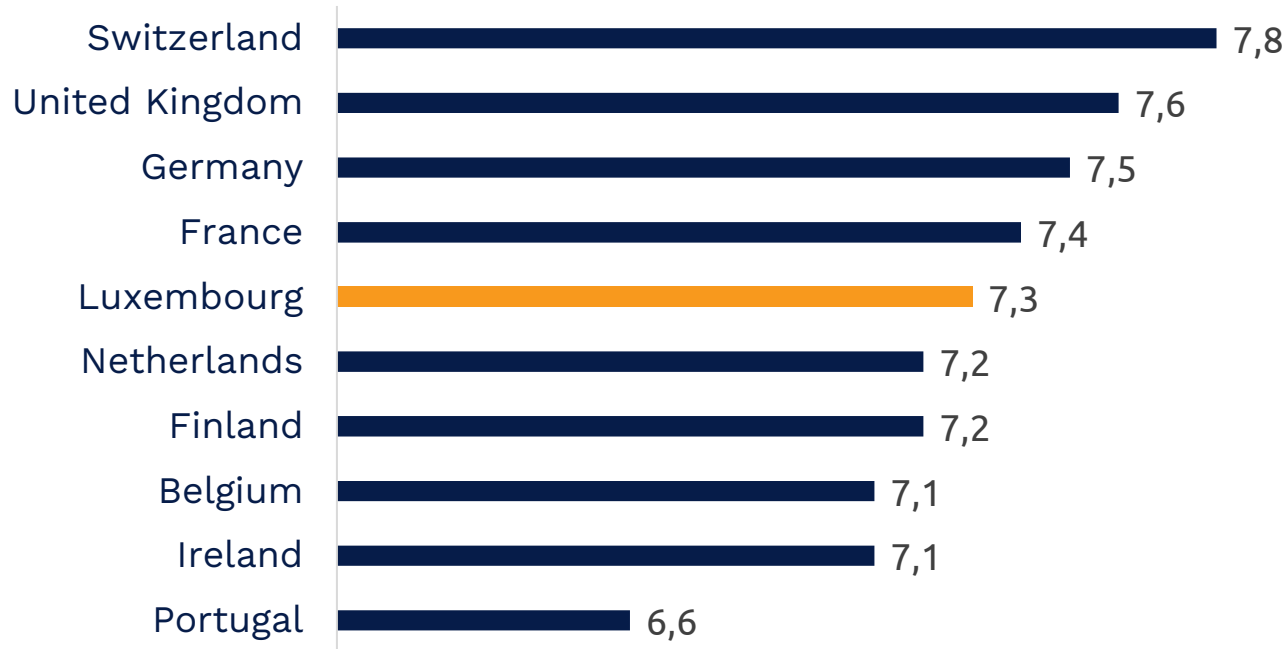
Q. Resisting the urge to look it up, please indicate on the map below where you think Luxembourg is located within Europe.

