



# How to Attract the Next Generation of Talent

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# Today's Hosts



**Rebecca Gehman**  
Managing Director  
Talent Attraction



**Patience Fairbrother**  
Account Manager  
Marketing Strategy | Branding

**59  
YEARS**

SPECIALIZING

IN

**ECONOMIC  
DEVELOPMENT**

&

**TOURISM  
MARKETING**

**500+**  
represented  
places

**cities**  
**states**  
**regions**  
**countries**

**4 OFFICES**

NEW YORK



LOS ANGELES



DENVER



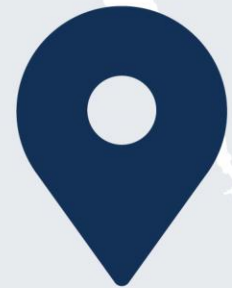
TORONTO



**60**

**MARKETERS**

WITH A PASSION FOR  
**PLACES**



# America's Growing Labor Shortage

*Lack of Workers, Not Work,  
Weighs on the Nation's Economy*

**Mapping the Growing Gap Between Job  
Seekers and Employers**

American businesses can't find workers





Talent attraction is going to become more important than project attraction.

— Darin M. Buelow, Principal, Deloitte Consulting LLP

# Our Talent Attraction Clients



A background image showing two young people sitting on a couch. The person on the left is wearing a blue and white striped shirt and is holding a laptop. The person on the right is wearing a light blue denim jacket over a white t-shirt and is also holding a laptop. The image has a blue tint and a semi-transparent dark blue rectangle behind the text.

# **What Do We Know About The Next Generation of Talent?**





TIME  
@TIME



Millionaire to millennials: Stop buying avocado toast if you want to buy a home [ti.me/2r9pZdV](https://t.me/2r9pZdV)  
1:10 PM - May 15, 2017



**Millionaire to Millennials: Stop Buying Avocado Toast If You W...**  
Avocado prices have soared in recent years  
[time.com](https://time.com)

By AIMEE PICCHI / MONEYWATCH / August 25, 2016, 1:38 PM

## Blame millennials for the vanishing bar of soap

107 Comments / [f Share](#) / [Tweet](#) / [Stumble](#) / [Email](#)

When it comes to how Americans use soap, it's fair to say millennials are making a clean sweep of it.



The Economist  
@TheEconomist

Follow

Why aren't millennials buying diamonds?  
[econ.st/294G6yf](https://econ.st/294G6yf)



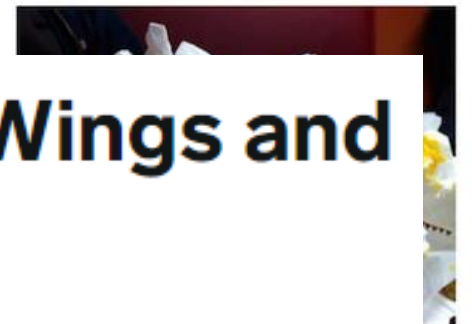
BUSINESS INSIDER RETAIL

## Millennials are killing the napkin industry

Mallory Schlossberg [@mschlossberg](#)  
Mar 28, 2016, 4:35 PM [18,172](#)

[f FACEBOOK](#) [in LINKEDIN](#) [Twitter](#) [Email](#) [Print](#)

Millennials are killing the paper napkin industry.



# Millennials are killing chains like Buffalo Wild Wings and Applebee's

IDEAS • INSIDERS TAKE

# How Generation Z Will Change the World

U.S. • CAREERS & WORKPLACE

## Move Over, Millennials: How Generation Z Is Disrupting Work As We Know It

Meet Generation Z, the 'millennials on steroids' who could lead the charge for change in the US



