



Towards an entrepreneurial **Achterhoek**

An explorative study on the use of region marketing
to recruit labour force for the Achterhoek

Luuk Robers

Colophon

Title

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M. Van Berkel, 'Achterhoek tackles demographic decline', Spits, November 11, 2011. Retrieved August 28, 2012, from <http://www.spitsnieuws.nl/archives/binnenland/2011/11/achterhoek-gaat-krimp-te-lijf>.

Author

Luuk Robers
s0813478

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Specializations Urban & Cultural Geography/Economic Geography
Management Faculty
Radboud University Nijmegen

Supervisor Radboud University

Prof. Dr. Gert-Jan Hospers

Supervisor Regio Achterhoek

Drs. Rik Swieringa



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Preface

The start of each research, and particularly the one of the Master Thesis, is a very iterative, complex process full of brainstorming and decision-making. During a four year study-trip, many interesting (geographical) topics were discussed. Sustainable development, waste management, urban environments, globalization and the becoming of a ‘global village’, human induced imbalances, human development strategies, slow food, mega-cities, neo-liberalism, spatial behaviour, migration and mobility, scarce resources, rural-urban contradictions, the EU’s border regime, the role of environmental ‘power’ and social cohesion is (believe it or not) just a very small selection of the various interesting geographical concepts and approaches discussed in the past four years. The choice for the topics of my Master Thesis fell, however, on currently for me the most interesting geographical concepts: demographic developments, more concrete demographic decline, and ‘place marketing’.

With this Master Thesis comes an end to four years of studying Human Geography. The study not only enriched a lot of necessary professional expertise, but also influenced the approach of facing dilemma’s, contradictions and situations in general. This can be reduced to, very short said, the cultivation of an ‘all in perspective approach’ leading to the assumption where it all started four years ago on a Monday morning during the course Introduction to Human Geography: ‘The world, and everything on that world, is somehow interrelated. Social realism, in which agency and structures mutually constitute one another, is predicted in the seamless whole every geographical entity is.’

A lot of knowledge and working experiences were gathered during my internship. I would like to thank the employees of Regio Achterhoek, and particularly Rik Swieringa, for giving me that opportunity. Furthermore, I would also like to thank my thesis supervisor from the Radboud University, Gert-Jan Hospers, for his ideas, inexhaustible knowledge and, most important, his support.

Happy and, hopefully, profitable reading,

Luuk Robers

January, 2013

‘The baby boom generation – the largest generation the Netherlands ever has had – retires en masse the upcoming years and the next generation is too small to fill the gap. Regions must take control!’

(Prof. dr. Ton Wilthagen, University of Tilburg)

Management summary

This study is performed in order for the capability of the Achterhoek to anticipate on future expected shortages of labour force. The Achterhoek is one of the several regions in the Netherlands and in Europe that will be affected through demographic developments, e.g. affecting the number of available labour force. The resulting decreasing number of potential labour force leads to expected shortages on a very short term. Since internal instruments as an increasing participation rate are insufficient to deal with the expected shortages alone, labour force recruitment is key. This study provides insights about the policy to be pursued with respect to the recruitment of labour force by strategically analyzing the identity of the region, providing relevant theoretical concepts behind labour force mobility and analyzing best practices and their efforts for labour force recruitment. In order for this purpose, the following question is central in this study:

In which manner can region marketing be deployed to position the Achterhoek as a strong, entrepreneurial place in the field of labour force recruitment?

This study is performed as a process, according to the components of the approach region marketing. Region marketing is the process consisting of several with each other related activities aiming to attract and retain specific target groups for a certain region. The approach distinguishes three central components. First, a strategic analysis of a place. Such an analysis consists of a mission statement and a determination of region-specific features and qualities. Second, the determination of visions and third, the determination of strategies. In this study, determining visions refers to the determination of target groups (since the group labour force has no unequivocal character) which is performed through a market segmentation. This market segmentation is performed by setting out relevant theoretical concepts important with respect to the mobility of labour force. This is necessary to state differences in consumer behaviour and adjust the branding and marketing policies to create added customer value. As it comes to region marketing strategies for labour force recruitment, the Achterhoek can learn from the strategies of other places (so-called 'best practices'). In order to elaborate on the distinguished components, a systematic literature review and interviews with experts of best practices are performed.

In this study, it has been found that the manifestation of the expected shortages of labour force is large and pluralistic. The problem of labour force shortages is triggered through several demographic developments, leads to both quantitative and qualitative problems, entails a demand for both lower and higher educated labour force and affects a great variety of sectors. Therefore, the impact and magnitude of the problem is large and sharply emphasizing the mission statement of labour force recruitment.

For the recruitment of labour force, and the determination of relevant segments more specifically, several theoretical concepts behind labour force mobility are important to take into account. The theoretical concepts lifestyles and shuttle migration are important as a result of region-specific features and qualities. The region has a distinctive green, tranquil and spacious landscape that could be interesting for certain lifestyles. Furthermore, the position of the region towards surrounding Valleys (Health Valley, Technology Valley, Food Valley) and the participation of the region in the overarching entity Euregio provides opportunities for commuters. However, other theoretical concepts are important to take into account as well. International labour force migration and sense of place are increasingly important concepts with respect to labour force mobility and are therefore also included.

A discussion of these concepts leads to a market segmentation and four relevant target groups to target policy at: international migrants, lifestyle migrants, return migrants and commuters. These segments of labour force have several needs and wishes and factors determining their behaviour. The mobility of international migrants is mainly determined through economic factors. However, their family situation, the presence of social networks, access to membership organizations and the social security of the public domain are highly important as well. Lifestyle migrants can be recruited by targeting on their preference for a specific living environment. Branding the highly valued green, spacious and tranquil environment of the Achterhoek, and the many green leisure opportunities is key in order to actually be able to recruit these people. The return migrant can be recruited by targeting on the sense of place they have of the Achterhoek. This sense of place that people have been built up is essential in the process of migration of the return migrant. Such a sense of place is/can be created by being one's place of origin, but by being one's place of e.g. following an internship as well. Finally, for commuters the availability of work, income advantages or the prospect of a better job are important pull factors. Flexible jobs increases the willingness of commuters to come to work in the Achterhoek. Additionally, the absence of geographical barriers and a well-developed road network are important. Within all four segments, targeting policy to young labour force is recommended, since they are most willing to migrate for work related reasons, shape their preferences for work-places during their period of adolescence and given the dynamics they bring along. The stated differences in consumer behaviour requires different strategies in order to be able to recruit them.