Luxembourg as a Place to Live vs. Competitive Set



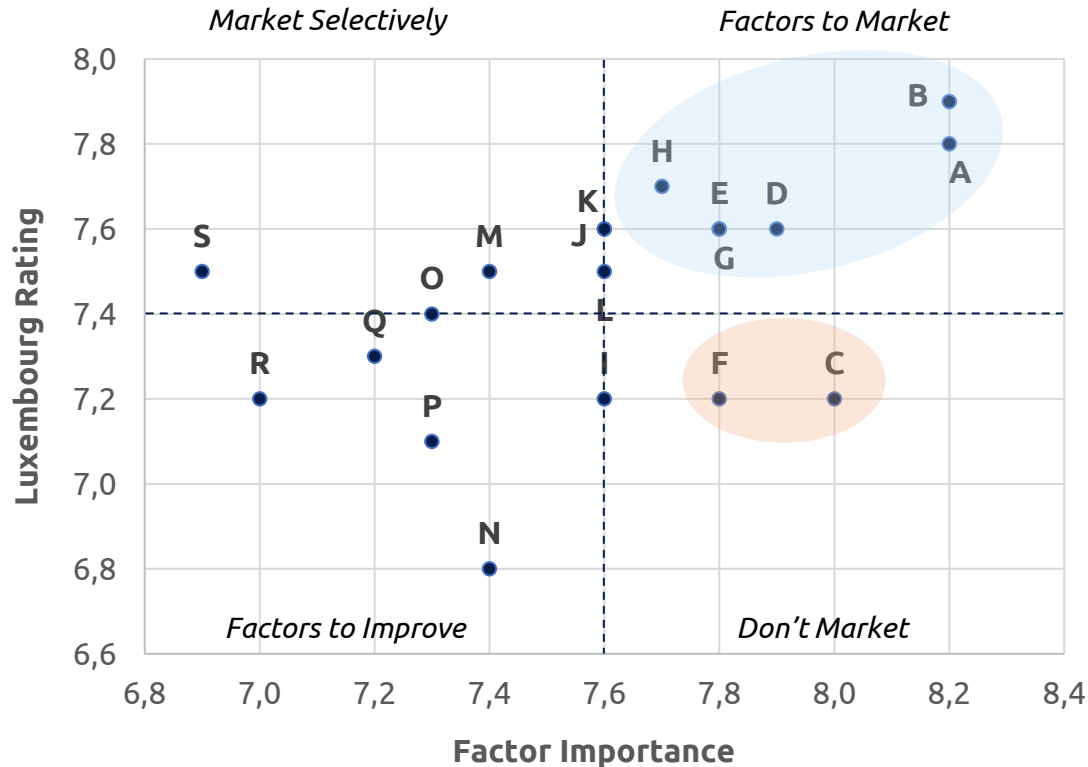
Q. Based on your experience or general perceptions, how would you rate the following countries as a place to live? (1=poor, 10=excellent)

Luxembourg as a Place to Work vs. Competitive Set



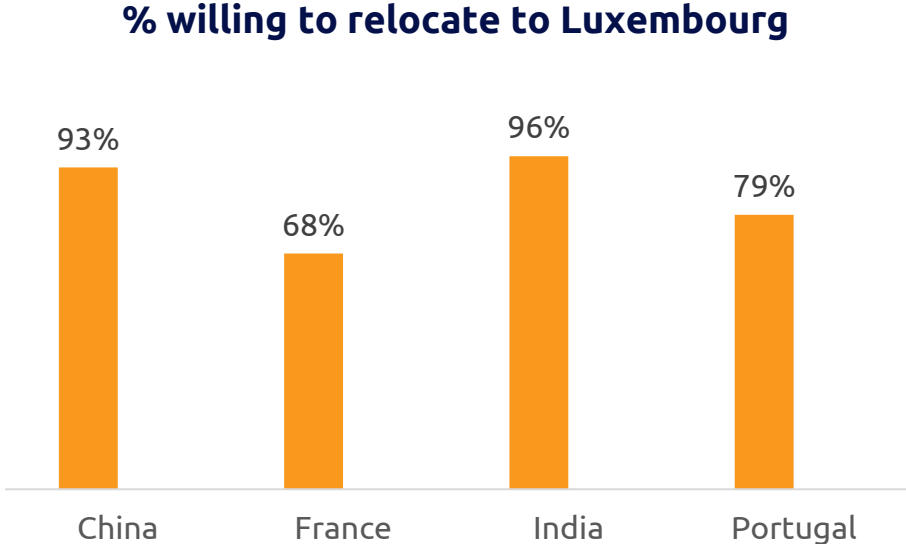
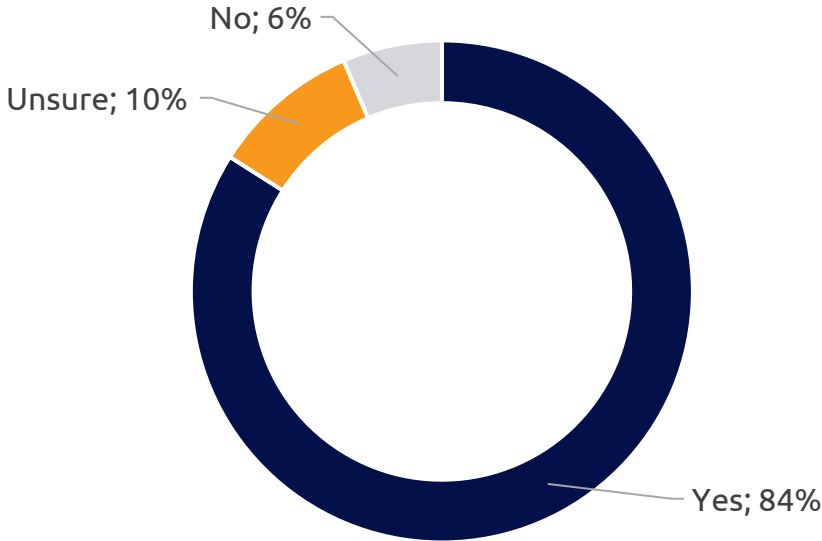
Q. Based on your experience or general perceptions, how would you rate the following countries as a place to work/advance your career? (1=poor, 10=excellent)