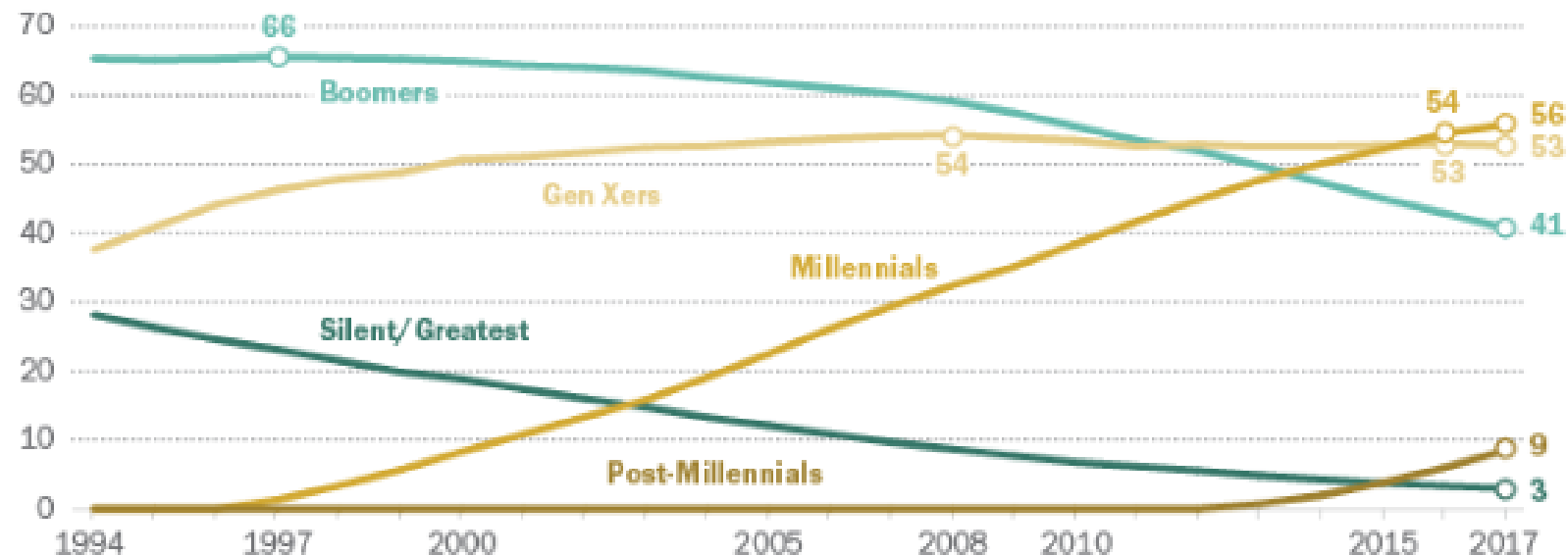


# Millennials are the largest generation in the U.S. labor force

BY [RICHARD FRY](#)

## Millennials became the largest generation in the labor force in 2016

*U.S. labor force, in millions*



Note: Labor force includes those ages 16 and older who are working or looking for work. Annual averages shown.

Source: Pew Research Center analysis of monthly 1994-2017 Current Population Survey (IPUMS).

PEW RESEARCH CENTER

The background is a blue-tinted image of a report cover. At the top, it says '10 FISH' and 'HOW TO REEL IN TOMORROW'S TALENT'. Below this is a grid of ten fishing hooks, each with a graduation cap attached. At the bottom of the grid, there are silhouettes of hands holding up the caps. The report title 'dcio REPORT' is visible, along with the subtitle 'QUARTERLY RESEARCH TO RAISE YOUR ECONOMIC DEVELOPMENT IQ'. The date '2018: Q2' is at the bottom left.

# Our Research: How to Reel in Tomorrow's Talent

2018: Q2

# Who We Surveyed and Why

**Current Students & Recent Graduates**  
Ages 19-25



**Gen Z**  
Ages 21 & Under

**Millennials**  
Ages 22-37



# Three Questions:

- ① How Do They Choose Careers?
- ② How Do They Search for Jobs?
- ③ What Do They Look for in Locations?



A person is sitting at a desk, working on a laptop. The image is overlaid with a semi-transparent blue filter. In the center, there is a large white circle with a dotted border, containing the number '1'. Below this, the text 'How Do They Choose Careers?' is written in white.

**1**

**How Do They  
Choose Careers?**



# When Are Career Choices Made?



**High School – 34%**

**College – 33%**

**Undecided – 16%**

# Top Factors Impacting Career Choice

**63%**



**General interest**

**61%**



**Job stability**

**58%**



**Earning potential**

# Opportunity to Influence Career Paths



**A large majority of respondents—73% — would be willing to train to shift their career paths.**

Are you aware of training programs offered locally or online that would allow you to change careers?



