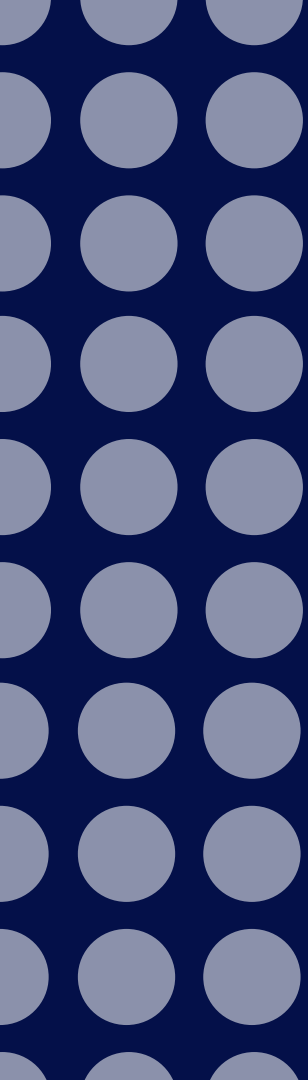


The background of the slide is a photograph of a Luxembourg cityscape. It features a river in the foreground, a stone bridge with multiple arches crossing it, and a hillside in the background covered with historic buildings and a church with a tall spire. The entire image is overlaid with a dark blue semi-transparent filter.

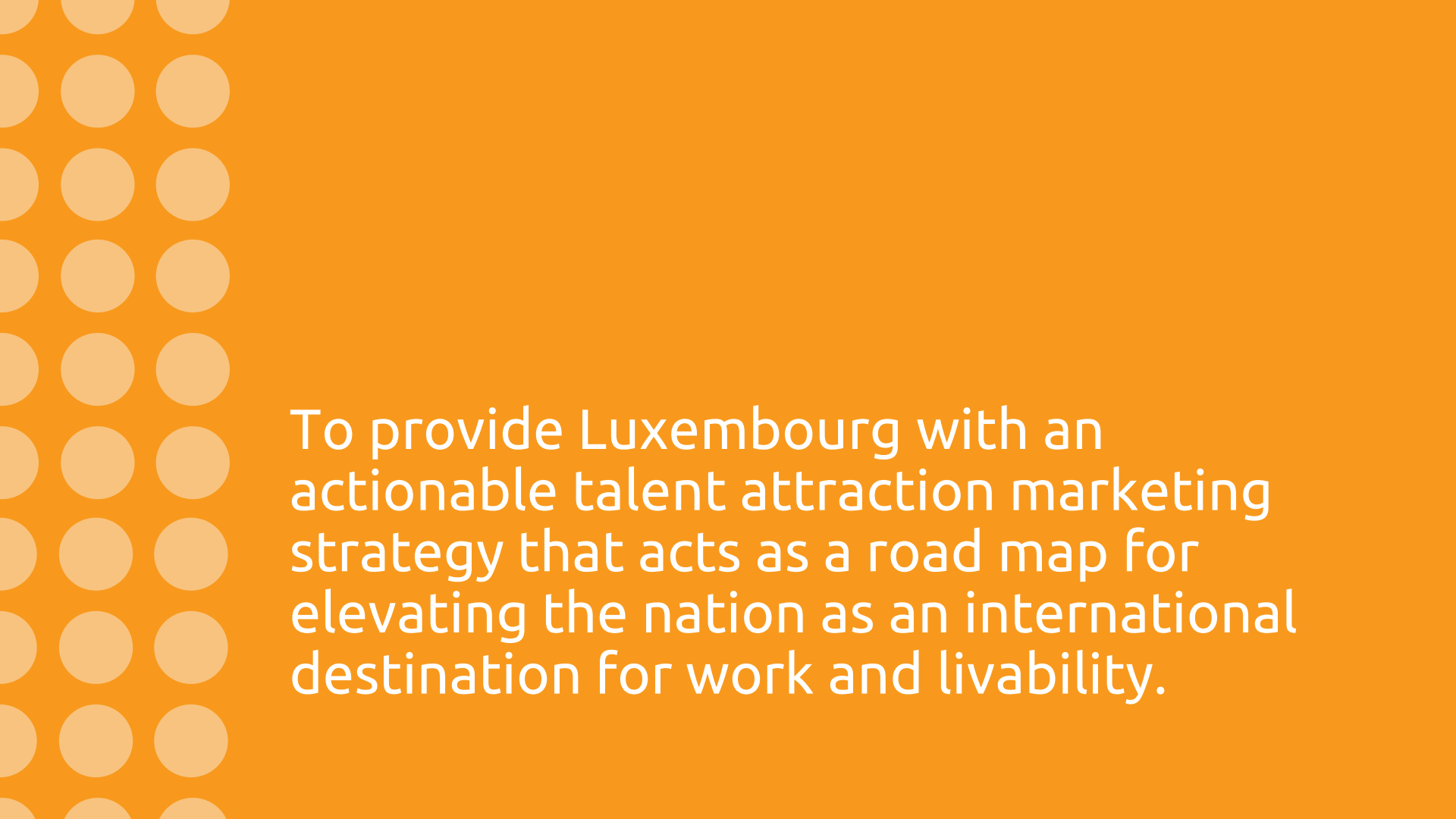
Luxembourg Talent Attraction Promotional Strategy August 2024

LU⁺EMBOURG
LET'S MAKE IT HAPPEN

C⁺STUDIOS



Strategy 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 brief review of where we have been so far.



Product Benchmarking (May 2024)

The analysis looked into what 5 top-performing nations for talent attraction are doing well, as well as what 3 poor-performers are missing. This provided an understanding of the policies and approaches that Luxembourg should consider for its own talent competitiveness.

Perception Surveys (June 2024)

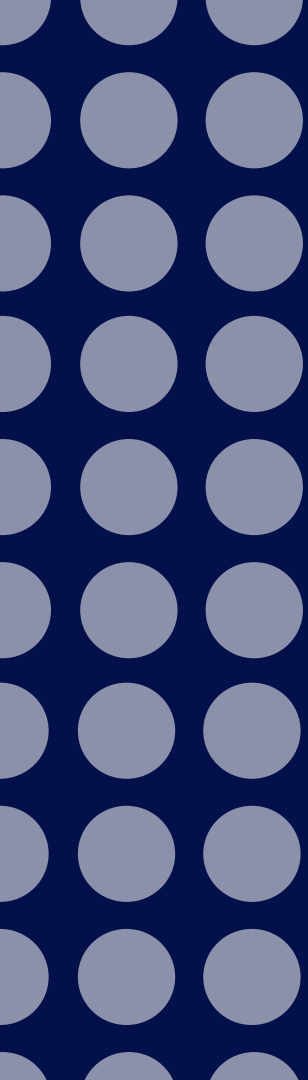
The surveys were conducted in France, Portugal, India and China based on initial research about travel flows, migration and socio-economic data. The surveys revealed that Luxembourg is not a top destination for talent now, but has a relatively positive perception to build from.

Promotional Strategy (July 2024)

This document takes the above inputs as well as additional research and analysis, distilling all inputs into a messaging framework and marketing strategy that will guide Luxembourg's talent initiative in its formative years.

Website Strategy (August – October 2024)

Partially informed by the promotional strategy, our website strategy will outline the early steps of a talent-focused website that will act as the digital hub for all talent promotions.



Market Research & Analysis Summary

Our process to define Luxembourg's global talent positioning.

We use four primary inputs to capture an ideal place positioning strategy that merges practical location factors with emotional drivers. Each provides clarity about what Luxembourg will deliver to international talents in high-need occupations and what sets it apart.



Customer Insights: Perception is a powerful driver of location decisions and is often influenced by emotional connections with a place. We sought to understand those perceptions from target audiences and find opportunities to elevate this.



Competitor Positioning: Differentiation starts with knowing what the competitors are doing and saying about themselves. We evaluated 8 other nations in Europe to understand the competitive landscape.



Product Offer: When the product is “place,” there is much to consider. We have reviewed Luxembourg's current brand frameworks, messaging pillars, existing research and third-party rankings to identify where it excels.



Market Dynamics: Finally, we look at the bigger picture of talent competitiveness, industry trends and political/economic influences that reveal additional insights into how Luxembourg can best position itself.

Customer
Insights

Competitor
Positioning

Place
Positioning

Market
Dynamics

Product
Offer

Customer Insights

Top learnings from perception survey.

- Despite being perceived moderately positively, Luxembourg scores lower than competitors like Switzerland, Germany, and the UK.
- 64% of respondents report that improving their standard of living and/or enabling an increase in earning potential is the primary motivator for considering relocation to a European country.
- With the exception of those in Portugal, Luxembourg is not considered as frequently as other European countries as a top destination for relocating talent. Only 18% of respondents indicated the Grand Duchy is a desired destination.
- Luxembourg rates well on factors that are important to talent in relocation decisions, including access to healthcare and safety/security. However, it is not perceived as a cost-effective location.
- Despite a perceived high cost of living, Luxembourg is also seen as having competitive salaries and benefits.
- There is an opportunity to increase awareness of Luxembourg's key industry sectors, which received low recognition scores.
- Those respondents interested in relocating to Luxembourg tend to be more established in their careers, well-educated and most influenced by first-hand experiences, reinforcing the importance of live/work messaging that targets visitors.

Competitor Positioning

Top learnings from competitor product analysis.

- Specialised visa options – usually aimed at high-skilled individuals – and expat-specific tax schemes are common traits among the higher-performing nations. While the low performers also have targeted visas, they've only recently begun to initiate them in order to compete.
- Overall tax competitiveness and cost of living are important for international talents, but have no strong correlation to competitiveness in our assessment.
- Quality of living is typically rated higher in the high-performing markets (both data-based reports and surveys direct from expats), and regulatory matters around immigration and an ease of settling also help improve the environment for attraction.
- High bureaucracy and slow administrative processes hinder talent attraction.
- English proficiency isn't a solution itself, but higher levels of proficiency can aid in attraction. This is especially noteworthy when targeting talents in Asian countries, where English is often their second language.
- Place marketing matters. Countries ranking well for talent competitiveness often have an international campaign on some level (including those that are run at regional levels like in the Netherlands), whereas those that are less talent competitive do not.

Product Offer

Top learnings from a look at what Luxembourg has to offer.

- Quality of life is what talent wants, and Luxembourg delivers with highly ranked overall quality as well as top rankings in many individual categories that are important to expats.
- Specific areas of strengths include safety, healthcare, and competitive salaries, all of which are practical factors that rate highly to mobile talents.
- With a large foreign-born workforce and population, Luxembourg showcases a welcoming and inclusive population.
- While English is widely spoken (which is appealing to many Asian nations), many other languages are also prevalent, reflecting the strength of the international community.
- Strong purchasing power and competitive tax policies within the EU can offset some of the perceptions around high costs.
- Consistently ranked in the top 10 happiest countries and top 20 worldwide for expat rankings, greatly exceeding its size and notoriety on a global scale.
- It is a family-friendly country, with unique benefits including free public transit and free childcare, enhancing the overall living experience.
- The economy is diverse, dynamic and consistently strong, providing a secure base for international workers.