Lifestyle Factors: Importance vs. Luxembourg Ratings



A	Quality healthcare
B	Safety/crime rates
C	Cost of living
D	Housing availability
E	Ability to live/work/play in one location without a long commute
F	Housing cost
G	Welcoming/friendly local population
H	Higher education opportunities
I	Climate (weather)
J	Political/social climate supports my beliefs and values
K	Public transportation or walkable area
L	Quality of K-12 education system
M	Outdoor recreational opportunities
N	Proximity to family
O	Arts/cultural amenities
P	Proximity to friends / others in same age or demographic group
Q	A "cool" factor
R	Nightlife / active social scene
S	Diverse population

Willingness to Relocate to Luxembourg



Q. If a job opportunity that matched your skill and salary requirements was offered to you in Luxembourg, would you relocate there?



Luxembourg's Promotional Strategy



People don't just choose companies; they also choose destinations that can enrich their lives in very practical ways.”

How We Evaluated Luxembourg's Talent Positioning



Customer Insights: Perception is a powerful driver of location decisions and is often influenced by emotional connections with a place.



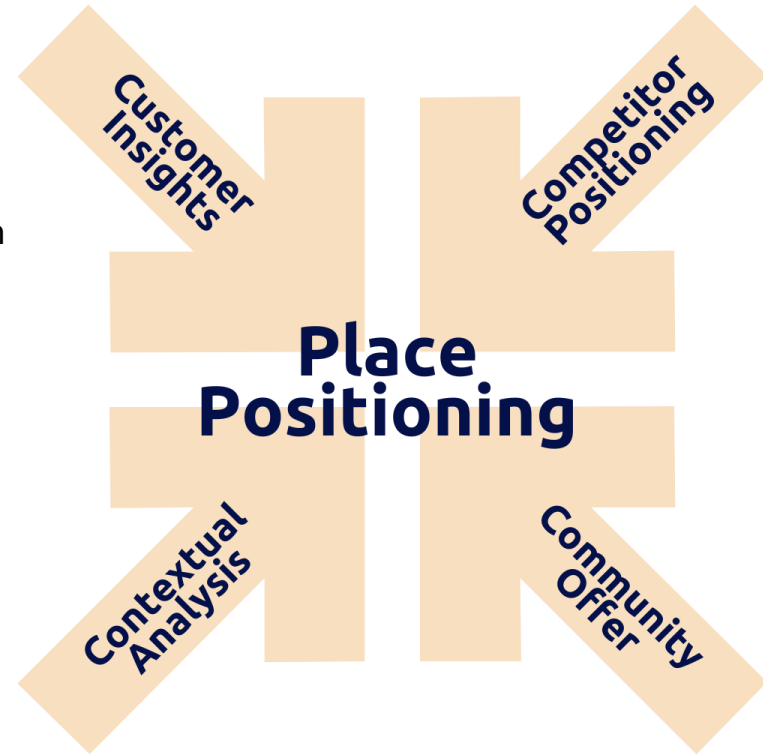
Competitor Positioning: Differentiation starts with knowing what the competitors are doing and saying about themselves.



Community Offer: When the product is “place,” there is much to consider in terms of what can be offered to target audiences



Contextual Analysis: What is the bigger picture of talent competitiveness, industry trends and political/economic influences telling us?



WORK IN 
LUXEMBOURG

WORK IN 
LUXEMBOURG

Where Creativity Blooms,
Diversity Thrives and Your
Future Prospers Sustainably.