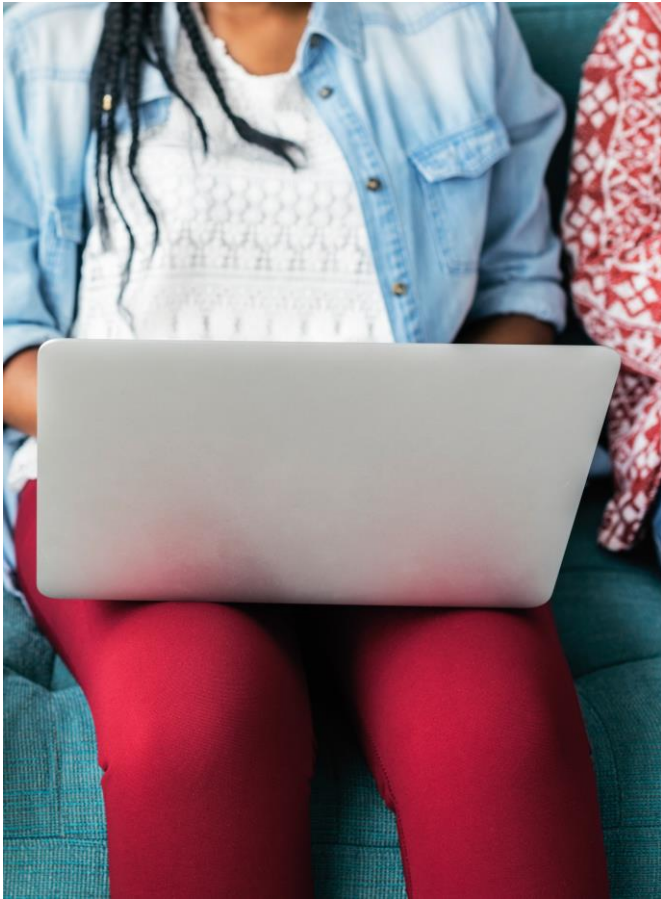


2

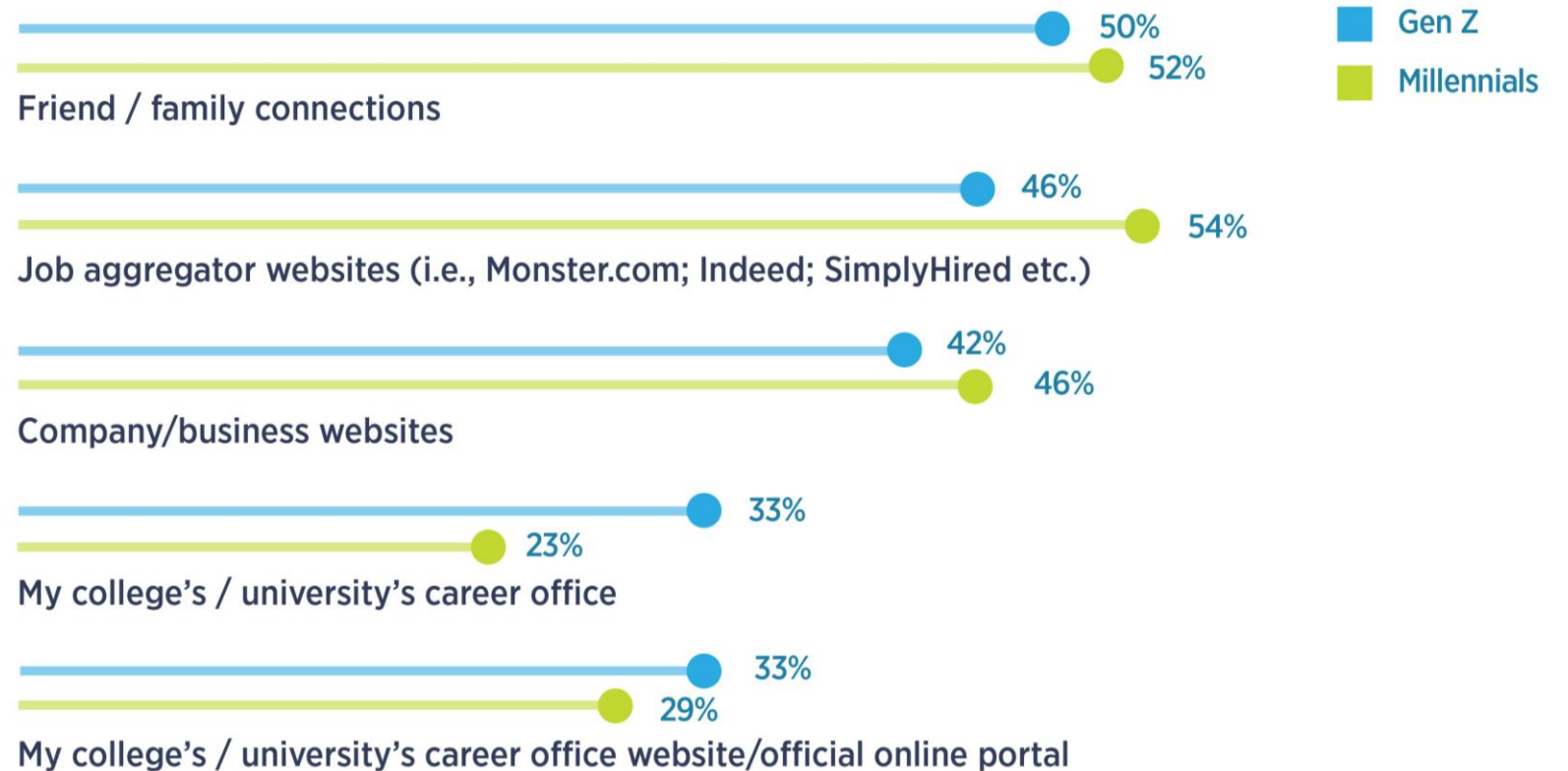
# How Do They Search for Jobs?