Market Dynamics

Top influences from external market factors.

- Cost of living and housing availability is an issue in every major city in Western Europe, so Luxembourg is not alone in its challenges.
- Political volatility is present in many major European economies, not to mention each of the original target markets. This reduces a sense of security that existing residents might be experiencing.
- Immigration is among the political discussions at the forefront, with some countries that have previously been considered “open” electing leadership that is anti-immigration, including the Netherlands and Denmark. This can impact how international populations view these locations as being welcoming and friendly to foreigners.
- The talent issue persists, with every major industrialised country experiencing a workforce shortage. It will only grow more competitive, requiring proactive action for countries to find those individuals with the right skills that are wanting a change.
- Research from the U.S. and Europe reveal that, as people have re-evaluated what a good life means, “must have” factors like costs, safety, housing and healthcare are top priorities.
- Reaching prospective candidates is a digital-first journey. Talents say that “internet research” is the No. 1 source informing their relocation decision.

Summary of Luxembourg's positioning inputs.

Customer Insights

Talents in our four target markets are seeking a higher standard of living and more earning potential. While they view Luxembourg as expensive, there is also an understanding that the salary and benefits are high, indicating a strong value equation. Perceptions of good healthcare and safety in Luxembourg also align with talent priorities. Unfortunately, Luxembourg is not on the radar as a place to work and live, especially in China and India, so more awareness of its offer needs to be generated.

Market Dynamics

Most countries are struggling with cost of living increases and housing availability due to external economic pressures. A volatile political environment is also commonplace, reducing the sense of security and stability worldwide. Further, immigration is a sensitive topic in many countries that were once considered “open.” One thing is certain – talent shortages are not going away any time soon, so starting a talent initiative now will allow Luxembourg to compete more favourably with its neighboring countries that still lack a cohesive effort.

Competitor Positioning

High-performing nations for talent competitiveness generally have expat-friendly schemes and specialised visas to fast-track the immigration process. This is then successfully marketed through national or regional branding initiatives to connect interested talents with locally-based jobs. Tax competitiveness and cost of living are important to internationals, but there is no direct correlation to success on talent competitiveness among the countries evaluated. However, a strong quality of life (healthcare, safety, happiness, etc.) is very important. English-speaking populations are also helpful in attractiveness.

Product Offer

Luxembourg struggles with a high cost of living and housing availability (but so do its competitors). Meanwhile, Luxembourg's strengths in safety, healthcare, and competitive salaries are excellent assets in the pursuit of attracting talent. It is also a proven hub for internationals, with more than three-quarters foreign born. The Grand Duchy's quality of life is continually rated among the best in the world, resulting in a generally “happy” population, family-friendly environment and strong ratings from expats.

Luxembourg SWOT

Strengths

- Perceived as stable, safe, and secure.
- Strong healthcare and social systems.
- Seen as offering competitive salaries and benefits.
- Viewed positively as a place to work, particularly by Portugal.
- Centrally located within mainland Europe.
- Multi-cultural, with a high foreign-born population.
- One of Europe's most tax competitive nations, including favourable regimes for both employer of expats and expats themselves.

Opportunities

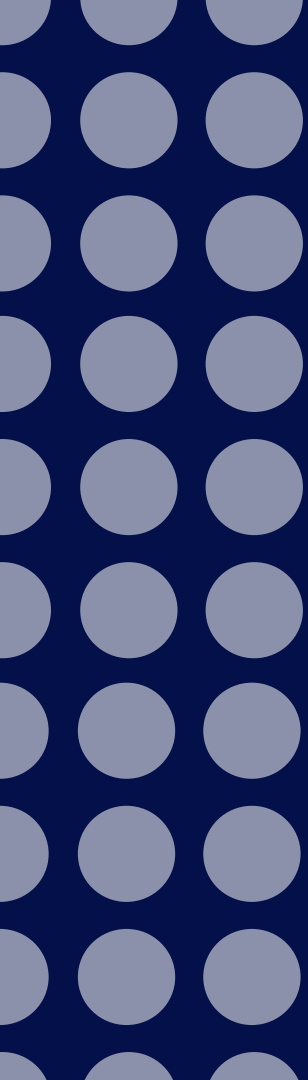
- LMIH's closeness to tourism promotion can enhance talent effort.
- Strong diaspora & highly engaged residents/stakeholders can be ambassadors.
- Luxembourg is a "blank slate." Raising awareness in key markets could lead to significant gains quickly.
- Procedural enhancements (special visas, improved tax schemes) could accelerate international appeal.

Weaknesses

- High cost of living and tight housing availability.
- Not frequently considered as a top relocation destination, except among Portuguese talent.
- Perception scores are lower than Switzerland, Germany and UK for livability, work environment & as a place to visit.
- Little existing awareness of industry strengths.
- Awareness outside of Europe is especially low.

Threats

- High cost of living can deter those in low-salary sectors.
- Switzerland, Germany and UK have more established nation brands and perceptions globally.
- Competition for talent across EU likely to grow.
- Increasing "regionalisation" of the global economy could limit talent mobility.
- Attraction success could produce negative local sentiment toward internationals.
- Budget and resources dedicated to the initiative.



Strategic Recommendations

How we build a place marketing strategy.

When working with places for talent attraction, we use our 6C's framework to ensure the strategy is built for success. The first three revolve around messaging to enable long-term success, followed by the final three that address distribution.

- C Competitive Fit:** This is your positioning, or what the market is uniquely getting.
- C Core Drivers:** These are your value propositions to support that positioning.
- C Credibility:** The data, facts & success stories that build credibility.
- C Customer:** What is the ideal customer profile, from geography & sector to personal detail.
- C Channels:** The means of distribution to effectively reach that audience.
- C Contribution:** The KPIs across the path to purchase that define success.





Competitive Fit, Core Drivers & Credibility

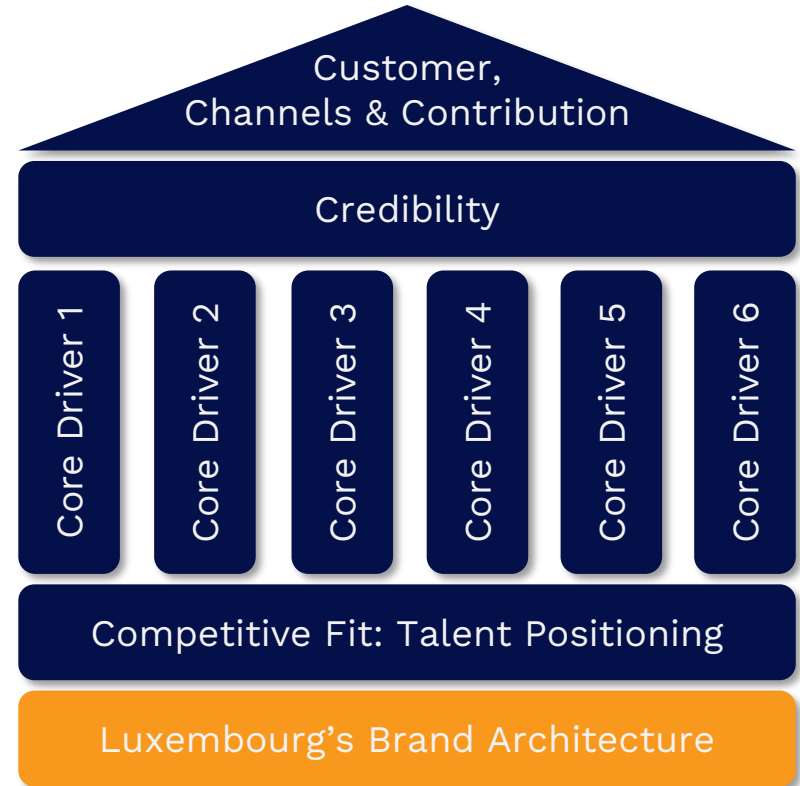
Connecting Luxembourg's existing brand to talent.

The various messaging components for Luxembourg stem from the existing “Let’s Make It Happen” brand framework and, in some cases, have borrowed from those existing assets rather than recreating the wheel. This is intended to maximize the existing branding for talent rather than creating something from scratch.

The image to the right shows how the following slides fit together, with the positioning for talent growing out of that brand framework. On this rests the main propositions for talent, or the core drivers. Finally, proof points bring credibility to the message so it is ready for public audiences.

We’ve developed this in a “modular” format, with each of the components viable as is on a talent website as well as in all marketing materials, both digital and print.

This consistent messaging framework across mediums can extend through all executions for maximum impact.



**Programme
Name**



 **WORK IN
LUXEMBOURG**

Positioning Statement

INTERNAL



For internationally mobile talents seeking a higher standard of living, Luxembourg is the accessible European destination that provides social stability, economic potential, multi-cultural harmony, work-life balance and family friendliness, all from the centre of the continent.

Positioning Statement

EXTERNAL

Luxembourg provides fertile ground for your life and career to prosper, right from the centre of Europe. Home to innovators, dreamers and entrepreneurs from around the world, our nation cultivates an environment where creativity, diversity and sustainability flourish. With a workforce as international as our outlook, we blend high levels of social stability, economic dynamism, multicultural harmony and work-life balance. Here, careers and families thrive in equal measure.

Small in size, we are big on opportunity and impact. This is Luxembourg – Europe in your pocket. Let's make it happen.

Positioning Headline 1

BRAND NARRATIVES



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

Positioning Headline 2

LOCATION

A photograph of three young men sitting at a small outdoor cafe table in Luxembourg. The man on the left is wearing a light blue hoodie and khaki pants, leaning forward. The man in the middle is wearing a yellow shirt and a black cap, looking down. The man on the right is wearing a pink hoodie and green pants, looking towards the others. They are sitting on wicker chairs. In the background, there is a building with a sign that says "CAFÉ BRASSERIE" and a red sign with white text. A skateboard is on the ground in the foreground.

Work in Luxembourg
Where Life is Centered.

Positioning Headline 3

FARMER'S GROWTH
MINDSET

A person is walking a slackline in a park setting. The person is wearing a white tank top and dark shorts, and is captured in a dynamic pose with arms outstretched for balance. The background shows trees and other people in the distance, suggesting a community event or festival. The image is overlaid with a dark blue gradient.

Work in Luxembourg
Where Your Ambitions Take
Root.

Core drivers: Pillars & proof points.

Safety & Security

- ✓ No. 1 safest country for expats by Legatum Prosperity Index.
- ✓ Highest purchasing power in EU at 140% of regional average.
- ✓ No. 7 most resilient economy in the world.
- ✓ No. 9 on World Happiness Report.
- ✓ No. 15 on 2024 Safety Index.
- ✓ Openness to foreigners, with 47% of population born somewhere else.
- ✓ World's highest GDP performance
- ✓ Political stability, with only 8 different prime ministers since 1945.
- ✓ High minimum social wages.

Diverse Population

- ✓ 75% of workforce is foreign-born.
- ✓ 180+ nationalities, and 47% foreign nationals.
- ✓ No. 1 most international country in EU.
- ✓ No. 3 most inclusive economy in world.
- ✓ Avg. languages spoken by population is 3.6, No. 1 in EU.
- ✓ 3 official languages (French, German & Luxembourg-ish).
- ✓ No. 16 on World Expat Index from William-Russell.
- ✓ No. 19 as rated by expats on InterNations Expat Insider survey.
- ✓ English proficient, ranking No. 22 by EF.