WORK IN LUXEMBOURG

Safety &
Security

Diverse
Population

Dynamic
Economy

Accessible
Lifestyle

Strategic
Location

Family
Friendly

Grown
with care.

A land of
culture &
cultures.

Imagine it.
Cultivate it.

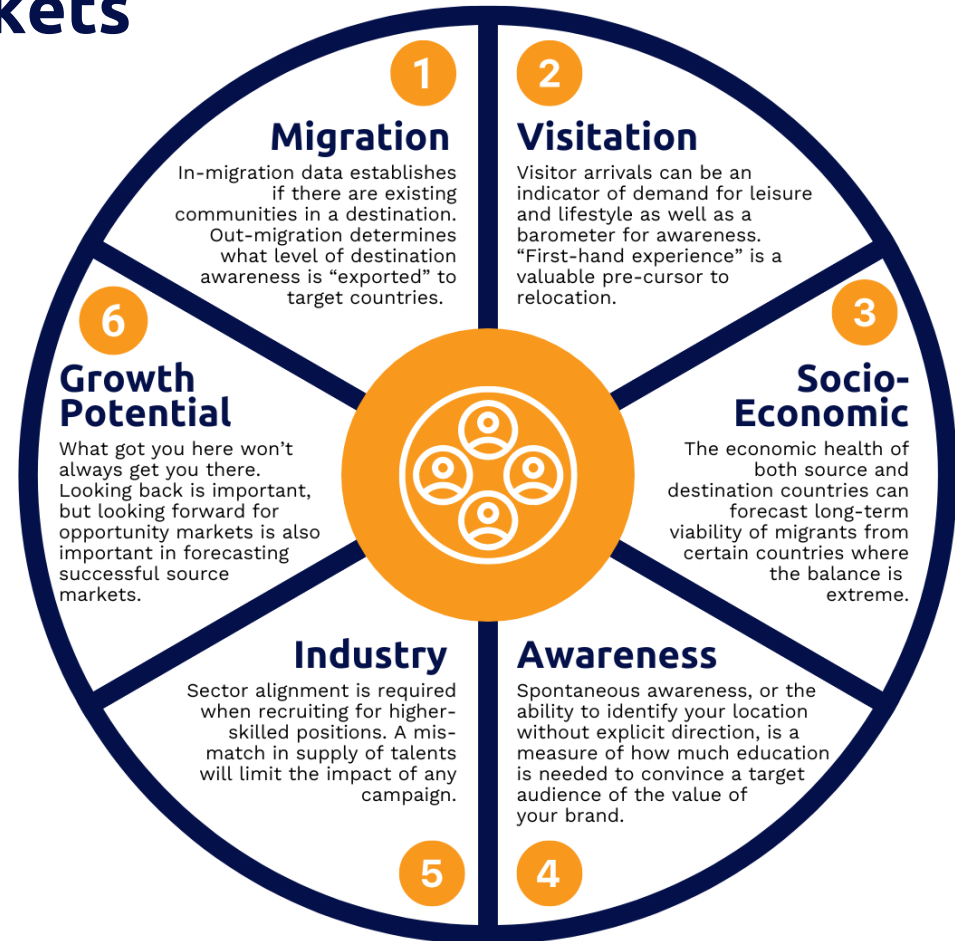
Fresh air.
Fresh ideas.
Fresh start.

Europe's
beating
heart.

Growing
good.
Living
well.