Concerning the establishment of strategies, the Achterhoek can learn from the strategies of best practices. A discussion of relevant strategies of best practices reveals several learning points for the Achterhoek. Key in the best practices discussed is cooperative behaviour, which exists on different scales and levels. Increasingly common are public-private partnerships. Other learning points are the often shared financing of region marketing for labour force recruitment, the retention practices as necessary follow-up of recruitment practices, the importance of a central point of information services, control and executive behaviour and the necessity of the provision of a standard package of information. Furthermore, social integration is particularly important for international migrants, training programs increase the scope and range of recruiting potential labour force and locals can be informed to accompany the possible future arrival and process of social integration of labour migrants. Lastly, the Achterhoek can learn from mistakes of best practices as well. Concluding agreements with cooperation partners, assuming a permanent stay of labour force and performing region marketing in an open and transparent manner is important with respect to the establishment of strategies for labour force recruitment.

An extended version of the aspects mentioned above can be found in the study report. Based on the mission statement and the target groups and strategies identified, recommendations are given to further shape certain relevant outcomes.

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1. Introduction

A selection of recent headlines of newspapers denotes and indicates the emergence and the importance of the special interest theme of this study:

'Employment agencies expect shortages of labour force in Dutch border regions'

(De Volkskrant)

'Labour shortages affect the sustainability of local communities'

(The Guardian)

'Labour markets rural areas under pressure due to expected labour shortages'

(The Independent)

'Recruiting labour force as 'reserve army' can defuse demographic bomb in rural regions'

(The Sunday Times)

1.1 Project framework

Based on the current retirement age in the Netherlands, Euwals et al. (2009) predict that the size of the active labour force will decrease from about 2020 onwards. However, the decrease will start earlier in so-called shrinking regions, as, here, the potential labour force has already been decreasing for several years, whereas it was expected only to start to decrease at the national level in 2011. Although a declining labour force population, to a certain extent, may be expected in every single shrinking region, in some regions the decline will be tremendously. According to PBL (2010), four regions may expect a shrinking number of potential labour force of more than 20% in the period from now on till 2040, resulting in large expected labour force shortages. This concerns the regions Parkstad Limburg, Zeeuws-Vlaanderen, Northeast-Groningen and the Achterhoek. This study is directed to the situation in the Achterhoek. The Achterhoek is a so-called 'anticipating region'. This means, in short, that policy still can be established properly in order to assist the consequences that demographic decline will have in the region. Given the fact that demographic decline particularly will affect the labour market of the Achterhoek (Regio Achterhoek, 2011), undertaking action in time is required.

Seemingly, a shrinking number of labour force evokes feelings of unprecedented wealth. After a period of decades, where government policy has been dominated by combating unemployment, the Achterhoek is on a threshold of a period of a declining number of labour force. For the first time since the sixties, full employment is within reach and high levels of unemployment belong to the past (De Beer, 2008). Yet, it are alarming reports that compose the tone in debates about a decreasing number of labour force. Because is it not a structural shortage of labour force that is likely to occur? And with that enormous consequences for regional economies due to changing work-living patterns, compositions of consumption, savings and investments and, thus, the gnawing on the foundations of the regional welfare? (Theeuwes, 2011). The ephemeral feeling of unprecedented wealth has been replaced for feelings of difficulties and dilemma's about future labour force shortages.

The flattening of the regional number of available labour force places the Achterhoek in a difficult situation. The current and future natural growth of youth entering the labour market won't be sufficient to deal with the expected labour force shortages (Euwals et al., 2009). Neither an increasing labour force participation rate or enabling unutilized labour force is sufficient to meet the future demand for labour force in the Achterhoek. The Achterhoek must, therefore, attract labour force to be able to cope with the future situation of labour force shortages.

The recruitment of labour force is, however, not a simple arithmetic task. In an ever globalizing world the competition between places increases. The occurrence of a 'cross-linking' world society leads to the (re)discovering of the identity of a place and makes it necessary to be competitive. What distinguishes one place of the other, and why should labour force come to your place and not to another? Spatial distinctions and 'being different from the mass' become preconditions for attracting people. Particularly as it comes to the recruitment of labour force. Current prospects reveal that the number of regions in the Netherlands, but also elsewhere in Europe, facing future labour force shortages is rising fast (PBL, 2010). These developments require more than simple slogans such as 'Always Nijmegen', 'Haaksbergen; A star in Twente' or 'Echt Achterhoek' to be able to attract labour force. Neither the provision of 'just' a job is sufficient to recruit labour force. The era 'where your bread is, is your fatherland' belongs definitely to the past (Hospers, 2012). The Achterhoek has to offer more. It has to be positioned and 'marketed' in an entrepreneurial and 'matching' manner in the increasing competition between places. What can differentiate the Achterhoek from other competitive regions? And why should labour force prevail the Achterhoek above other regions in the field of labour force recruitment? These questions are central in this research, because the adaptation of the Achterhoek to the new and demanding situations of labour force shortages will rely on their own strategies. If the Achterhoek does not clearly assume those challenges and does not act proactively, the region may be marginalized from the national and global transformation processes (Kotler & Gertner, 2002).