Dynamic Economy

- ✓ No. 1 worldwide for high-skilled employment.
- ✓ World's highest GDP performance
- ✓ No. 1 in R&D expenditure per capita in EU.
- ✓ No. 3 best digital connectivity in the EU.
- ✓ No. 4 most globalized economy in world.
- ✓ No. 6 in Global Tax Competitiveness.
- ✓ No. 8 in EU on the DESI Index.
- ✓ No. 8 on EU Innovation Scorecard.
- ✓ No. 11 in Global Talent Competitiveness Index.
- ✓ 12 EU institutions are based here.

Accessible Lifestyle

- ✓ No. 2 Quality of Life by Numbeo.
- ✓ Highest purchasing power in EU at 140% of regional average.
- ✓ Free public transport, free education, free music lessons, marriage for all.
- ✓ Luxembourg offers a rich cultural scene with numerous museums, theatres, and cultural centers offering multilingual programming.
- ✓ Home to numerous UNESCO heritage sites and over 100 castles.
- ✓ 1/3 is covered by green forests, including Parcs de la Pétrusse through the capital city.
- ✓ More than 600 km of cycling paths and 700 km of mountain bike trails.

Strategic Location

- ✓ Shares borders with Germany, France and Belgium. The Greater Region is home to 11.6 million inhabitants.
- ✓ A founding member of EU and part of Schengen area with the free movement of people across the continent.
- ✓ The place where people feel the most European, according to Eurobarometer survey.
- ✓ Direct flights to over 70 destinations in Europe and North Africa.

Family Friendly

- ✓ Luxembourg has a strong international schooling system, including several free state schools (as well as private options).
- ✓ Free education, music lessons and transit are available to all people living here.
- ✓ No. 1 safest country for expats by Legatum Prosperity Index.
- ✓ No. 9 best countries to raise a family (William-Russell).
- ✓ Family reunification visa include spouses or registered partners, children under 18 years, and dependent parents or grandparents under certain conditions.

Core drivers: With brand messaging applied.

Grown with care.

Individually, socially, economically & politically – Luxembourg provides the stability to focus intently on your life and career. Ranked as one of the safest countries on earth, our social structures, resilient economy and relative political serenity make a powerful combination. It is why we are one of the 10 happiest countries in the world. And why we would be equally happy to have you join us here in Luxembourg.

A land of culture & cultures.

Around these parts, everyone is from somewhere. We speak 3.6 languages on average, so even those who were born here live and breathe multi-culturalism. We're united in our diversity, with nearly half our population from another country. So, where are you from? Do tell. We can't wait to hear it.

Imagine it. Cultivate it.

Take root somewhere you can grow dynamically and sustainably. Set yourself on a new career trajectory within our dynamic economy, with innovative industries that pay well and are constantly evolving. With one of the EU's highest annual investments for R&D, our companies are constantly testing and nurturing new ideas in pursuit of pushing boundaries for what's next. Is it time to push your own boundaries?

Fresh air. Fresh ideas. Fresh start.

Here, "multi-cultural" has multiple meanings. Diverse in people? Absolutely. But also diverse in how we all seek fulfilment and spend our free time. There are three major nature parks to slowly take in the fresh air, or 700km of mountain bike trails if you prefer to breathe harder. Does your palate have certain cravings? Wine, food or sweets, we have plenty of gourmet options. From castles and UNESCO sites to modern art and downtown nightlife, we're a colourful country with a colourful past and an even brighter future.

Europe's beating heart.

Like a thriving heartbeat, more than 200,000 employees from France, Belgium and Germany cross our borders each and every day. Luxembourg is also home to the headquarters of 12 EU institutions, so we welcome neighbors both far and near. Why are they here? Besides being a founding member of the bloc, we're centrally located among our European siblings, with direct flights to 70 global locations. Perhaps that's why people report feeling the most "European" right here in Luxembourg.

Growing good. Living well.

Raising a family is no breeze, but Luxembourg provides a supportive climate that bears good fruit. It starts with free education, including a network of international schools. Combine that with high rankings for safety and healthcare, you get one of the top countries in the world for raising a family. We even have free public transit and music lessons to keep everyone entertained, engaged and exercising their creative energy. Want to live your best life? Have we got a place for you.

Core drivers: Non-EU add-ons with Asia in mind

As locations further away are considered, such as India and China, we recommend consideration of two other interchangeable propositions that hold a stronger level of importance based on the priorities of each country. Those are Luxembourg's strong healthcare structures and its tax competitiveness. These are areas of consideration for workers from both countries (and potentially others overseas, including the U.S.) that will resonate beyond being a simple talking point.

Non-EU

Reliable Healthcare

- ✓ Ranks highly on the Euro Health Consumer Index (809 points).
- ✓ Universal healthcare with compulsory insurance covering nearly 100% of the population.
- ✓ Funded by employer and employee contributions, with the government covering the rest.
- ✓ Income-based contributions ensure equitable access.
- ✓ Strong emphasis on preventive care with programs for vaccination, cancer screening, and health education.

Non-EU

Competitive Tax Benefits

- ✓ Tax-free allowances for relocation costs, such as moving expenses, housing, and school fees.
- ✓ Partial tax exemptions on travel expenses, cost-of-living allowances, and home leave expenses.
- ✓ Deductions for mortgage interest, insurance premiums, and childcare expenses.
- ✓ Extensive network of double tax treaties to prevent double taxation and offer reduced tax rates on dividends, interest, and royalties.



Customer

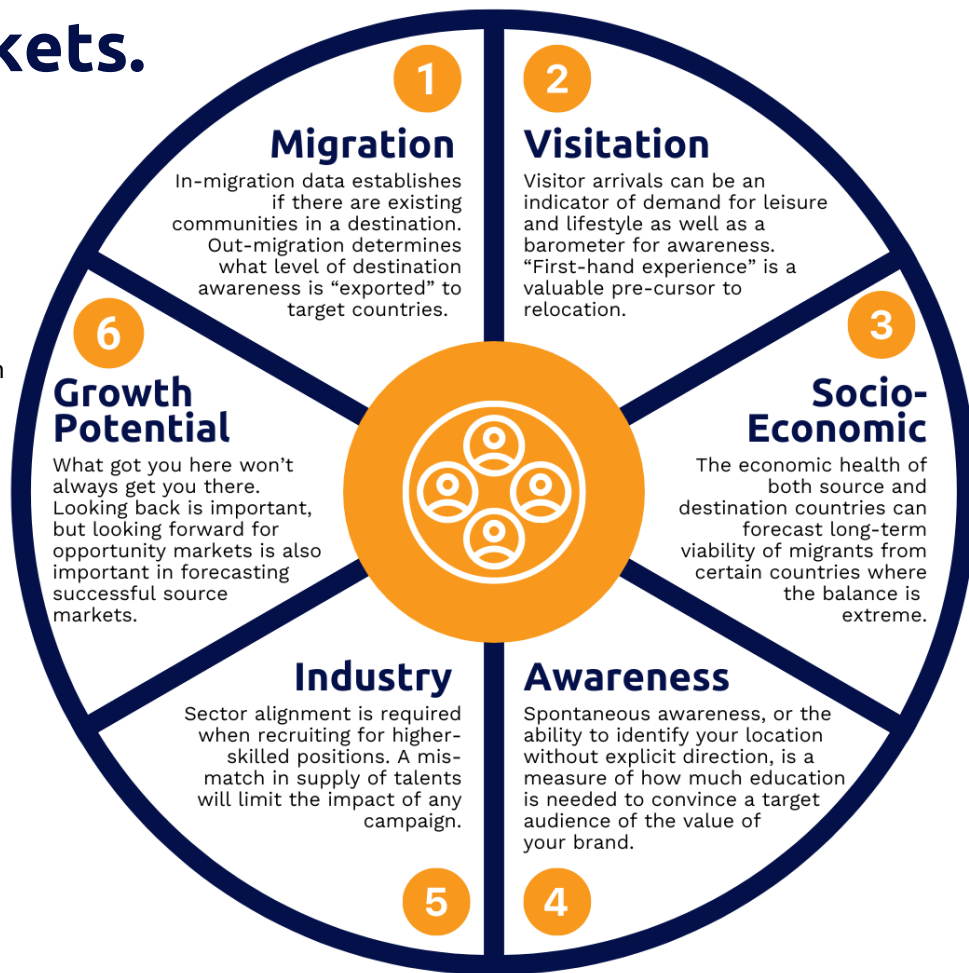
Selecting the target markets.

In selecting Luxembourg's target markets for a talent initiative, we considered six key factors that improve odds for successful and sustainable attraction.

A combination of existing traction, economic fit and future prospects for growth equate to target markets that combine some level of traction, desirability and potential.

This resulted in the following target markets for consideration based on location, established signs of traction and those presenting future opportunities for growth.

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



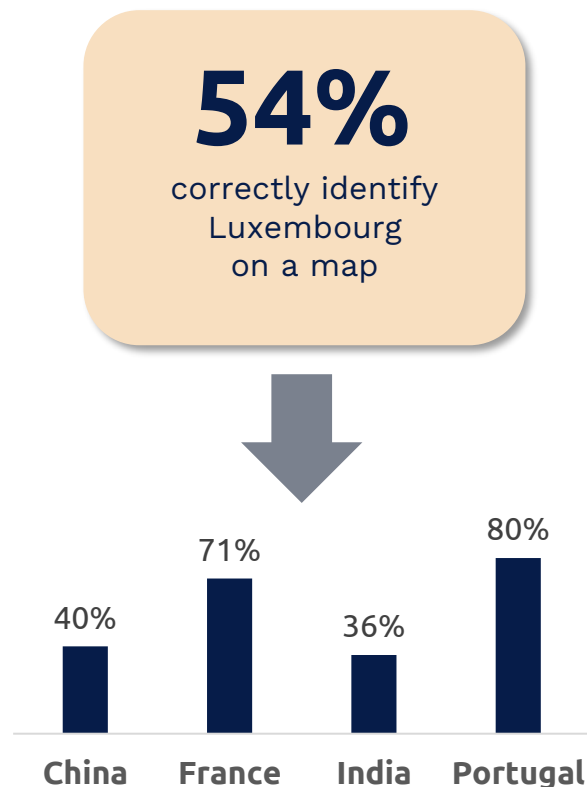
Profile of those willing to relocate to Luxembourg.

From our perception research, we analysed the demographics of those selecting that they would be willing to move to Luxembourg under the right circumstances. While the geographies are diverse, the trends of those answering that question are listed below. Interesting, only 54% of them correctly identified Luxembourg, although that average was dragged down by China and India.

The demographic profile most interested in Luxembourg is as follows.