Selecting the Target Markets

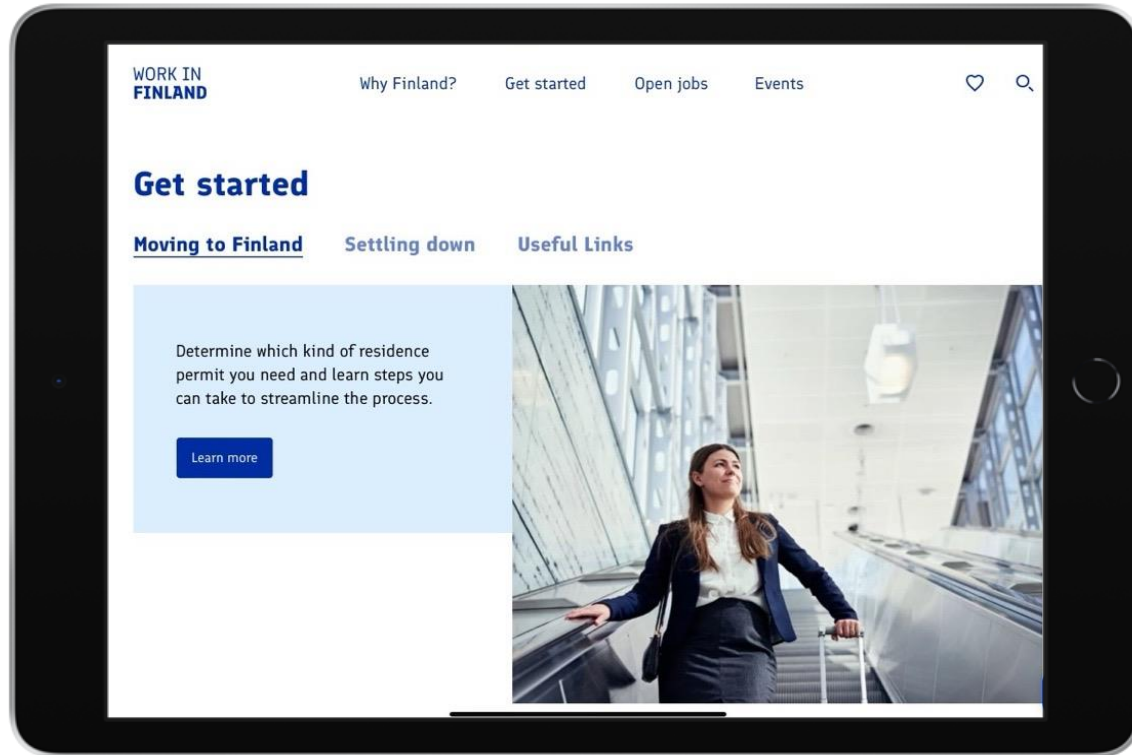
Target Markets	Market Group	Phase
Luxembourg	Home	1
Belgium	Proximate	1
France	Proximate	1
Germany	Proximate	1
Netherlands	Proximate	1
Italy	Growth	2
Portugal	Growth	2
Spain	Growth	2
China	Opportunity	3
India	Opportunity	3



Promotional Priorities for Work in Luxembourg

Priority One	Build a top-performing digital ecosystem that showcases Luxembourg's jobs & lifestyle.
Priority Two	Ensure messaging for local audiences is ready and communicated to stakeholders.
Priority Three	Deliver Luxembourg's key messages to target audiences to inspire action.
Priority Four	Scale the initiative based on early successes and stakeholder buy-in.

Develop a Compelling Work/Live Website



Develop a Compelling Work/Live Website



For employers



Live-work narrative



Industry profiles



Digital Assets to Prepare in Early Stages



Relocation Guide

A comprehensive guide will address “Why Luxembourg?” and soft-landing information.



Employer Toolkit

Provides companies with tools to help sell Luxembourg as a place to their candidates.



Email Communications

Collection of emails should be start early to build a database of interested individuals.



CRM & Automation

A CRM will be invaluable to track user journeys and foster more candidate/company engagement.