# Top Job Search Resources



Please select the top three resources used/do you anticipate using in your search for employment after graduation? (Choose all that apply)





# Internships

A blue-tinted photograph of a wooden desk. On the left, there is a notepad with horizontal lines and a blue pen. On the right, a portion of a white keyboard is visible. The background is a light blue gradient.

65%

NEVER HAD AN INTERNSHIP

# Internship to Employment



**37%**

**Either Previously or  
Currently Employed by  
Company Where They  
Held Internship**

**11%**

**Plan to Pursue  
Employment at  
Company**





3

**What Do They  
Look for in Locations?**

# Where Do They Want to Live?



**13%**

**WHERE I  
ATTENDED  
COLLEGE**



**28%**

**MY HOMETOWN**



**22%**

**A NEW CITY/TOWN**



**36%**

**WHEREVER I CAN  
FIND A JOB**



# Location Preferences



**44%**

**SUBURBAN**



**34%**

**URBAN**



**22%**

**RURAL**



# Top Location Factors



**Affordable housing/rent**



**Overall cost of living**



**Crime rate**



**Ability to live/work/play  
in one location without a  
long commute**



**Available and quality of  
healthcare**



**Diverse economy and  
employment opportunities**

# Best Relocation Tools



**43%**

**RELOCATION  
PACKAGES/INFO**



**65%**

**ABILITY TO TALK  
SOMEONE IN YOUR  
INDUSTRY**



**80%**

**THE CHANCE  
TO VISIT**



# **Four Ways** Communities Can Attract Millennial And Gen Z Talent



A photograph of two women in an office setting. One woman is seated at a desk, looking at a computer monitor, while the other woman stands beside her, pointing at the screen. The image has a blue tint and a semi-transparent dark blue overlay. The word "ONE" is written in a light blue, italicized font in the upper left corner. The main title is in large, white, bold, sans-serif font, centered over the image.