- 60% are in their 30s or 40s.
- 81% have a Bachelor's Degree or higher.
- Top reasons for considering moving to another country include **improving standard of living/increasing earning potential, quality of life is better and for a job opportunity.**
- Perceptions of place are most influenced by **first-hand experience, internet research and word of mouth.**
- Information about career and/or new job opportunities is most likely obtained via **online job board sites, company websites and own professional networks.**
- Top incentives/programmes employers could offer during relocation considerations are **monthly auto/housing allowance, rent/housing discount, subsidy or assistance and moving costs.**

This feedback was helpful in developing the target personas on the following page.



Talent personas across geographies.



Student in Luxembourg

- Approx. Age: 18-26
- Bachelor studies & above.
- Highly mobile, already in LX.
- Looking for first job and willing to go where it makes the most sense.
- Loves Europe and could be swayed elsewhere, so needs to be convinced Luxembourg is future home.
- Skilled, but low experience.
- Active on TikTok, Instagram, YouTube, LinkedIn.
- QoL means cost of living, cheap recreation, nightlife.
- Biggest pain point: Needs that first job to get started.



Traveler to Luxembourg

- Approx. Age: 18-60
- Bachelor degree or above
- Experienced traveler.
- Open to moving to the right place where they have access to other destinations.
- Active on Instagram, TikTok, YouTube & LinkedIn.
- Skilled and in an industry that thrives in multiple countries.
- QoL means ease of travelling around, safety, secure job prospects.
- Biggest pain point: Understanding how to land a job in a desired destination.



International Graduate

- Approx. Age: 22-28
- Bachelor degree or above
- Highly-mobile, but based abroad.
- Looking for a quality job first; wants to leave home.
- Studied abroad, comfortable in new markets.
- Highly skilled, but low experience.
- Active on Instagram, YouTube TikTok, LinkedIn.
- QoL means cost of living, career path, nightlife, outdoors.
- Biggest pain point: Housing affordability and moving out from home.

Talent personas across geographies.



Member of Diaspora

- Approx. Age: 30-60
- Bachelor degree or above
- Moderately mobile, but willing to return when time is right.
- Left for experience abroad, but fond memories keep bringing him back.
- Active on Instagram, TikTok, YouTube & LinkedIn.
- International experience.
- Highly skilled, with Luxembourg having edge against competitor locations.
- QoL means career stability, family-friendly, multi-cultural.
- Biggest pain point: Deciding the right time to move home.



Mid-Career Professional

- Approx. Age: 34-50
- Bachelor degree or above
- Less mobile due to family considerations.
- Has a working spouse who is also career-oriented.
- Active on Instagram & LinkedIn; checking out TikTok.
- Highly skilled, but would take a significant salary jump to switch.
- QoL means good schools, family-friendly, safety, healthcare.
- Biggest pain point: Balancing career and family.



Late-Career Professional

- Approx. Age: 50-60
- Bachelor degree or above
- More mobile as an empty-nester.
- Re-energized by career focus & willing to make change based on that.
- Active on LinkedIn. Occasionally on Facebook.
- Well-traveled and has already lived abroad.
- Highly skilled & less pursued by recruiters due to age.
- QoL means safety, outdoors, nice home.
- Biggest pain point: Finding a job with age as a factor.

Target industry sectors for target talent.

1

Logistics

- Freight Forwarders
- Courier and Express Delivery Services
- Warehousing and Distribution Centers
- Supply Chain Management Software Providers
- Third-Party Logistics (3PL) Providers

2

Health Tech

- Telemedicine Platforms
- Medical Device Manufacturers
- Health Information Technology (HIT) Companies
- Biotechnology Firms
- Healthcare Analytics Firms

3

Space

- Satellite Manufacturers
- Space Exploration Firms
- Aerospace Component Suppliers

4

Cleantech

- Renewable Energy Producers
- Energy Storage Companies
- Electric Vehicle Manufacturers
- Smart Grid Technology Providers
- Energy Efficiency Solutions Providers

5

Data Economy

- Data Analytics Firms
- Cloud Data Warehousing Companies
- Data Integration Platforms
- Business Intelligence (BI) Software Providers
- Big Data Infrastructure Providers

6

AI

- AI Research Labs
- Machine Learning Platforms
- AI Hardware Manufacturers
- Robotic Process Automation (RPA) Firms
- Natural Language Processing (NLP) Companies

7

Finance

- Banks and Credit Unions
- Investment Firms
- Fintech Companies
- Insurance Companies
- Payment Processing Firms

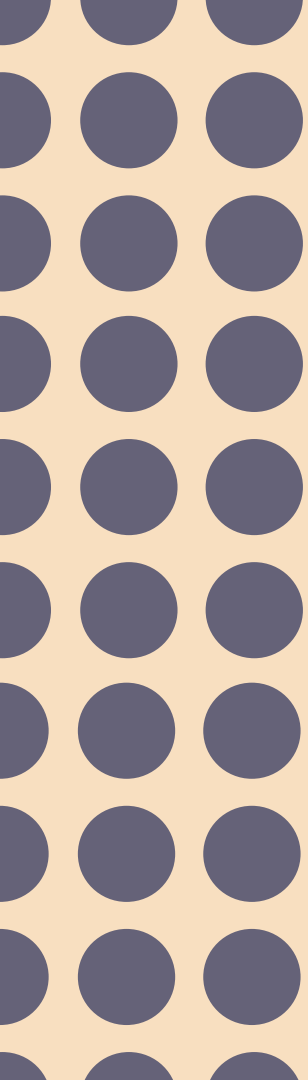


Channels

Promotional priorities for Work in Luxembourg.

Resources are not infinite in place marketing. To be cognizant of this – and also considering the “newness” of Luxembourg’s talent initiative without a defined annual budget yet – we’ve developed the channel mix in a tiered format that breaks out four priorities. This actionable, scalable plan is intended for Luxembourg to know which steps to take now (priorities 1 & 2), adding additional priorities as resources allow (3 & 4).

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.



Priority 1

Build a top-performing digital ecosystem that showcases Luxembourg's jobs & lifestyle.



“ Talent relocation is a digital-first journey, where internet research ranks higher among international talent than first-hand experience.

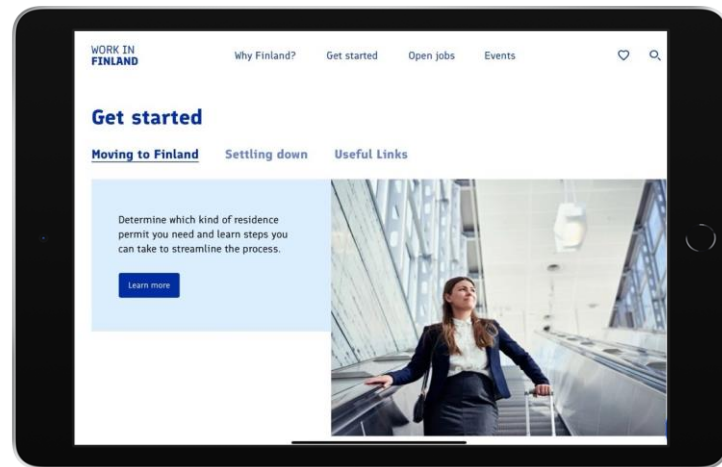
Develop a compelling work/live website.

The initial step is to build out a compelling website that promotes the country as a great place to work and live, and provides essential and practical information about finding a job and settling. In many ways, it should aim to be a one-stop-shop for the relocation journey. We'll dive deeper into the website strategy during the next phase of our work, but key elements to include are as follows:

- Why Luxembourg: Highlighting the primary value propositions.
- Work in Luxembourg: Information about topics like work culture, landing a job, key sectors and salaries. A section on featured employers could be viable depending on resources.
- Live in Luxembourg: Information about topics like education, healthcare, recreation, transportation and expat networks.
- Immigration: Key details around steps needed and visa information to help internationals understand the process.
- Jobs Board: ADEM's existing jobs board can be utilized, integrating it with the rest of the content presented here. This is a win-win.
- Interactive Map: Highlighting different regions and living opportunities. This will help address lack of knowledge about Luxembourg's location while also spreading interest beyond the capital. Each region can have detailed pages with information about target sectors, local attractions, interesting facts and job links.
- Employer Section: Keeping resources readily available to industry.

Eventually, testimonials and potential integration of the Faces of Luxembourg will bring highly-inspiring content to the site as people try to see themselves living there.

Sample from [Work in Finland](#).



Digital assets to prepare in early stages.

Along with the website design and development, additional foundational resources that will be needed for a strong start include the following four categories – a PDF relocation guide and employer toolkit, email templates (and eventually automations), and a CRM that acts as a backbone for managing the customer experience (both for talent and companies).



Relocation Guide

A comprehensive relocation guide will address why to live-work in Luxembourg, soft-landing information and an immigration guide. It can be used to track how many downloads online, which is a valuable metric. This should closely mirror the content on the rest of the website.



Employer Toolkit

The website isn't just for talent; companies will find it helpful also. It provides them with tools to help sell Luxembourg as a place to their candidates. The toolkit should focus on key steps employers need to consider and share resources that help sell the "place."



Email Communications

The website will have an email sign-up to nurture the interest of international talents. Collection of emails should be start early to build a database of interested individuals; actual email marketing to them could come later when ready (but we recommend not waiting too long).



CRM & Automation

A CRM will be invaluable to track user journeys and set up optimizations to foster more engagement and keep internal operations efficient. This will allow for scaled-up targeted marketing in later stages. This could take some time, which is fine – but we recommend building toward this step within 1-2 years.

Develop a keyword strategy that informs content creation for the website, social media & e-news.

The website should be built with SEO best practices in mind to enable discovery among global talent. It starts with a sound keyword strategy that can connect interested workers with opportunity.

This is done by researching relevant keywords and segmenting those into no/low-intent, mid-intent and high-intent keywords. From there, high-intent keywords should be prioritised. By incorporating these into core pages or new content – including internal links into the copy and/or images with alt text – this will expedite Work in Luxembourg's visibility early on. Next, mid-intent keywords can be addressed.

Ideally, a strong foundation of content will be ready in time for launch, with a steady flow of 2-3 new content pieces each month thereafter. The content will also power social media and the e-newsletter.

Aside from the samples to the right, which are all high intent, additional content ideas can address questions that workers will be asking, such as:

- **Activities:** "What Expats Do in Luxembourg?", "15 Things You'll Discover When Moving to Luxembourg"
- **Life:** "Luxembourg's Most Beautiful Neighborhoods", "What is the Cost of Living Really Like in Luxembourg?"
- **Integration:** "12 Ways to Settle Into Life in Luxembourg," "The Best Expat Resources in Luxembourg"

Keywords	Search Volume
job openings in luxembourg	65000
work in luxembourg lu	18100
work in luxembourg	12100
luxembourg work visa	6600
luxembourg work permit	6600
work permit for luxembourg	6600
visa luxembourg	3600
luxembourg work visa for indian	2900
indian visa luxembourg	2900
luxembourg visa for indians	2900
work visa for luxembourg from india	2900
luxembourg work visa cost	1000
luxembourg work permit agency	720
luxembourg job seeker visa	590
luxembourg study visa	590
work in luxembourg for indian	590

Sample keywords with volume from initial search.

Social media channels for programme startup.