Develop a Stakeholder Map to Inform Key Audiences



Companies & Industry Associations



Government Agencies



Service Providers



Academic Institutions



International Partners & Diaspora



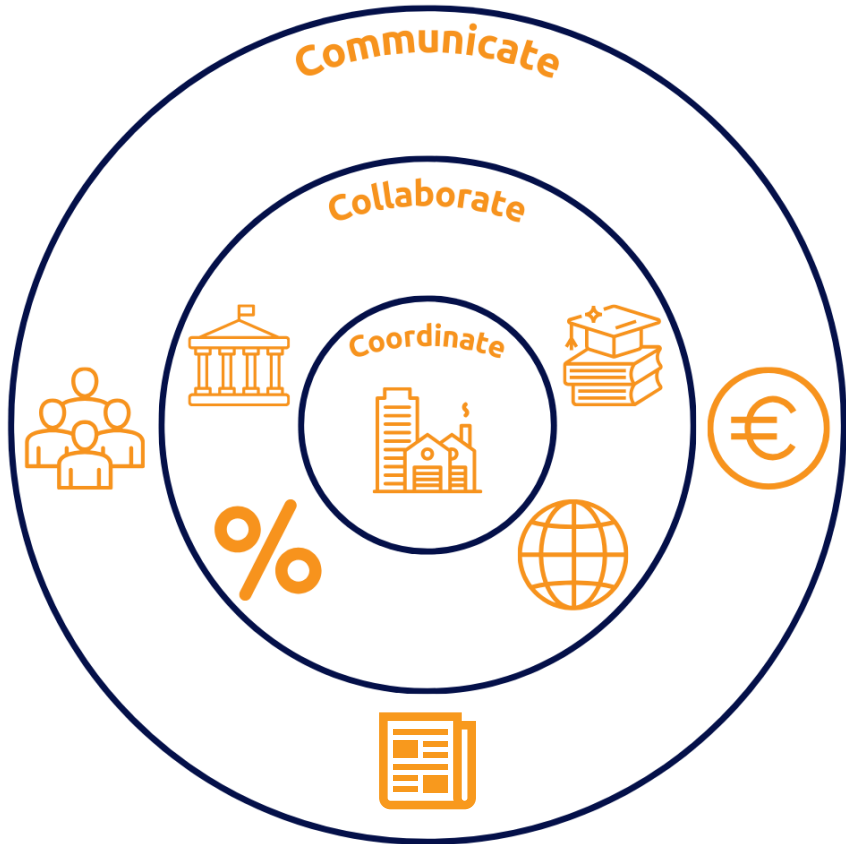
Funding Partners



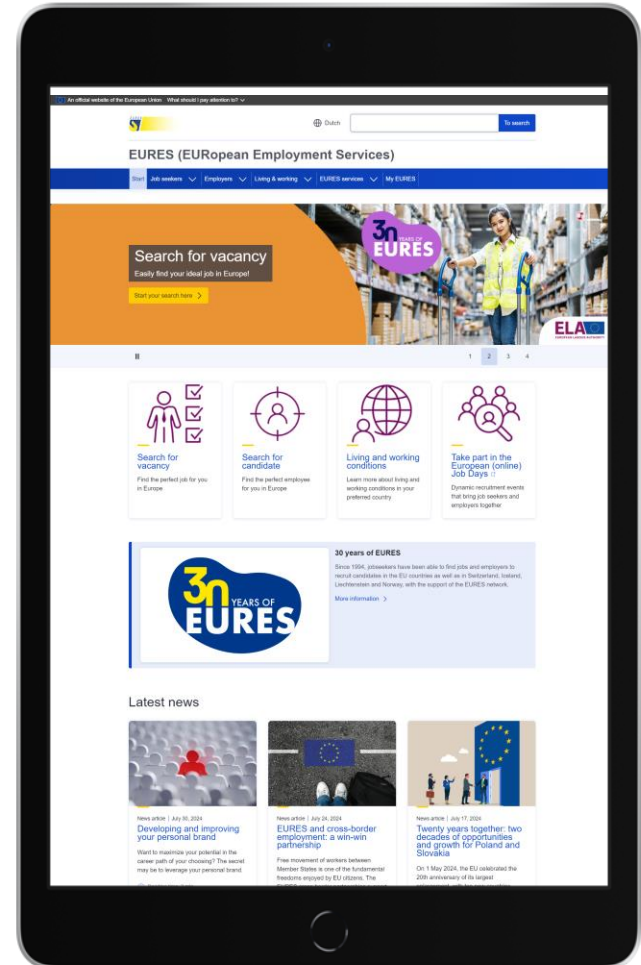
Local Citizens



Media Organisations



Utilise Existing EURES & ADEM Resources to Amplify Early Efforts



**Promote Luxembourg's
Live-Work Story to Target
Audiences on Search
Engines & Social Media**



Attend Events with a Work in Luxembourg Booth





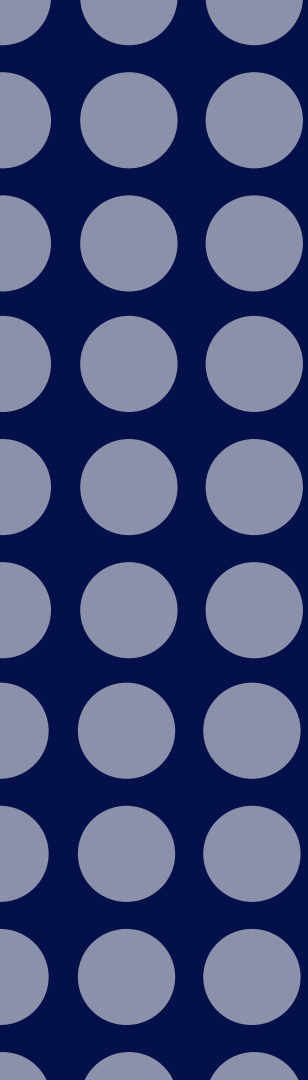
How to Measure Success

GROW KPI Framework for Measuring Success



Measuring success for Luxembourg early on.

	Image Enhancement <i>(External Reputation)</i>	Company Partnerships <i>(Internal Reputation)</i>	Candidate Actions <i>(Workforce)</i>	Candidate Referrals <i>(Opportunities)</i>	Placement & Relocation <i>(Gains)</i>
Primary KPI <i>Impact</i>	<ul style="list-style-type: none"> Website Traffic Target Market Perception 	<ul style="list-style-type: none"> Company Meetings Partnerships Secured 	<ul style="list-style-type: none"> Job Views Relocation Guide Downloads 	<ul style="list-style-type: none"> <i>CVs Generated</i> <i>Interviews Secured</i> 	<ul style="list-style-type: none"> <i>Placements/relocations reported by companies</i>
Secondary KPI <i>Quality Control</i>	<ul style="list-style-type: none"> Brand Keyword Search Volume Avg. Session Duration 	<ul style="list-style-type: none"> Toolkit Downloads 	<ul style="list-style-type: none"> Internal Stakeholder Survey 	<ul style="list-style-type: none"> <i>% Rate of Conversion from Job Views</i> 	<ul style="list-style-type: none"> <i>% Rate of Conversion from Interviews</i>



Additional Considerations

Maximizing the Talent Attraction Initiative



Talent Competitiveness

“Fast-track” visas for high demand skills.

Other schemes to increase competitiveness.



Talent Reception & Integration

International welcome centre or “international house”.