*ONE*

# Don't Just Market the Job— Market the Career Path



# Case Study: Cleveland County, NC





Manufacturing workers in the U.S. earn an average

*18% higher wages*

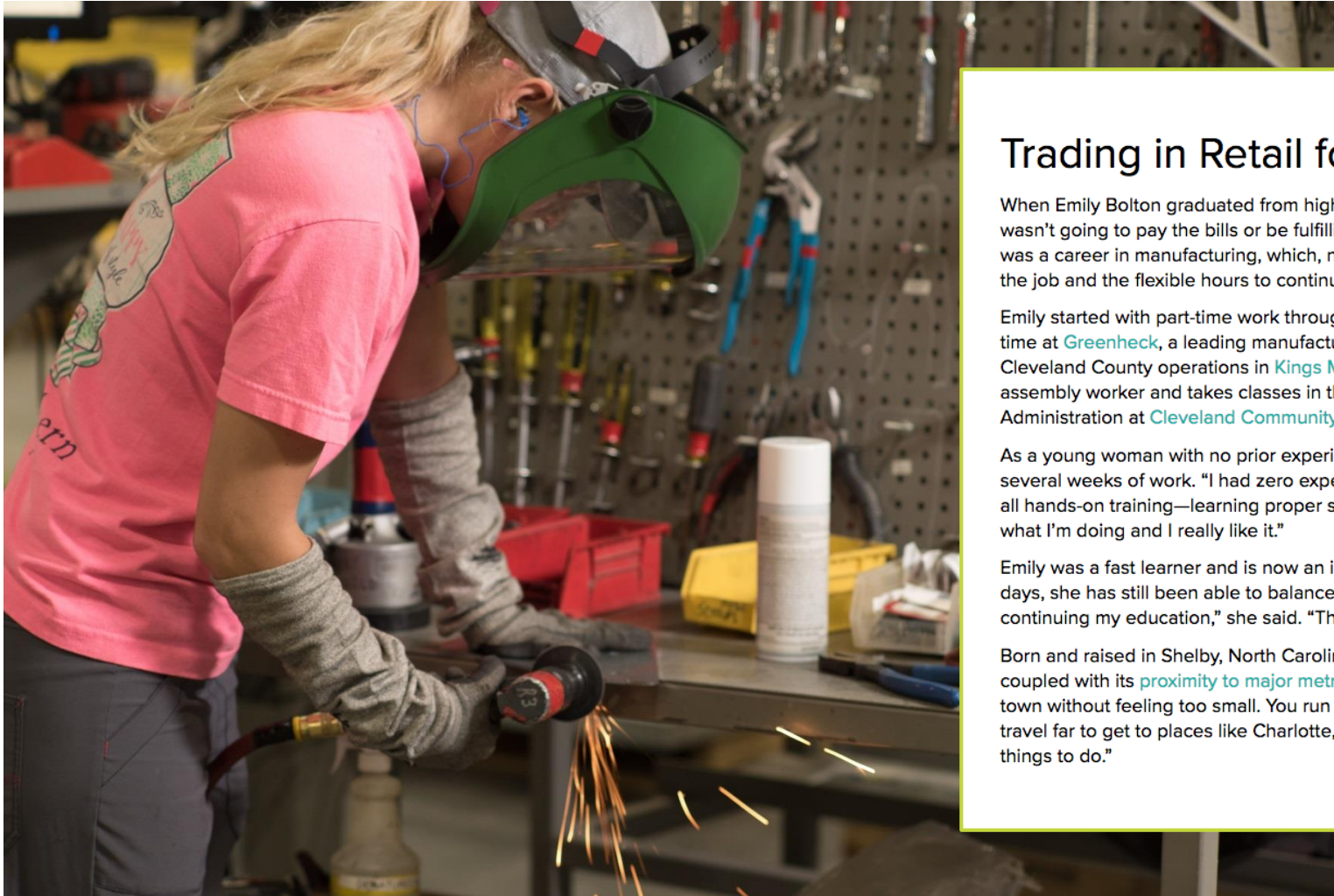
than those in non-manufacturing industries.



*Take Home Extra \$*

Cleveland County's average manufacturing salary to home cost ratio is 44% lower than that in Charlotte, which means more money in your pocket to spend on the things—and people—you love.





## Trading in Retail for a Career in Manufacturing

When Emily Bolton graduated from high school, she realized pretty quickly that working in retail wasn't going to pay the bills or be fulfilling long-term. The answer to this realization, as it turned out, was a career in manufacturing, which, not only pays well, but also gives her the resources to learn on the job and the flexible hours to continue her education.

Emily started with part-time work through a temp agency and within a couple of months was hired full-time at [Greenheck](#), a leading manufacturer of air movement, control and conditioning equipment with Cleveland County operations in [Kings Mountain](#) and [Shelby](#). Today, she works first shift as an assembly worker and takes classes in the evenings toward her Associate's Degree in Business Administration at [Cleveland Community College](#).