Staff resources will be limited to start, but having a separate social media presence for the talent programme will provide the best results long-term. Below we suggest three talent-specific channels to start. A fourth – YouTube – can share the Let's Make it Happen profile in the near-term due to the resources involved in activation of a separate channel. Additional options will come in the final set of priority actions later in the talent initiative.



PRIORITY

High. Its career-oriented content for job seekers makes this a natural first channel to prioritise.

WHO

All target personas.

CONTENT FORMATS

Articles, videos, carousels, infographics, employee/expat testimonials, lifestyle images, industry profiles, career advice, sector-specific job openings, life in Luxembourg.

POSTING SCHEDULE

1-2 times per week.



PRIORITY

High. Facebook ranks 1st in *What Talent Wants* for finding jobs & learning about locations.

WHO

Mostly Diaspora, Mid-Career & Late-Career professionals.

CONTENT FORMATS

Articles, videos, infographics, employee/expat testimonials, lifestyle images, industry profiles, life in Luxembourg. Also look to engage in career-oriented groups.

POSTING SCHEDULE

2-3 times per week (can replicate content with IG)



PRIORITY

Medium. Instagram ranks 2nd in *What Talent Wants* for finding jobs & learning about locations.

WHO

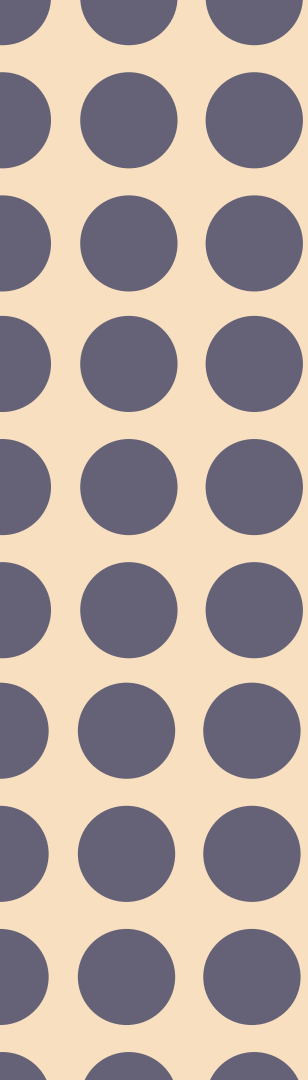
Mostly Students, Graduates, Travellers and Mid-Career Professionals.

CONTENT FORMATS

Stories, Reels, employee/expat testimonials, lifestyle images, life in Luxembourg.

POSTING SCHEDULE

2-3 times per week



Priority 2

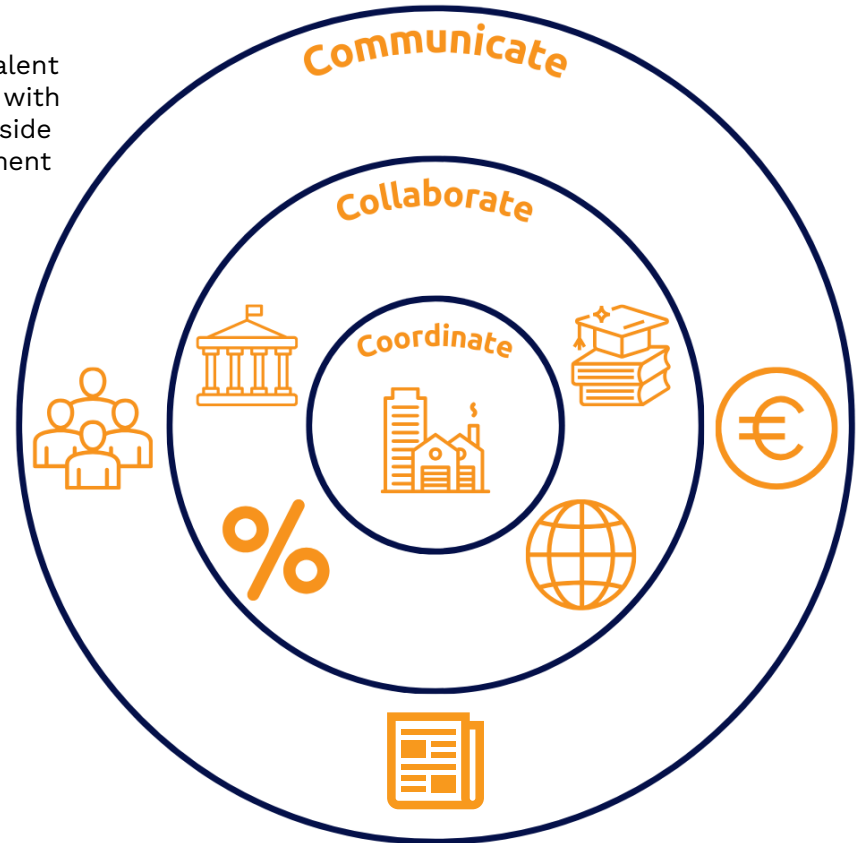
Ensure messaging for local audiences is ready and communicated to stakeholders.

The background of the slide is a dark, blue-tinted photograph of a scenic view in Luxembourg. It shows a calm river reflecting the surrounding landscape, which includes a large, rugged rock formation on the left and a multi-story building with many windows on the right. The overall mood is serene and professional.

“ When a new place marketing campaign launches externally, there should be no surprises locally. Buy-in and engagement from Luxembourg’s stakeholders are crucial to the success of the campaign.

Develop a stakeholder map to ensure key internal audiences are informed.

As with most place marketing initiatives, getting the most out of a talent program will require coordination, collaboration and communication with various stakeholders and partners within Luxembourg as well as outside of it. Building a stakeholder map along these three levels of engagement will enable the LMIH team to manage everything from international partnerships and events to ensuring the strategy aligns to industry needs. Here are the key stakeholders to start.



Develop fact-based educational messaging for in-country audiences.

International talent attraction programmes can be controversial with local constituents, who can come to view any external-facing efforts as giving special treatment to foreigners over the needs of locals. With rising inflation, housing cost increases have an easy target as well – expats.

No one is trying to replace Luxembourg citizens. There is a clear need for international talent in priority industries which can't be met with home-grown supply alone. Transparency and factual evidence are the best ways to address any controversies that arise, which should be an expectation among the LMIH team.

One way to stay ahead of the curve is to build a framework for internal communications, with the purpose of clearly communicating the need for and benefits of international workers for the economic prosperity of all Luxembourgers.

To the right are a number of suggestions on highlighting facts around the shortage of existing skills for growth industries, programmes to develop/upskill existing workers and the emphasis on attracting back the diaspora first will help mitigate perception issues. Talent development requires a layered approach, as no one strategy will address the needs.

Important themes to address:

- ✓ The pain that Luxembourg companies are facing, including current and projected shortages of qualified workers and its impact on economic vitality.
- ✓ Average graduates in each of the priority sectors, indicating the skills shortage via traditional means.
- ✓ Workforce development programmes to develop future talent pipelines of students in each of the strategic focus areas.
- ✓ Efforts being made to upskill and reskill Luxembourg talent from other industries, which shows alternate initiatives are in action.
- ✓ Stress the focus on recruiting back Luxembourgers first, showing that “boomerangs” are prioritized.
- ✓ How international perspectives enrich the workforce and add economic dynamism.

Communicate launch of Work in Luxembourg initiative with all stakeholders.

Once the digital ecosystem is set and the internal messaging is ready, stakeholders should be engaged through a number of workshops that educate about the challenge facing the economy, the collaboration with private industry to address it and the action plan moving forward.

Each interactive workshop can share research on talent, showcase the competitive environment, communicate the action plan, unveil the resources available to partners and ask for feedback. Getting them to contribute ideas and perspectives will make them feel heard and part of the initiative. Link sharing will also aid SEO for the new Work website.

Using the stakeholder map previously outlined, LMIH can let everyone know what to expect in terms of communication about the initiative. Further, those in the collaboration layer can hold breakout sessions to unearth new ideas that make this campaign partially theirs.

And lastly, the companies and industry associations that are in the coordination layer can discuss how best to communicate success back to LMIH. Feedback is fertilizer for the initiative, so ensuring companies are communicating success back will improve programme sustainability.

Stakeholders to engage:

- ✓ Industry associations and their employers (specifically in HR) in the key sectors that the programme will aid.
- ✓ Related government departments that support the talent ecosystem and will be valuable partners in future initiatives.
- ✓ Academic institutions, particularly the directors of career placement, to inform them how this can equally help keep students local after graduation regardless of citizenship.
- ✓ Service providers in real estate, accounting/tax, legal, real estate, recruitment and other layers of the talent value chain that stand to benefit from and contribute to a successful initiative.
- ✓ Members of the diaspora and international partners who act as Luxembourg's ambassadors abroad.

Plug into existing EURES & ADEM resources and efforts to amplify early efforts.

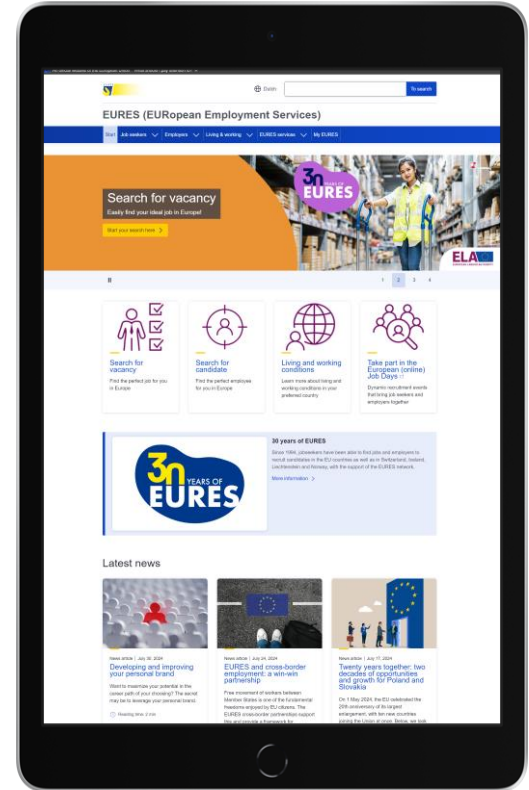
While this Work in Luxembourg initiative is just getting started, the National Employment Development Agency (ADEM) has been working closely with the European Labor Authority's EURES Network to facilitate the connection of jobseekers and employers around the EU for a while.

The ADEM website is mostly a career portal with very little livability information on it—and they are open to integrating efforts where it makes sense. The types of jobs listed have been narrowed to those that the Work in Luxembourg scope is prioritising, so there is already alignment there. Thus, partnership is a natural place to start and a potential solution for the limited staffing resources that Work in Luxembourg will be faced with.

The first benefit is an exchange of lessons learned about what talents are seeking in Luxembourg and impediments that have been experienced. A second is to fill gaps in what EURES and ADEM are already doing, so as not to duplicate efforts. Here, we're looking for a $1 + 1 = 3$ relationship.

Additional elements to discuss include content partnerships and contributions that will lend authenticity and reach to both organizations, as well as event partnerships and collaborations.

What EURES and ADEM have been doing should provide a springboard for Work in Luxembourg, with the focus on addressing gaps and accelerating reach.



The EURES portal.

Build strong partnerships with the private sector.