1.2 Scope

Against the background of an ever globalizing world, the importance of region marketing and location-specific attraction factors becomes more important. The use of region marketing for the recruitment of labour force is however not the only approach that can be used. Some other instruments/approaches could be deployed to deal with labour force shortages as well. In short, two main internal approaches can be applied; an increasing labour participation rate and enabling unutilized people (Keiren & Rühl, 2011). Conversely, one main external approach can be applied; labour force recruitment. This external approach is the applied method in this research. Both on a national level (PBL, 2010) and on a regional level (Gardenier & Van Rijn, 2011, Technocentrum Zuidelijk Gelderland, 2009) is concluded that internal instruments are insufficient to cope with labour force shortages (alone). Internal approaches might be useful to a certain extent, but it is established that labour force recruitment is necessary in any case. From this perspective, this study applies an external approach in a response to shortages of labour force. In Chapter 3, an extended (empirical) argumentation of the choice for the applied external approach is provided.

1.3 Relevance

The relevance of the research is subdivided into a scientific relevance, a societal relevance and a geographical relevance.

1.3.1 Scientific relevance

The research has a large scientific relevance. It provides a contribution to the theory and the scientific debate about a 'new' phenomenon in Dutch and European policy-making; a shortage of labour force (Ruhs & Anderson, 2010). The emphasis of the research is on the relation between place marketing and the, theoretically yet relatively unclear defined group, labour force. A lot of diverse literature has already been published about the -in Dutch titled- four B's (as is distinguished by e.g. Hospers, 2009). The four B's entail in short inhabitants, tourists, students and companies. However about a fifth group, labour force, still relatively little is known. And that while mostly there the demographic decline will have its repercussions in the (near) future (e.g. Borgy & Choinicki, 2010, Ruhs & Anderson, 2010). This development raises the question; how to fill the gap between the demand and supply of labour force on the labour market to keep a regional economy running? And how can labour force be recruited in an increasing international competition between places? Because as stated, it is not only the Achterhoek or even other Dutch regions that suffer or will suffer from shortages of labour force, also in places elsewhere in Europe substantial shortages of labour force are expected (Borgy & Choinicki, 2010, Ruhs & Anderson, 2010). Particularly border-regions, such as the Achterhoek, will suffer, or even already have suffered, from labour force declining processes such as 'brain-drains' (Mountford, 1997). This research attempts to provide insights in consumer needs of labour force and in concrete region marketing practices to attract labour force on a regional scale and might therefore be considered as a theoretical addition and enrichment on already existing literature about target groups, marketing strategies and other relevant themes of place marketing.

1.3.2 Societal relevance

A shift from growth to shrinkage in policy-making is not easy and ad hoc achievable. A lot of documents and reports are set up to contribute somehow to the problem of (regional) labour force shortages. One of the most important reports is the report of the Commission Bakker: 'Towards a future that works' (2008). The Commission Bakker received from the Minister of Social Affairs and Employment the task to investigate the future of the Dutch labour market. One of the main conclusions of the report was: 'Especially certain regions within the Netherlands are standing for a major challenge on the labour market; a structural shortage of labour force (...) Action is required. Labour force shortages will be substantial problems (...) Problems with the maintenance of public services and the affordability of public services (p. 18). The most striking and remarkable conclusion was, however, the lack of a sense of urgency about the problem of labour force shortages: 'The sense of urgency has not been penetrated to the politicians in The Hague, but neither to regional and local politicians, employers and employees and to administrators' (p. 18). This is a question generating notion, given the fact that a sense of urgency among involved actors is a prerequisite to come to policy-strategies and corresponding solutions for a problem. In the case of labour force shortages, particularly to keep a regional economy strong and competitive, the public services running and the social system affordable (PBL, 2010).

Van Dam & Verwest (2010) came to the same conclusions as the Commission Bakker after a research towards the influence of labour force decline in regional economic policy-making in the TOP-shrinking regions Parkstad Limburg, Northeast-Groningen and Zeeuws-Vlaanderen. The lack of policy-making may be understandable in advance. The relation between demographic decline and the regional economy is, indeed, complex, reciprocal, sometimes indirect and sometimes just unclear (Van Dam & Verwest, 2010). Nevertheless, how understandable it might be, it is unwise as well. This research attempts not only to boost and to reinforce the sense of urgency among actors on every (intra- and interregional) policy-level that policy must be set up now, but reveals manners and angles to foresee in regional demands for labour force in addition. These 'new' insights can boost the still

ongoing (regional, national and European) societal debate about the future of regions that are affected by a decreasing number of available labour force.

A second societal relevance of the research refers to the launch of the policy document ‘Agenda Achterhoek 2020’ in the eponymous region. The covenant Agenda Achterhoek 2020 is a result of joint regional policy-making and involves actors of what in the Achterhoek is called the 3 O’s. This concerns, in short, societal organizations, government institutions and entrepreneurs. The covenant establishes the joint responsibility for remaining a vital region in 2020. One of the main worrisome points identified in the covenant is the position of the future labour market. The covenant raises the following questions: What is the manifestation and the magnitude of regional labour force shortages? What could be done to the ‘threat’ of the future labour force shortages on the regional labour market? And given the fact that labour force has to be (partly) recruited from outside the region, from where and how should they be recruited? (Regio Achterhoek, 2011). These statements are the direct motive for conducting this research. This study attempts to be an informative elaboration of the problem definition as is raised in the covenant Agenda Achterhoek 2020. It provides insights in the manifestation of the expected shortages of labour force in the Achterhoek and in the manner how labour force can be recruited. Hence, the study provides ways how the region could act upon the upcoming shortage of labour force.

1.3.3 Geographical relevance

Buursink stated, back in 1991, that place marketing is a product of three interrelated disciplines: marketing, geography and public administration. This research emphasizes on the geography discipline as the most important one. A place is more complicated than a commodity, Places do ‘something’ with people. They are on a miraculous manner between our ears (Hospers, 2009). Simple marketing slogans are not sufficient to reach the goals that places have. A slogan can’t make a place more attractive or more enterprising than it actually is. A place should not say it is special, it must be special. This research determines strategies and practices how the Achterhoek can position itself as a strong and distinctive region in the field of labour recruitment. It focuses on what Florida (2008) calls ‘the geography of happiness’, by determining practices the Achterhoek can deploy in a response to the needs, wishes and the behaviour of potential labour force.