As a young woman with no prior experience in manufacturing, Emily had a lot to learn in her first several weeks of work. "I had zero experience with power tools," she said. "The first two weeks was all hands-on training—learning proper safety and technique. It was intimidating at first, but now I know what I'm doing and I really like it."

Emily was a fast learner and is now an integral part of the assembly team. Despite the eight-hour days, she has still been able to balance time for school. "[Greenheck] is really on board with me continuing my education," she said. "They really encourage us in general to continue to learn."

Born and raised in Shelby, North Carolina, Emily enjoys Cleveland County's small-town character, coupled with its [proximity to major metros](#) like Charlotte. "I love the environment," she said. "It's small-town without feeling too small. You run into people you know around town, but you don't have to travel far to get to places like Charlotte, Spartanburg and Asheville. Any direction you go, you'll find things to do."





## GOOD JOBS FOR ALL KINDS OF PEOPLE

Whether you're new to the manufacturing industry or a seasoned pro, Cleveland County provides resources to jumpstart and accelerate your career. Our more than 170 firms are hiring for everything from electrical engineers and robotics specialists to human resources executives and marketing and sales professionals.

No manufacturing experience? No problem. The opportunities to start small and grow big in Cleveland County are endless. Don't wait—find your dream job today in Cleveland County.

[www.CharlottesBackyardNC.com](http://www.CharlottesBackyardNC.com)



and Asheville.

Our residents enjoy many of the benefits of these world-class metropolitan areas without the high cost, or the stress. In fact, Cleveland County offers a cost of living that is 15% lower than the national average.



### Save On Rent Or Buy A House

Cost of housing in Cleveland County is **49% Lower** than the national average.

CHARLOTTE DOUGLAS INT'L AIRPORT 35 min  
DOWNTOWN CHARLOTTE 45 min  
GREENVILLE-SPARTANBURG INT'L AIRPORT 1 hr  
DOWNTOWN ASHEVILLE 1 hr 20 min



sounds and the history of the American South.

These classic sounds are invigorating a new generation of musicians, like local band Acoustic Syndicate and the artists behind Shelby's annual Art of Sound music festival.



Best barbecue in the South, and you can read the stories of people who built North Carolina. And a funny thing is happening: These classics are giving the town all the energy of youth."

— CHARLOTTE MAGAZINE ON SHELBY, NC

woven textiles—and guess what? Many of them are growing and hiring.

Our diverse range of manufacturing firms offer stable and lucrative career opportunities with great salaries and resources for on-the-job growth. That, combined with our low cost of living, means you have the freedom to enjoy your life while growing a career.

## FIND YOUR DREAM JOB

IN *Charlotte's Backyard* CLEVELAND COUNTY

- Good Jobs
- Low Cost of Living
- Perfect Location



### S AND D MAKERS

#### #4 Micropolitan

Cleveland County ranks #4 on Site Selection Magazine's 2016 list of "Top Micropolitans in the U.S."

#### #1 for Manufacturing

North Carolina ranks #1 on Chief Executive's 2017 list of "Top 10 States for Manufacturing"

## BUILD YOUR FUTURE HERE

Discover the perks awaiting you at Cleveland County's innovative manufacturing companies.

### It's All About the Benefits.

Cleveland County manufacturers prioritize their people and understand the importance of offering more than just a paycheck. That means competitive health insurance, paid time off, performance-based incentives and tuition reimbursement, among other perks.

### Not Your Grandfather's Manufacturing Job.

Cleveland County manufacturers are innovative, clean, high-tech and offer attractive opportunities for upward career mobility.

### Take Home Extra \$

Cleveland County's average manufacturing salary to home cost ratio is 44% lower than that in Charlotte, which means more money in your pocket to spend on the things, and people, you love.

### Get More for Your Paycheck.

Manufacturing workers in the U.S. earn an average 18% higher wages than those in non-manufacturing industries. In 2016, the average advanced manufacturing wage in Cleveland County was \$54,860.



A group of four friends (two women and two men) are sitting on a white blanket on a grassy lawn in a park, surrounded by tall trees. They are all smiling and holding red plastic cups. A small, fluffy white dog is sitting in front of them. The scene is overlaid with a semi-transparent blue filter.