Building this initiative with the private sector rather than for them is the best path to success. To meet their needs, fill skill gaps and report on wins that create a snowball effect for future efforts, their close involvement is paramount. They should be fully on board with this, as any talent attraction efforts are a direct benefit for them. Here are four ways to work with them.



Education

If any negative perceptions about attracting internationals arise from citizens, companies that can speak to the need for cross-border recruitment are helpful advocates. They can also help educate peer companies that are not yet convinced of the value of international workers.



Content Creation

The best people to tell Luxembourg's live-work story are the ones living and working there. Partnering with companies to highlight their own career opportunities, as well as their employees who are excelling, provides engaging content for social, email and website.



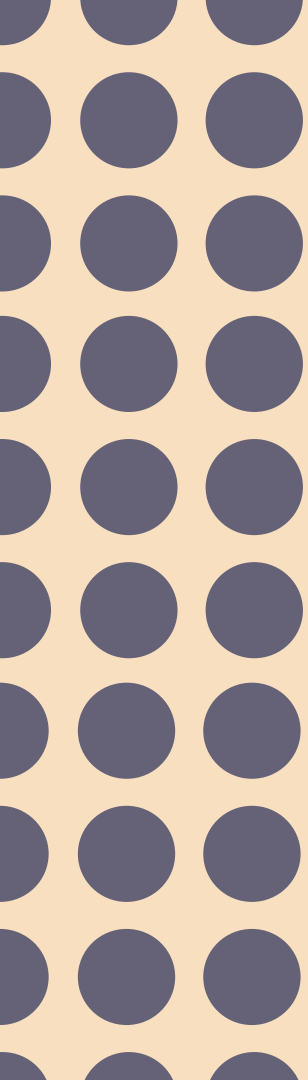
Lead Generation

Available job openings can be posted to the Work website, which will generate interest from new candidates. Partnering together on in-person events also pools resources and increases the appeal to candidates who are considering relocation.



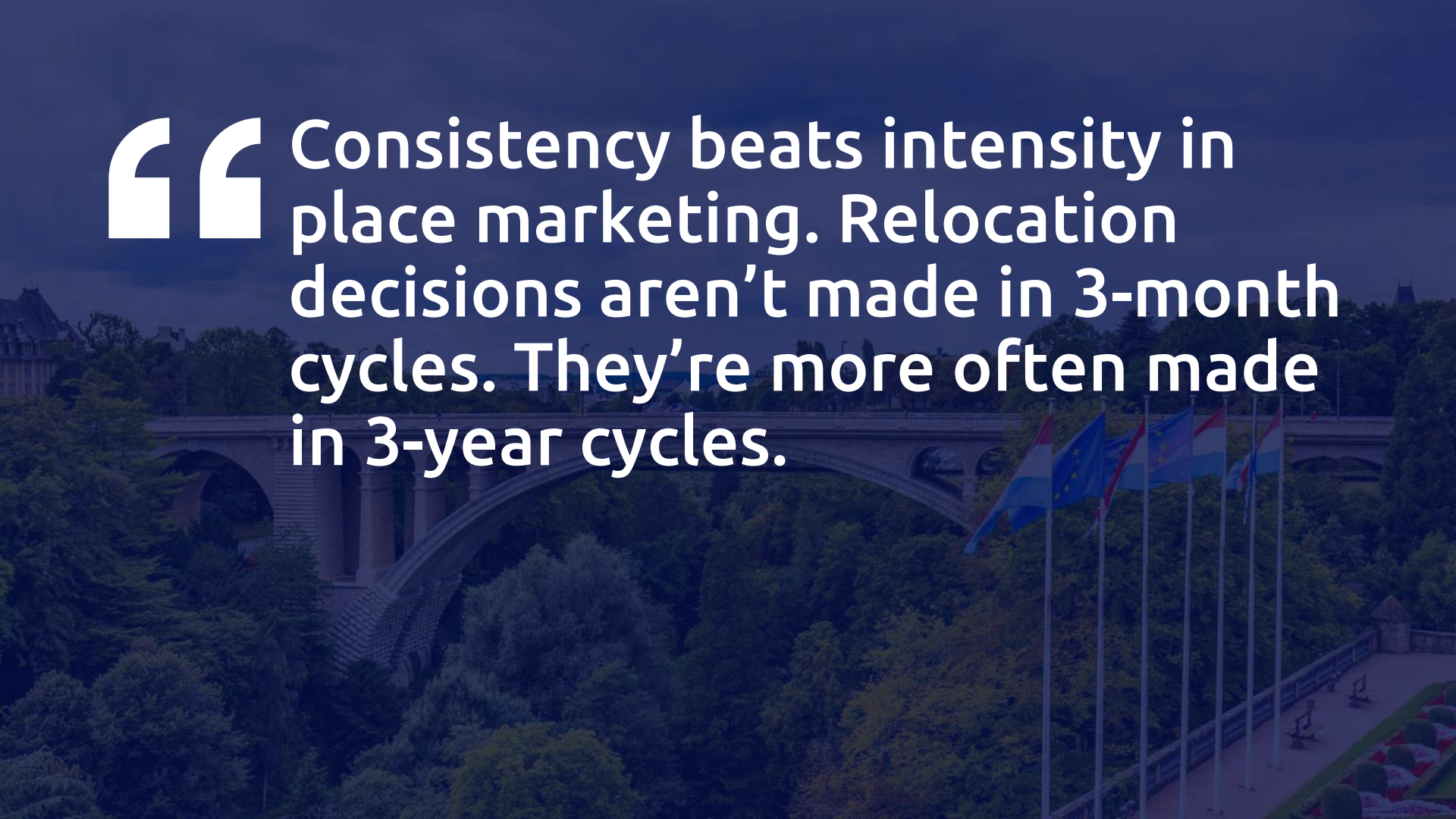
Reporting

Ultimately the initiative will be judged on whether it is moving the needle. Getting feedback from companies is important to showing that progress and also adjusting where marketing tactics are not working as intended.



Priority 3

Deliver Luxembourg's key messages to target audiences to inspire action.

The background image is a dark, atmospheric photograph. It features a large, multi-arched stone bridge spanning a deep, dense forest. In the lower right foreground, several flagpoles stand tall, flying a variety of flags including the European Union flag and national flags of several European countries. The overall scene is dimly lit, with the bridge and flags providing the primary points of interest against the dark foliage.

“ Consistency beats intensity in place marketing. Relocation decisions aren’t made in 3-month cycles. They’re more often made in 3-year cycles.

Attend events with a Work in Luxembourg booth.

Industry trade shows are not just an Invest-only audience. For consumer-friendly events in Luxembourg's priority industries, consider a talent booth as well. Web Summit is a popular one among IPAs with talent initiatives, as pictured to the right from Web Summit Rio. Other possibilities include Finnovate, The Next Web, Vivatech & World AI Summit.

This can be a strategic way to get on the radar of international talents who possess the right skills. And doing so in partnership with organizations like Luxembourg Trade & Invest (as well as the private sector) could result in shared costs that achieve better ROI. LT&I and companies also have insight on the right conferences with the right audience dynamics to better direct resources.

This can extend to non-industry-focused events also, as LMIH is participating in many larger events like the Olympics and World Expo. While the pavilions at such events serve a larger purpose, making sure that talent attraction is one of those key messages (with the right resources available for sharing and take-away) fits into the overall place branding picture.

Visit Luxembourg is one other partner to pursue for the right events. The consumer-oriented visitor message translates well to potential talents also. After all, today's visitor could be tomorrow's talent.

In the early stages, existing LMIH booths will help reserve resources. But as the initiative matures, consider dedicating resources to a talent-specific showcase.



Social post after Work in Austria's attendance at Web Summit Rio.

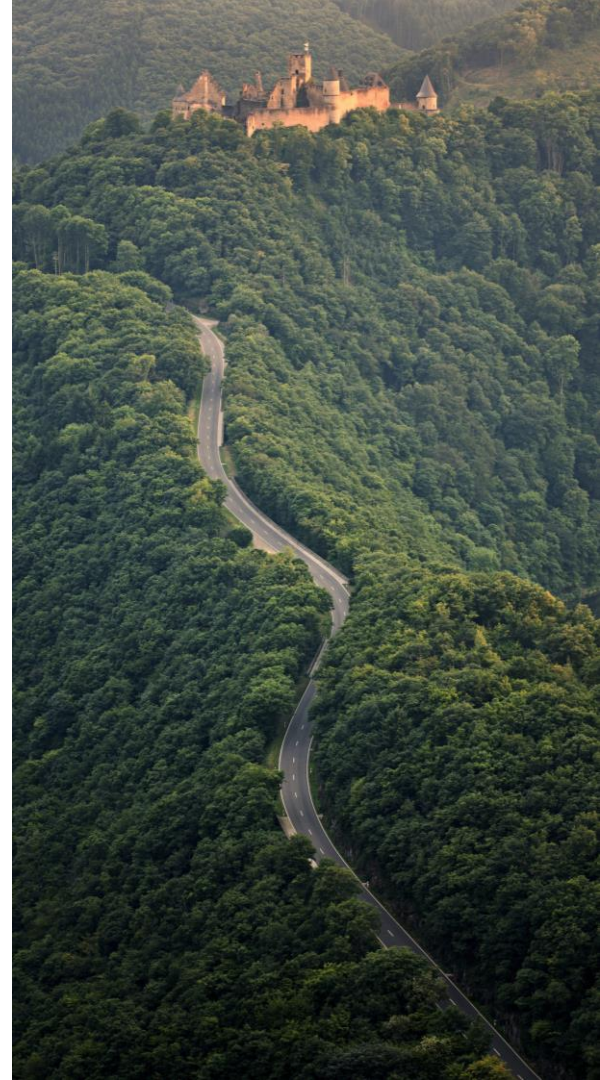
Identify and attend career days, career fairs & student competitions in target markets (& at home).

Cities and countries aren't the only ones struggling to find talent these days. As a result, there are a number of career-related events across industries and geographies, including those in the target markets identified.

Depending on budget and staffing, the Work in Luxembourg team and its private sector partners can attend these events and meet candidates, selling both the career and lifestyle opportunities of Luxembourg. The attendance numbers aren't always huge, but the quality of conversations and chance to meet face-to-face with candidates is alluring. These are individuals in the job market now.

Candidates do tend to be on the younger side, so opportunities like this might attract certain partners to participate over others. Strong talent pipelines and industry alignment should be considered.

Also not to be overlooked are those events occurring at home. Many of these are the perfect chance to inform local residents about the Work in Luxembourg initiative and how it can benefit them in staying.



Expand existing public relations initiatives to include livability storylines.