1.4 Purpose of the study

The main goal of this study is to assess the manner(s) to position the Achterhoek in a strong national and European perspective with respect to the recruitment of labour force. The region has to create a good competitive position to actually be able to recruit labour force. Thereby is also wondered what the region can learn from other places and their efforts for and experiences with recruiting labour force. However, before it is important to determine the manifestation of the expected shortages of labour force in the Achterhoek. This emphasizes the importance and necessity for labour force recruitment. In this perspective the following central goal is established:

Goal of the study is to provide insights for the region Achterhoek about the policy to be pursued with respect to the recruitment of labour force, by strategically analyzing the identity of the place and providing relevant theoretical concepts and best practices to increase the region’s capability of recruiting labour force.

In the Achterhoek no research has been performed so far concerning the use of region marketing for labour force recruitment. This study provides a framework for possible follow-up studies for the use of region marketing for labour force recruitment to the Achterhoek.

1.5 Central questions

To achieve the goal of the study, the following guiding central question is established:

In which manner can region marketing be deployed to position the Achterhoek as a strong, entrepreneurial place in the field of labour force recruitment?

Key concept in the established central question is ‘region marketing’. This approach will be elaborated in detail later this research. For now, it is important to notice that this study is performed according to the region marketing process. Region marketing consists of three successive components; a strategic analysis of a place (consisting of a mission statement and a determination of relevant regional features and qualities), a determination of visions (target groups) and a determination of strategies (e.g. Kotler & Gertner, 2002). These components strongly affect the realization of sub-questions. In order to give an answer to the central question, the following sub-questions are created and will be answered during this study:

- What is region marketing, why is it important and how can it be implemented?
- What is the manifestation of the expected shortages of labour force in the Achterhoek?
- What are relevant regional opportunities and features with respect to the recruitment of labour force?
- What are the relevant target groups to target region marketing at and what are their needs/wishes and consumer behaviour?
- What are ‘best practices’, which best practices are relevant for this study and how can the Achterhoek learn from their strategies?

Although assessing the manner(s) to position the Achterhoek as a strong competitive place in the field of labour force recruitment is key in this study, it is important to state the manifestation of labour force shortages in the Achterhoek at first. Since no policy can and will be performed without prior analyzing investments, determining the necessity of labour force recruitment is important to do preliminary. An additional reason to comprehensively describe the current and future situation of the labour market of the Achterhoek is to enhance the sense of urgency among a wide variety of actors involved in the process of regional policy-making. In the discussion of the relevance of this study it appeared that this yet often is lacking. Furthermore, it provides a comprehensive answer to the mentioned raised question in the covenant Agenda Achterhoek 2020 concerning the magnitude and manifestation of expected shortages of labour force.

Finally, two remarks regarding the central questions of this study have to be made. First, this study applies an external approach by establishing visions and strategies to recruit labour force. However during the research it will become clear that the recruitment of labour force could have certain overlap with the retention of them. Recruitment and retention practices should, therefore, not be seen as separate approaches or dichotomies exclusively. Second, region marketing is a consecutive process. Therefore, in the chapters concerning the determination of visions and the determination of strategies there will be build upon relevant aspects stated in the strategic analysis of the region. This will be clearly indicated in those chapters if done so. Moreover, region marketing is a sometimes iterative process as well. Certain gathered insights concerning the visions and strategies of labour force recruitment can be related to before stated aspects in the strategic analysis of the region. For the clarity of this study, and if possible, these remarks and feedbacks are performed in the final conclusion of the report.

1.6 Research model

The following simplified research model reveals the manner how the goal of the study will be achieved:

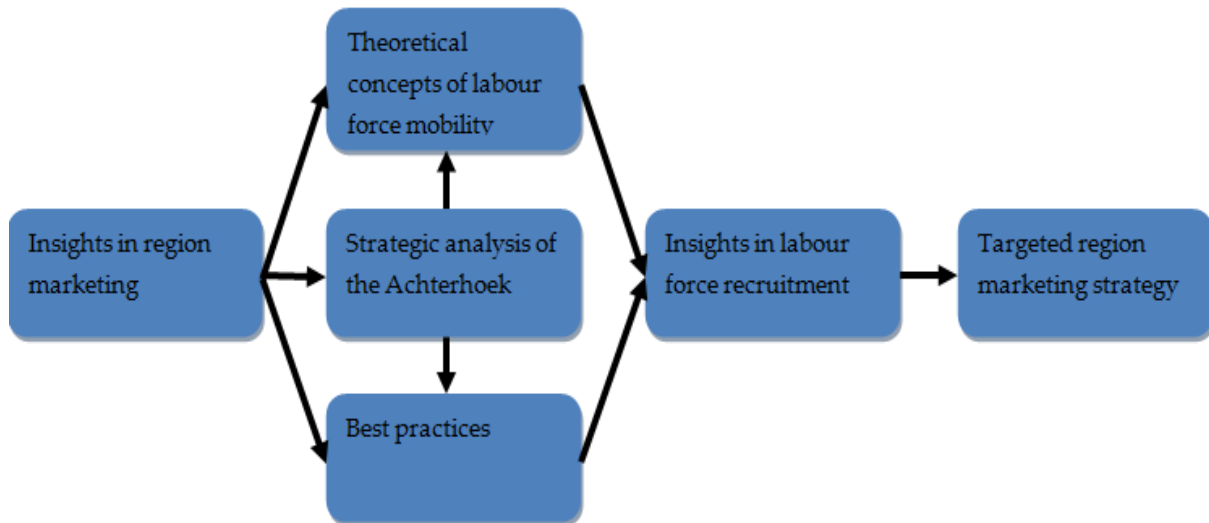


Figure 1.1: Research model

This study is performed in a structured and consecutive manner, according to the phases established in the research model. First is discussed what the concept and the use of region marketing entails. In this section, a further elaboration on the background and the importance of region marketing and the meaning of the concept is given. The use of region marketing as an approach/process distinguishes three main components; a strategic analysis of the identity of the Achterhoek, the determination of visions and the determination of strategies. As stated, the process of region marketing always starts with a strategic analysis of a place. This includes an analysis of region-specific characteristics and a mission statement. Therefore a detailed description of the manifestation of the regional shortages of labour force, which emphasizes the importance and urgency of the mission of labour force recruitment, and qualities and features for determining region marketing policy are provided. Outcomes of the strategic analysis form the starting point for the choice for theoretical concepts about labour force mobility and the choice for best practices. The theoretical concepts are used for the determination of visions (target groups) and the best practices are used for the determination of relevant strategies. For the establishment of strategies the Achterhoek can learn from the strategies of others. The theoretical concepts and the best practices, and the strategic analysis indirectly, reveal insights in labour force recruitment and leads to a targeted region marketing strategy for the Achterhoek. In the conclusion of this study, the manifestation of labour force shortages, relevant target groups and their including needs, wishes and behaviour and corresponding strategies are provided with respect to the recruitment of labour force to the Achterhoek.

1.7 Operationalizing central terms

Certain terms and concepts have a central position in the research. The most important ones are here, due to differences in interpretation and their versatility in definitions, operationalized:

- Region marketing¹: Region marketing is the long term process and/or policy tool, consisting of different, with each other related, activities aiming for the attraction and retaining of specific target groups for a certain place (Hospers, Boekema & Verheul, 2011).

¹ Chapter 2 provides a detailed explanation of the concept region marketing

- Labour force: The total set of persons which fall within the prospecting working population (15-64). This group includes both participating and non-participating persons.
- Participating labour force: Includes everyone between 20 and 64 years who is actually participating on the labour market and gets paid therefore (Euwals et al., 2009).
- Labour market: The labour market is the place where work seekers and providers meet each other. It is not a physical meeting place, but an abstract meeting place. A thought construct which is referring to each other's practices in question *of* and interactions *between* countless employers searching for labour force for productive deployment of goods and services and for persons looking for another (better) job (De Beer, 2008).

Lastly the remark that in this study the term region marketing, and not city marketing or place marketing, is used. All concepts implicate (except for differences in spatiality) about the same. However, given the fact that the research object here is *region* Achterhoek, the more contiguous term region marketing is chosen. If any of the other terms is used, the same definition is intended, unless the text indicates otherwise.

1.8 Research methodology

This paragraph discusses the research methodology of the study. A discussion of the research strategy and the research methods is provided. A list of interviewees is given as well.

1.8.1 Research strategy

Given the purpose and the intentions of this study and given the still relatively little information available about expected shortages of labour force in Dutch and European places, this research is performed as an explorative study. An explorative design is best suited regarding the main objectives of this study. An explorative study allows one to become familiar with the basic facts, setting and concerns of a place, to develop a well grounded picture of the situation the Achterhoek stands for, to develop a relevant theoretical framework and to generate new ideas and insights and to provide directions for policy-making and future research. The application of an explorative design provides a comprehensive variety of insights and framework conditions with respect to the recruitment of labour force to the Achterhoek.

Furthermore, this research is performed as an in-depth study. The specific situation of one region is central. Therefore the problems, developments and characteristics, and to a certain extent also the creation of insights for the use of region marketing for labour force recruitment, are place-bounded. This requires customization in which an in-depth study fits the best. Following the choice of an in-depth study, information will be predominantly derived in a qualifying manner. Qualitative research aims to gather an in-depth-understanding of human behaviour and developments and reasons that govern such behaviour. It investigates therefore the questions *why* and *how* of decision making. These are the central questions in the performance of this study. Information is largely derived from qualitative information sources. Used sources are the library of the Radboud University, the internet and the database of Regio Achterhoek. These sources are used to obtain relevant information from policy documents, reports, theoretical concepts and newspapers. Interviews are also used to obtain information. The used qualitative data sources focus e.g. on events in natural settings, providing a strong 'real life' touch. Advantage of using qualitative data is also the fact that data is collected in close proximity to a situation, taking the influences of the local context into consideration (Verschuren & Doorewaard, 2007). This is relevant and important regarding the analysis of the identity of the Achterhoek, but regarding the elaboration of the best practices as well. Place marketing consists of several aspects such as public institutions and private organizations, political, economic and social

aspects and a both internal and external gaze. These aspects are different in design in each place. Finally, this study uses a qualitative approach seen its suitability to explore new areas which is key in this explorative study on the use of region marketing for labour force recruitment. Subsequently the collection of data happens both empirical and non-empirical. Parts of the research are based on already collected material of others. This is particularly the case in the discussion of the theoretical concepts on labour force mobility, but to a lesser extent in the discussion of the best practices as well. These data is derived from e.g. books, articles and newspapers. Additionally, and particularly in the discussion of the best practices, data is collected in an empirical manner as well. Information about administrative behaviour and the use of various resources in the establishment of strategies of the discussed best practices, is mostly conducted empirically. An important reason for using both empirical and non-empirical data is the increasing validity of research outcomes (Verschuren & Doorewaard, 2007).

1.8.2 Research methods

In this study is the region Achterhoek the research object. The region is described in detail in Chapter 3 and will therefore not be discussed here any further. The required information is tracked in various ways. This is done from a necessary point of view. Certain information is merely available through specific sorts of data. Additionally, several data sources are used in the framework of triangulation (Verschuren & Doorewaard, 2007). Using multiple data sources increases the validity and reliability of the study.

Interviews

In this study interviews are held for two different purposes. Both forms of interviews are held in a semi-structured manner. Semi-structured interviews keep possibilities open to fetch certain themes in more detail, depending on developments within interviews and the answers provided. Therefore, the majority of the questions is created during the interviews, allowing both the interviewer and the person being interviewed the flexibility to probe for details and to discuss certain facets more specifically.

This research is performed by first conducting introductory information about the Achterhoek as region, and about the demographic developments, and its consequences for labour force more specifically, the region stands for. Therefore three employees of Regio Achterhoek are interviewed. Obtained insights are used to become familiar with the regional context. The interviews are used for the selection of the themes discussed in the strategic analysis of the region as well. In a response to conducted insights, policy papers are consulted to further study the themes and to elaborate relevant aspects of the region for this study in more detail.