*TWO*

# Capitalize on Personal Connections



# Case Study: Charleston, SC

CHARLESTON

open source\_

People

Living Here

Resources

Job Opportunities

Tech News

Ambassadors

Connect

SIGN IN

HOME

FAQ

CHARLESTON

open  
source\_



SHARE ALL THAT'S AMAZING ABOUT  
WORKING IN TECH IN CHARLESTON



CLICK A SOCIAL NETWORK TO  
BECOME A DIGITAL AMBASSADOR!

## HERE'S WHAT YOU'LL BE SHARING:



 .@CityCharleston named a "Best Place to Start a Career" by @wallethub – using 27 metrics ranging from the availability of entry-level jobs to monthly average starting salary to workforce diversity. #chstech #techjobs

**SHARE NOW →**





**Patrick Alessi**

@pwalessi

Follow



.@CityCharleston named a "Best Place to Start a Career" by @wallethub – using 27 metrics ranging from the availability of entry-level jobs to monthly average starting salary to workforce diversity. #chstech #techjobs [sot.ag/7Dc35](https://sot.ag/7Dc35)

11:28 AM - 30 May 2018



***THREE***

**Make Tourism Work for Talent**





# Case Study: Vermont

**The Washington Post**

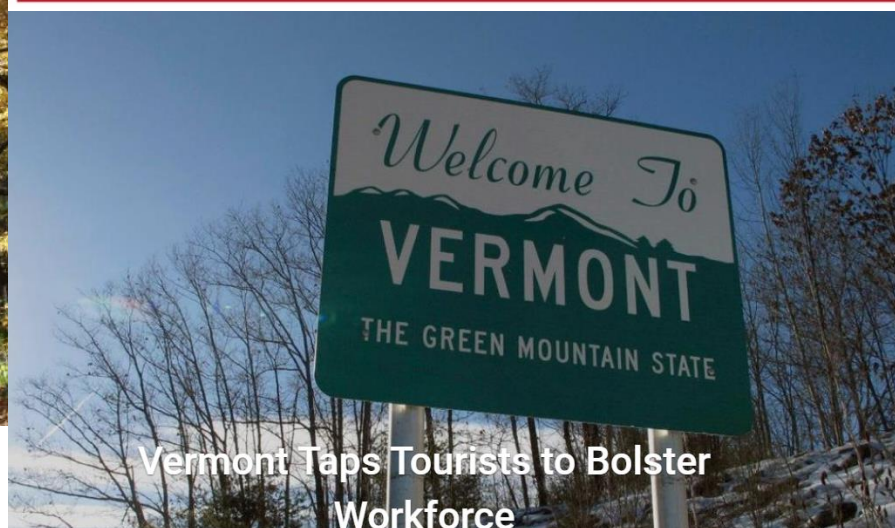
Wonkblog

## Vermont's creative approach to its labor shortage: Hire the tourists

By **Danielle Paquette** April 20 [Email the author](#)



**U.S. News & WORLD REPORT**



Vermont Taps Tourists to Bolster Workforce



## Vermonters Wanted: How Vermont Is Turning Tourists Into Residents

Want to live in Vermont? The state's new "Stay to Stay" program sets weekend visitors up with home tours, job interviews and networking events to help them make the move.

By **Winona Dimeo-Ediger** on May 15, 2018 08:00 AM







**NUMBER OF RESULTING INQUIRIES:**  
**1,000+**



**Publicity Value:**  
**\$3,872,561+**



**Number of Articles:**  
**947+**



**Total Impressions:**  
**1,529,214,707+**



**ThinkVermont Newsletter Signups:**  
**5,439 (1,454% increase)**



**Stay-to-Stay Newsletter Signups:**  
**1,150 (520% increase)**



***FOUR***

# **Go Beyond Your Backyard for Talent**



# Thank You!



**Research**

**Branding and  
Marketing  
Blueprint**

**Media Relations**

**Digital & Social  
Media**

**Website  
Development  
& Design**



# Q&A

dcii

REPORT.....

QUARTERLY RESEARCH TO RAISE  
YOUR ECONOMIC DEVELOPMENT IQ

2018: Q2



**Get a Copy of the Report:**

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**[patience.fairbrother@aboutdci.com](mailto:patience.fairbrother@aboutdci.com)**