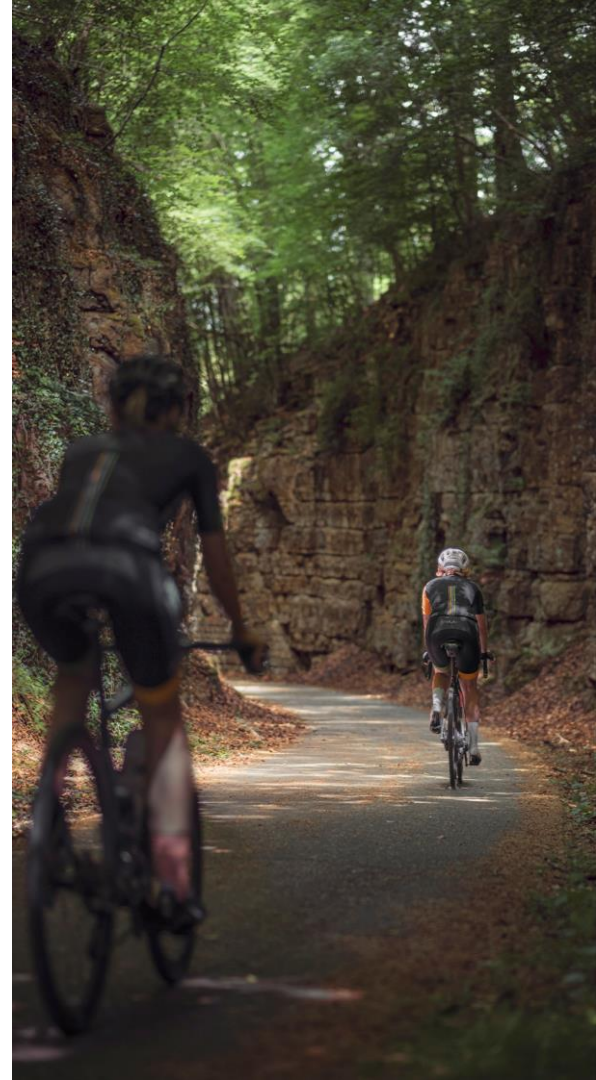
Public relations campaigns can run high in costs, so a livability campaign is only viable if the largest budgetary resources are available. Assuming that is unlikely to be the case early on, another option is to plug into existing PR efforts that key partners are already engaged in.

One example is Visit Luxembourg, where the travel-talent message is closely related so far as livability and recreation is concerned. Any list of potential story ideas should include the country as a place to live. Also, as Visit Luxembourg hosts journalists, key messaging around livability should be shared along with visits to notable locations.

Many travel stories talk about living in a place as a part of the coverage and an increasing amount of online stories from the travel media are about living and working in a destination, not just leisure travel.

Beyond the press, also look for high-value, low-cost opportunities such as those through various stakeholders (industry associations, ministries, universities, etc.). Their newsletters and social media channels are excellent forums to share relevant content about the Work initiative.

Lastly, strategic pitches to local media with initiative updates and successes are smart. This maintains transparency, keeps stakeholders informed and can help manage local sentiment.



Advertise Luxembourg's live-work qualities to target audiences on search and social.

Using the same channels as organic social, launch ad campaigns that narrowly target the right individuals and connect them with Luxembourg's live-work story. Google search is another essential channel.



Given the highly-skilled qualities that Luxembourg is looking for, this is the channel to prioritize because of its targeting capabilities and career-oriented disposition.

That said, still sell the Luxembourg lifestyle qualities alongside the job opportunities. A mix of video, carousel and static images is advised.



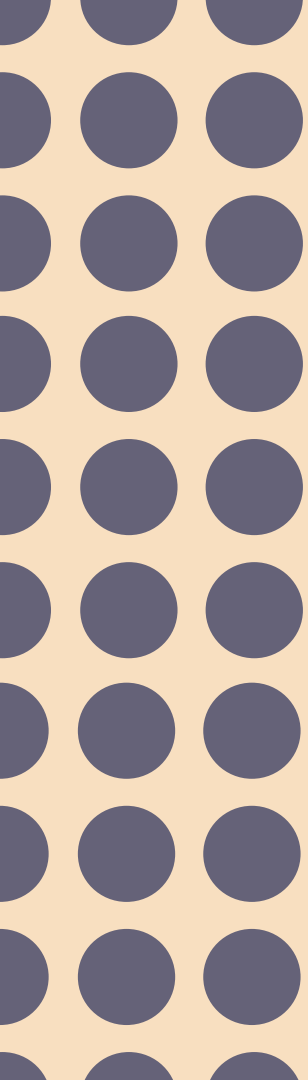
Next in the line of progression is Facebook, which may offer more access to later-stage professionals, but still gets high engagement across content formats. It ranked No. 1 in *What Talent Wants* for social media use and influence on locations. Targeting is not as precise as LinkedIn, which should be considered.



Facebook and Instagram are managed on the same platform, so both could be tested simultaneously and optimized toward the better performer. A mix of video, carousel and static images is also advised here, with content orienting slightly more to the lifestyle aspects of Luxembourg. Instagram ranked No. 2 among the *What Talent Wants* respondents.

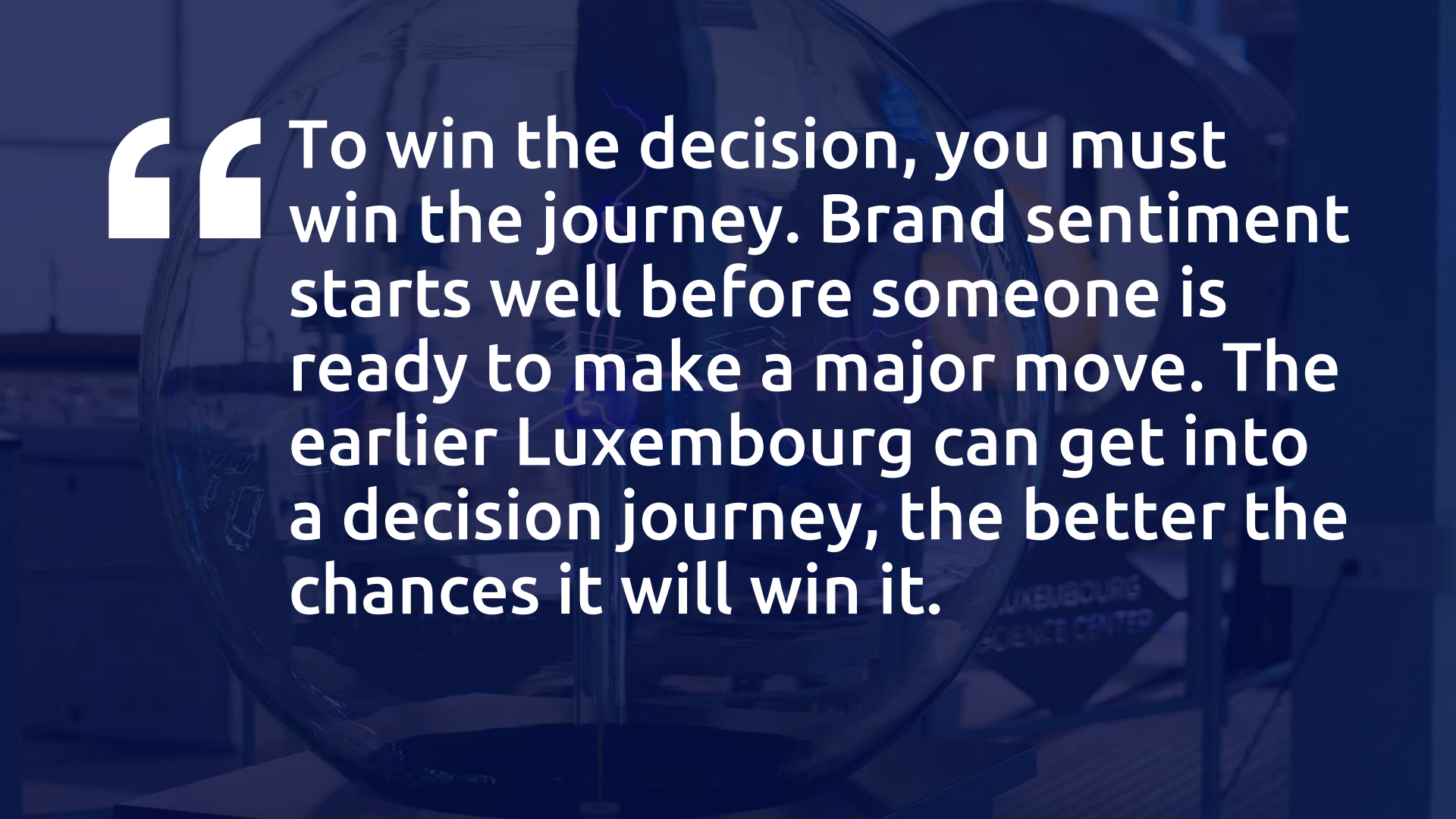


Search campaigns can capture talents in the midst of their relocation journey, searching high-intent words at high volumes. It is also a high-conversion channel, meaning there will be better ROI on campaigns here than on those above. Meanwhile, YouTube targeting isn't as precise as LinkedIn, but there are still solid targeting capabilities that can land paid ads in front of the right people (ranked No. 4 in *What Talent Wants*). Its ability to play off of Google Search Ad data is also an advantage when both are used together.



Priority 4

Scale the initiative based on early successes and stakeholder buy-in.



“ To win the decision, you must win the journey. Brand sentiment starts well before someone is ready to make a major move. The earlier Luxembourg can get into a decision journey, the better the chances it will win it.

Integrate Faces of Luxembourg & testimonials into the Work website.

We are big believers that the foundation of a strong content strategy comes from not just creativity alone, but having a foundation of data, facts and success stories that adds third-party credibility to the message. The latter element is something that will take time to develop, but will be important to allow internationals to see themselves in Luxembourg – particularly when seeing those living there who are from their own country.

It will also add high levels of credibility by having these current expats share their lived experience and favourite parts of the nation. Finding multiple internationals from the target countries to add other commentary – perhaps even to highlight their own creativity through “Local Guides” or a “My Lux Life” series would add color and creativity to the messaging.

One existing source of great stories is the Faces of Luxembourg content, which could be integrated into the talent website. It will showcase the country’s creativity and diversity through the people living there, regardless if they are originally from there or long-time expats.

Once example of using talented locals (regardless of origin) is from Business France’s [Make It Iconic](#) campaign featuring some of the country’s top talents, from sports, music, culinary and arts. The message exudes “Greatness Lives Here.” Tapping into these rich personas is a wise strategy to put a face on Luxembourg for those who might be early in their discovery journey.



Partner with companies to fund new campaigns.

One way to expand Luxembourg's budget capabilities (to the extent it is possible according to policies and bylaws) is something that is common with destination marketing organisations – create a co-funded campaign or co-op that benefits both parties. How could this work?

While the exact funding numbers need further discussion and testing with employers, the concept is as follows using simple numbers for illustration:

- Company X contributes €5,000 to a larger Work in Luxembourg campaign.
- As part of this, Work in Luxembourg creates a landing page that features Company X openings, as well as other industry-related openings and a Luxembourg-specific sector profile.
- The €5,000 is directly put toward ads that will position the company's career opportunities favourably, but under the umbrella of the larger Luxembourg place marketing message.
- The talent website provides the tracking parameters to show which candidates were generated from each employer campaign, opening the potential for an ongoing co-op.
- The additional funds amplify Luxembourg's visibility while generating dedicated CVs for the sponsoring company.

The co-op amplifies Luxembourg's visibility to international talent alongside that of the company, attaching value to both brands in the end.