A second group of interviews (seven) is held with so-called experts of best practices. Based on information about the background, function and position of people concerning certain best practices, several people are consulted to gain additional information about (aspects of) best practices. Before conducting the interviews, relevant websites and policy papers are studied to become familiar with and to gain knowledge about the context of certain best practices. The experts of best practices were chosen for two main reasons. Experts are chosen for best practices with relatively little information provided on websites or in policy papers. Furthermore, experts are chosen to fetch certain aspects revealed through websites or policy papers in more detail. Based on outcomes of these interviews, more comprehensive answers can be given to the research question about best practices and how the Achterhoek can learn from their strategies. Due to the fact that actors involved in the policy-making of the chosen best practices often operate closely, during interviews is asked for other relevant and interesting contacts with respect to specific aspects of a best practice. This approach led to renewed contact persons in two occasions.

Initially, interviews were planned and held with several actors (mainly entrepreneurs) out of the Achterhoek as well. Goal of these interviews was to understand their opinion about establishing region marketing for labour force recruitment. Therefore already established visions and strategies were presented to the interviewees, aiming to gain additional information. However, it appeared that hardly any additional or new information could be derived from these interviews. From the 19 people consulted, 12 people stated their lack of knowledge about the specific interest theme of this study immediately and emphasized the current preference for dealing properly with problems they face due to the economic crisis (such as forced redundancies) additionally. With the other 7 people interviews were conducted, but, as stated, outcomes hardly didn't provide relevant new insights. Therefore, these interviews and their outcomes are not included in this study.

The interviews with internal employees of Regio Achterhoek were conducted face to face. During the interviews notes were taken. Relevant outcomes were used for the selection of themes discussed in the analysis of the region. The interviews with experts of best practices were conducted face to face (five) and by using Skype (two). The interviews were recorded so that a complete analysis could be made afterwards by listening to the recordings again. To link the outcomes of the interviews to relevant aspects of websites and policy papers and to structure the information provided by the interviewees, transcriptions were made. Therefore the program 'Atlas.ti' is used. These transcriptions are not made of whole interviews but from relevant parts. After the transcriptions 'codes' were added. Every code represents a certain theme discussed during the interviews. So are, for example, cooperation partners, role government, governance, executive behaviour, target group, evaluation, website and promotional, organizational, financial and spatial-functional resources used as codes. Depending on aspects discussed, codes referring to an aspect of a single best practice are used as well. The use of codes provided a more structured character of the rather chaotically derived information during interviews with experts of best practices. In addition, obtained information could be linked to information derived from websites and policy papers more easily. One critical note has to be made. When applying codes it has to be noticed that codes are determined on individual interpretations. A critical view on misinterpretation or irrelevancy is therefore important (Solano, 2001). Results of these interviews are incorporated in Chapter 5: Best practices.

Desk research

In this study, an important way of deriving information is reserved for desk research. During desk research several forms of literature are studied. Books and scientific articles are studied for the elaboration of the concept region marketing and for the elaboration of the mobility of labour force. As stated before, target groups and their including needs, wishes and behaviour are the result of studying relevant theoretical concepts. During desk research several policy papers are studied as well. These policy papers refer to developments, characteristics and features of the Achterhoek. Therefore several policy papers are used from regional institutes such as Regio Achterhoek, UWV Werkbedrijf department Achterhoek and POA (Platform education and labour market Achterhoek).

Furthermore, websites, policy papers and articles in news papers are used to find relevant best practices. These sources are, subsequently, also used for the elaboration of the best practices. What are goals, what are involved actors and what projects are established? These questions mainly can be answered by conducting policy papers and websites. Particularly websites are easy accessible and contain often a variety of information relevant for discussing best practices. As stated, information is occasionally obtained from newspapers too. This concerns regional newspapers in all cases. By using newspapers there is tried to find information about how labour force shortages, labour force recruitment or other relevant related aspects are 'framed' locally. What is the image that is sketched?

1.8.3 List of interviewees

The list below summarizes the people that have been interviewed (and are included for conducting information for this research), characterized by group (introductory interviews, experts of best practices):

Introductory interviews

Name	Organization	Function
Rik Swieringa	Regio Achterhoek	Secretary-director
Marit Rijke	Regio Achterhoek	Co-operator leisure economy and region marketing
Lisa Egberts	Regio Achterhoek	Policy-employee region marketing and external relations

Experts best practices

Name	Organization	Function
Martin Vos	Placement	Project leader
Anne-Marie van der Beek	Puul GmbH, Leipzig	Process co-operator
Yvonne van Hest	Brainport Eindhoven	Manager international labour market
Karel Mulkens	Municipality of Leudal	Member committee Leudal-Pogorzela
Gerrit Rietman	Placement	Director
Gerry Weber	RoCK Regions of Connected Knowledge	Member committee and contact person
Edgar van Leest	Brainport Eindhoven	Sector manager strategy and development

A list of items discussed during interviews is provided in the Appendix of this research.

1.9 Document structure

The research is presented in the following structure. Chapter 2 describes the approach of the research; region marketing. The background, a concept-definition, the process, and the use of the approach in this study are provided. Chapter 3 gives an analysis of the identity of the Achterhoek. This is the starting point for establishing region marketing. Both the mission of labour force recruitment and qualities and features for establishing visions and strategies are discussed. Chapter 4 discusses relevant theoretical concepts with respect to labour force mobility. A determination of target groups, and their including needs, wishes and behaviour, is the result of discussing theoretical concepts concerning labour force mobility. Subsequently, Chapter 5 discusses best practices and provides insights how the Achterhoek can learn from the strategies and efforts of other places. Lastly, Chapter 6 provides conclusions and recommendations about the manner region marketing can be performed to attract labour force for the Achterhoek.