Soft landing services to receive & integrate.



Upskilling Programmes

Local focus – existing talent first.

Can be marketed to internationals as an incentive to relocate.



Dedicated Team

At least one person to direct the talent initiative at launch.

Additional staff to be considered based on needs.

Staffing by Other “Work” Initiatives



Staff: 7
Director, marketing,
partner relations,
consultants



Staff: 18
Country market directors,
company account managers,
immigration specialists



Staff: 3
Director, marketing,
project manager



Staff: 11
Director, marketing,
project managers



Staff: 12+
Director, marketing
specialists, project
managers, company
account managers



Staff: 2
Director, university lead,
shared internal support
(i.e. marketing)

Other Structures



Other Structures

estonia

visit
estonia

work
estonia

invest
estonia

Other Structures

**BUSINESS
FINLAND**



Visit Finland

WORK IN
FINLAND

INVEST IN
FINLAND

Other Structures

ABA INVEST
WORK
FILM
Your easy access to Austria

ABA
WORK

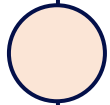
ABA
INVEST

What Next for Luxembourg?



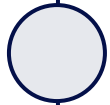
Determine resource allocation & commitment level.

See this process as evolution, not revolution. Gather strength as you go.



Designate a dedicated International Talent Attraction director.

Focus on stakeholder communications, needs assessment and programme launch.



Launch website, collect data and use it to grow the initiative.

Global talent attraction is a digital journey. This is a big first step to come.



Engage with stakeholders to give life to the programme.

Build this with your private sector, seek their input and address their needs.



Reassess after initial year to plug gaps and plan for growth.

Like a startup, the early-stages will require flexibility and agility to meet market needs.

Thank You!

c-studios.com

Joop Geesinkweg 501
1114 AB Amsterdam

Steve Duncan

Managing Director

steve.duncan@c-studios.com

Frankfurt Paris London Belfast Dublin Dubai Shanghai New York Denver