Host virtual career fairs to reach multiple geographies in one event.

Another way to engage local employers is through hosting virtual career fairs, which offer access to a larger range of geographies all at once. These can be done as single industry initiatives or all in one depending on the level of company participation.

Platforms range in cost, usually by level of support and technical complexity, and can run quite high in price. But they offer strong reporting metrics that can help communicate bottom-line outcomes with participants. They also offer greater scale than traveling the world to in-person conferences all of the time.

To maximize these, each company participating should plan to do promotion of the campaign themselves in addition to Luxembourg. Getting key partners, especially in the target markets, to share any promotions will also be important to maximize visibility. Emailing those who have signed up online and targeted digital advertising campaigns are other ways to amplify visibility.

Early on, numbers of candidates could trend slightly lower (some of this will be determined by the types of companies and industries that are participating), but as Luxembourg spends more time in each target market, the quantity should increase.

Example of virtual career fair run by the Northern Virginia (USA) region, DC's tech hub.

The screenshot displays a virtual career fair event page for Northern Virginia. The header features the Northern Virginia logo and the event title "IT & Cyber Security Virtual Career Fair" for January 27, 2022. The page describes the event as an interview with talent in the IT sector from all over the nation, spanning across experience levels and security clearances. It mentions that FCEDA has 50 available booths for employers hiring for tech talent in Northern Virginia. The event is a Virtual Career Fair running from 1:00-4:00 PM EDT, virtual via Brazen Platform. Below this, a section titled "How We're Driving Diverse Talent to the Event" lists three strategies: Top universities and training programs (with a graduation cap icon), Targeted digital advertising (with a target icon), and Outreach to organizations and partners (with an envelope icon). The bottom of the screenshot shows a chat interface with a "CHAT" button and a "Not waiting to chat" status. The chat window displays a message from a user named zhigao h., who is a new graduate from Upenn (expected to graduate this May) and is interested in entry-level software engineer positions. The chat interface also includes a "Join the discussion..." button and a "Sort by Newest" option.

Own first and last impressions to leave travelers longing for Luxembourg.

Partner with Airport for Talent Promotion

Pending the airport's willingness to cooperate – even on a small scale – Luxembourg can make a strong first and last impression to many visitors to reinforce a “talent lives here” message.

Use space at the airport to give business and leisure visitors a stronger identity of the region as a top destination for quality of life. The messages can be sprinkled throughout the airport to intrigue, educate and leave a lasting impression.

The same can be done at Gare Lëtzebuerg for rail travelers.

“Living in Luxembourg” Booklet at Tourist Offices & Hotel Partners

When individuals visit tourist offices throughout the country, they should be able to find “Living in Luxembourg” booklets with some of the same information as what's on the website. This practical overview of the key steps to relocating to Luxembourg will help turn travelers into advocates.

Additionally, the rate at which these booklets are picked up and requiring replacement is a KPI to be tracked for programme success.

Arrange a Departure Amenity

For high-leverage events, conferences and other celebrations in Luxembourg, organize a leave behind (i.e. local LMIH chocolates) with local hotel partners on the day of check out that ties into the Work-Live message.

The departure amenity leaves a lasting impression on the visit and can include strategic calls to action for audiences to see themselves in Luxembourg beyond the visit.

Additional efforts to scale Work in Luxembourg.

As the talent initiative matures, additional opportunities will arise for further promotion. We've listed four more below that can be considered to expand reach, capture interested candidates and improve perception of Luxembourg as a place to live.



Ambassadors

Ambassador programmes can take many forms. However, one benefit is connecting prospective candidates with vetted ambassadors (directly or via LinkedIn) so that first-hand experience can be shared.

Ambassadors that are diverse in sector and origin country will be important.



Influencers

Work with influencers who have settled or are born in Luxembourg and highlight their journey, travel related tips, and success stories around their professional career in Luxembourg. These can be utilized on platforms that prioritize video content such as YouTube, TikTok, Instagram and LinkedIn.



Expat Communities

Engage in discussions on popular expat forums like InterNations, Expat.com, Reddit, Quora, Facebook, and LinkedIn Groups by providing valuable insights on living and working in Luxembourg. Collaborate with platforms for sponsored posts to highlight career opportunities and the quality of life in Luxembourg.



TikTok

Attract talent on TikTok by showcasing Luxembourg's professional opportunities, quality of life, and success stories of relocated professionals. Targeted campaigns can make Luxembourg appealing to both young graduates and experienced professionals.

Build a real-time “sentiment index” to measure satisfaction among citizens, expats & businesses.

To help capture “real-time” sentiment around talent attraction initiatives and forecast potential challenges, an ongoing online survey of key audiences will collect feedback that feeds into a central dashboard for monitoring.

Each survey will include approximately 5 basic questions that can be automated for monitoring over time, pushed out on social media, e-newsletters and through press articles every six months.

The citizen survey will ask questions around knowledge of upskilling/reskilling resources, satisfaction with overall quality of life and perception of international talents.

The expat survey will address procedural bottlenecks, satisfaction with overall quality of life, perception versus reality and the sense of welcoming and integration into the local economy.

Lastly, the business survey will collect feedback on the need for international talent, the value that internationals bring and the relative openness of companies to hire from abroad.

The survey would start for internal purposes, but could eventually be shared publicly to improve programme transparency.

Sample questions:

EXPAT SURVEY

1. How long have you lived in Luxembourg?
 - <1 year: Rate how difficult (1) or easy (10) the process of relocating to Luxembourg was. (1-10)
 - >1 year: Rate your satisfaction with your move to Luxembourg. (1-10)
2. What has been the biggest challenge in your experience living in Luxembourg? (multiple choice)
3. What has been the biggest benefit of living in Luxembourg? (multiple choice)
4. Rate the overall quality of life in Luxembourg based on your experience. (1-10)
5. Rate how well you think you have integrated into the Luxembourg community. (1-10)

A “Thank You” message can include additional resources for expats to improve quality of life, integration and share their message with others abroad.



Contribution

A framework for selecting KPIs

Measuring place marketing efforts is always a challenge, as there is no monetary exchange involved. Without definitive ROI metrics, it becomes difficult to justify budget allocation.

Even when budget is provided, the expectations for outcomes can be unreasonable based on the resources provided. Here we provide a framework for place marketing measurement, which involves a sliding scale for length of campaign as well as invested discretionary budget (e.g. no staffing costs).

Everyone manages their budget differently, so some flexibility is built in. What doesn't change is that it's impossible to measure "lower right" metrics with "upper left" resources.

For what we're proposing in much of this document, we've highlighted the mid-term and long-term metrics that are viable to measure. Once budget is confirmed, final KPIs can be determined from there. We've suggested an initial set of KPIs on the following page.

C Studios Time & Budget Measurement Framework

	Short-Term (≤6 months)	Mid-Term (1/2 - 3 years)	Long-Term (3+ years)
Low Budget (≤€250k)	Website & SEO: Unique visitors, bounce rate, engagement rate Social Media: Followers, engagement rate Paid Media: CTR, web sessions, impressions Marketing-Qualified Leads Lift in Traffic from Target Markets	<i>+ To the left</i> Website & SEO: Increased organic traffic, increased target keywords, increased domain authority Earned Media Placements	<i>+ To the left</i> Lift in Organic Inquiries/Leads
Mid Budget (€250k- €5M)	<i>+ Above</i> Website & SEO: Unique visitor growth, conversions, contact form fills Social Media: Audience growth, engagement increase Paid Media: Lift in paid v. non-paid metrics	<i>+ Above & to the left</i> Website & SEO: Website visitation growth v. competitors Performance Metrics in Target Markets Perception Surveys Every 2-3 Years	<i>+ Above & to the left</i> Increased Deal Value Improved Close Rate Talent Relocations
Large Budget (€5M+)	<i>+ Above</i> Branded Keyword Increase Brand Mentions	<i>+ Above & to the left</i> Increased Share of Voice Brand Sentiment Surveys & Analysis	<i>+ Above & to the left</i> Regional GDP growth Regional FDI growth In-migration Growth From Target Markets

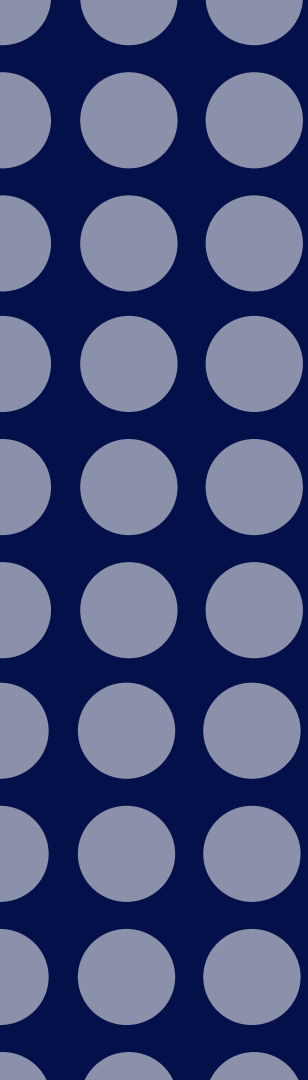
Measuring success for Luxembourg.

The objective for Luxembourg's talent initiative is two-fold: first, to raise the visibility and image of Luxembourg as a desirable place to live and work; second, to support companies in landing more candidates for open jobs, many of those sourced from the much larger international talent pool.

With that in mind, we suggest the following primary and supporting KPIs to measure program success. The first three areas address the above objectives. The last one in gray is a potential future KPI, depending on the success of early phases, engagement level of private industry and growth of the programme into a "lead generating" role. Coordination with ADEM will also dictate final KPIs to be used.

	Image Enhancement	Company Partners	Candidate Actions	Candidate Referrals
Primary KPI	- Website Traffic - Target Mkt Perception	- Company Meetings - Partnerships Secured	Job Views	<i>Interviews Referred</i> <i>Positions Filled</i>
Secondary KPI	- Brand Keyword Volume - Avg. Session Duration	Toolkit Downloads	Relocation Guide Downloads	

Potentially to be managed by ADEM instead. 



Product Improvement Considerations

Maximizing the talent attraction initiative.

Below are additional suggestions based on the competitor research and industry experience that can augment a talent campaign for ultimate success. These are beyond marketing's scope, but will enhance Luxembourg's product offer for global talent. They are to be considered by the Ministry of Economy as it rolls out the talent initiative.



Talent Competitiveness

Consider impact of fast-tracking visas for high demand skills (doesn't have to be read as high-skill only; can be construction, etc. too) as well as expat-friendly tax policies at a certain level. Consider local response and how this impacts factors like housing & cost of living.



Talent Reception & Integration

The most successful talent initiatives often have an international welcome centre or "international house" that provides resources like soft landing services to integration and spouse programmes. Some are free and others charge.



Upskilling Programmes

Having such initiatives helps with messaging locally when people criticize an external talent focus. These are also an asset that can be marketed to internationals, as research shows they are willing to relocate to access upskilling resources.



Dedicated team

It is likely that Luxembourg will hire one person to direct the talent initiative. Additional staffing will need to be considered once the initiative launches, resources expand and the needs evolve. It helps to start now on what this vision could look like.

Thank You!

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