2. The approach: Region marketing

In a response to globalization challenges, place marketing is a necessary tool to detect and propose the changes that the future situation demands. The *information era* has involved deep changes at the social, economic, political, business and communication levels. In a worldwide overview, the importance and functions of cities and regions are changing. The market for several target groups (e.g. labour force) is increasing competitive, due to the blurring of boundaries and technological advances. Places become and have to become active players on the market.

There is now a consensus about the suitability of marketing for places, and that places, indeed should be marketed as efficiently as possible (Ward, 1998). But what exactly is then marketing of regions? Why is it important? What aspects are important to take into account for the establishment of a region marketing plan? And who is *responsible* for implementing region marketing? These aspects are discussed in this chapter.

2.1 The global marketplace and local development

Global marketplace and local development are explained together, indicating that the two perspectives of place development work, global and local, are closely linked. Global marketplace suggests that places have to compete on a very international playing field. Local development indicates the importance for a place to take care of its local development (its own backyard) in order to survive in the fierce place competition. Strong local development activity, together with a global perspective and international approach, form a strong foundation for place development (Rainisto, 2003). The global marketplace is a challenge for all places and no region can survive on its own. Contrary, the local economic base of a place should be built strong, and the present actors and residents of a place satisfied.

The competitive environment is different between and within each country. Additionally, important differences in taste, lifestyle, consumer attitudes and purchasing power create new sub-markets (Murphy, 1992). Many local and regional places have, therefore, advantages which result from local market position, regional culture awareness and differences. Local brands are also often unique and have much potential goodwill, but also they need to be continuously developed (Rainisto, 2003). It is necessary to identify differences in consumer behaviour and adjust the branding and marketing programmes to create the necessary customer value. The local marketing effort further connects with customers, and helps to understand the market needs so as to further improve the offering. This effort makes a place unique and provides that these can be turned into customers benefits on a broader scale.

All places, large and small, can find or establish their own market niche where they can claim superiority over other places. It is therefore necessary that, in the strategy work, a place understands its real competition position, in order not to undertake unrealistic goals. Almost every location has something special and can create something special that can be worked up into an interesting offering, find the right customers and market segments, and create customer added value for them. It is important that the strategic position of a place is correctly fixed before a place can meet the global competition. The local situation must therefore be the starting point for setting up region marketing.

The global marketplace and the local development seem on forehand contrary terms. This is further distinguished in the so-called 'local-global paradox'. The local-global paradox refers to two simultaneously occurring, seemingly contradictory processes of globalization and regionalization. Globalization is the term by which the process is indicated by increasing interdependence of

communities and locations around the world, in a way that local issues are partly shaped by events far beyond the region (Giddens, 1990). This process implies that the economy is not confined to regional or even national borders, resulting in e.g. an increasing deregulation, liberalization and privatization. Due to the becoming of the nation-state as a dependent variable through the increase in scale as a result of globalization, competition remains not limited to national or regional boundaries. This increases the importance of the local to become active players on a global market (Giddens, 1990).

2.1.1 The network-society

The current process of globalization and the becoming of a global economy (Castells, 1996), results in a network-society. Castells distinguishes ‘space of flows’ and ‘space of places’ as main concepts in his theory about the network-society. The territorial binding of economic activities, practices and people has been replaced by the ‘space of flows’, including flows of capital, people and goods. The space of flows can, according to Castells (1996) be described by the combination of three layers of material supports that, together, constitute the space of flows determining our current society. The first layer is constituted by a circuit of electronic impulses that form the material basis for the processes that are strategically crucial in the network of the society. In the network of interactions, no place exists by itself, since the positions are defined by flows. The second layer of the space of flows is constituted by its nodes and hubs. The space of flows is not placeless. It is based on electronic networks, but this network links up specific places, with well-defined social, cultural, physical, and functional characteristics. Places as nodes are the locations of strategically important functions that build a series of locality-based activities and organizations around a key function in the network. The third layer of the space of flows refers to the spatial organization of the dominant, managerial elites that exercise the directional functions around which such space is articulated. This means, in short, that elites are cosmopolitan and people are local. The space of power and wealth is projected throughout the world, while people’s life and experience is rooted in places, in their culture and in their history (Castells, 2002). The three layers of the space of flows and the becoming of a network-society results in the fact that people and companies no longer are bounded to a certain area. Where in the previous century the labour force remains alongside the factory, this is no longer obvious in the temporary network-society.

In the contemporary network society, organizations and people can locate themselves everywhere around the world. Progress is required if one wants to survive in the ever-changing and developing society. Particularly special skills are needed to manage organizations these days. It is not enough to manage a specific organization, you’ll have to manage processes and flows in which the organization participates. These processes and flows are constantly changing and are connected in networks. This requires a whole new, way more flexible, management of places (Castells, 1996).

The network-society of Castells could from one perspective be considered as too exaggerated. Practice reveals that the regional government in some respects has acquired the position of the national government. Globalization is, in other words, developing in parallel with regionalization, which is described before in the ‘local-global paradox’. The increasing globalization fosters the process of regionalization (Rainisto, 2003).

The processes of globalization and regionalization affects the places of destination. People and businesses are more mobile and prosperous, and choose the location with the best conditions and the most efforts for the recruitment of them. The competition between nation states is replaced by competition between regions. Since the national government’s grip on the development of the global networked economy decreases, the macro-economic policy of the government makes no longer the difference. In the current network economy, situations and factors in local places of destinations make the difference and increases the role of the regional government (Van den Berg, 1997).

2.1.2 Interregional competitiveness

That regions should do their utmost to become or remain attractive is a result of the increasing competition between places. Several regions in the Netherlands, but also elsewhere in Europe, face shortages of labour force on a short-term period. Precisely therefore regions should distinguish themselves from other places by having or exploiting specific regional characteristics. The regional government should face its best efforts to become and remain attractive in the competition for labour force. The perception of attractiveness of a region varies by target group. This is extensively discussed in Chapter 4. In the literature, location factors often are distinguished in 'hard' and 'soft' factors. Hard location factors are often quantitative and therefore well to express in financial costs. In addition, it is because of the quantitative character possible to express clear data of the hard location factors in an external manner (Rainisto, 2003). Examples of hard location factors are economic stability, costs, local support services and networks, communication infrastructure, strategic location and incentive schemes and programmes. Soft location factors are, on the other hand, less well to express in terms of costs and have a much less quantitative character. Examples of soft location factors are quality of life, culture, personnel, management, flexibility and dynamism and professionalism in contact with the market (Rainisto, 2003).

Hard attraction factors alone like infrastructure will no longer be able to build a unique competition advantage. Combinations of these individual factors should be used, because it is not possible to use many of them to maximum efficiency. Soft attraction factors, like an entrepreneurial climate and knowledge, are becoming more valuable with the sophistication of the place package and its offering. Many places can show great buildings, but these are more easily imitated than soft factors. Next to physical elements, immaterial elements and associations are needed in addition (Harvey, 1989).

2.2 A concept-definition

In order to be attractive in the increasing competition between places, region marketing has become a prominent feature of the economic development strategy of regions:

Place development means to develop for a place a systematic and long-term marketing strategy directed towards nurturing and developing the natural and potential attributes of an area or region. (Kotler & Gertner., 2002).

As stated in Paragraph 2.1, regions all over the world are in an active competition with each other. Trying to find or create the aspects for 'place excellence' (Kotler et al., 1999). Past place promotion strategies are no longer sufficient in the rapidly changing markets, and in the new place competition situations. In order to compete effectively, places must develop a real marketing approach. Its thereby not just about the promotion of a region or its image. Place marketing intends to design strategies to find successful solutions to citizens' interests and to walk towards the future. Or as Harvey (1989) stated, there is a need for the development of new capabilities to survive in the increasing competition between places. They have to become 'entrepreneurial places':

An entrepreneurial place is the geographical entity where the politics have made a turn from the orientation on well-being and public services, towards the promotion of economical competition, marketing of the city to attract several target groups and towards the development of local activities (Harvey, 1989).

Region marketing could be established as a result of several reasons. It can be the result of a bad economic situation or the desire not to lose a privileged economic position. Furthermore it can be used

in order to achieve a desired competitive position or to retain certain target groups. This variety in purposes is one of the determinants of the many definitions that are assigned to region marketing. The used definition in this research is the definition of Lombarts in Hospers, Boekema & Verheul (2011):

Region marketing is the long term process and/or the policy instrument consisting of different, with each other related, activities aiming to attract and retain specific target groups for a certain region.

The given definition of region marketing provides a few core aspects of the approach region marketing. The first aim of region marketing is to increase the sales of regional products. Sales should in this perspective be considered as an increase in the 'use' of regional products. An increased position in the place competition is thereby an added advantage. Secondly, it appears that region marketing is strongly market and competition oriented. There should be coordination between the supply and demand for regional products (Ashworth & Voogd, 1994). And a last important aspect of region marketing to take into account are the wishes of the target groups. Target groups are the (potential) users/customers of a region. In the current literature four main target groups are distinguished to focus region marketing at. Regions must produce services that current and potential citizens, companies, investors and visitors need (Kotler & Gertner, 2002). Hospers (2009) calls these specific target groups (in Dutch) the four B's: Students, inhabitants, companies and visitors. None of these categorizations determine 'labour force' as a specific target group. Possibly because of the fact that labour force corresponds with several aspects of more than one target group and/or because of the fact that it concerns a relatively new group within the field of region marketing.

According to Kotler et al. (1999), within target groups segmentations are important to distinguish in establishing region marketing. Segmentation attempts to decide about the targeted customers within a certain overarching target group. The target group labour force is a very broad and comprehensive group. It consists of several sub-target groups (segments). To be able to reach the interesting and relevant types of labour force, sub-target groups (segments) need to be prioritized carefully.

A region can make various investments to improve liveability, investability and visitability of the place-product. This comprises four components (Kotler et al., 1999):

- Place as character: Aesthetic urban design reveals a great deal of the 'sense of place', and makes a statement about a place.
- Place as fixed environment: A compatible basic infrastructure with the natural environment makes the urban design possible, but cannot guarantee a place's growth. Although its absence is a serious liability.
- Place as a service provider: Like place design and infrastructure, successful places demand good public services, which can also be marketed as a place's primary attraction and product.
- Place as entertainment and recreation: The traditional institutions serving this function are the restaurants, parks, sports arenas etc.

Destination marketing

A component of region marketing is 'destination marketing'. Destination marketing is promoting a place of destiny for a specific target group, such as labour force. Destinations are places which attract target groups for a temporal or permanent visit (Pike, 2004). Behind destination marketing is always a Destination Marketing Organization present (DMO). This is an organization that exclusively is concerned with the destination marketing of one singular place (Pike, 2004). It is for such organizations important that labour force can be matched directly with their region marketing

activities. With the knowledge and power these organizations have, it is not only possible to justify expenditures, but it is also possible to adjust and optimize the region marketing campaign (Prat et al., 2010).

2.3 Place branding

A relative new phenomenon in place marketing is place branding. Place branding is the approach to create a clear identity of a region, based on certain key values of a place. It fulfills the desire to raise the profile and positioning of a region amidst a highly competitive 'market of locations'. The branding of a region should assign a location with a compelling and distinctive image, in which this 'regional brand' functions as economic added value. Depending on the analysis of the identity of the Achterhoek, place branding can be used as well with respect to the recruitment of labour force.

2.3.1 From 'homo economicus' to 'homo psychologicus'

Place branding is strongly related with the transition from the homo economicus to homo psychologicus. Underlying this transition is the emergence of the 'behavioural theories'. Hayter (in Pen, 1999) points out that the behavioural theories assume that location choice is part of a strategic or long-term investment decision, which is complex, uncertain, inherently subjective, and conducted by individuals or groups of decision makers, who do not have the capabilities of the homo economicus. Key elements of the behavioural theory are its emphasis on internal and external decision-makers and the analysis of the decision-making process concerning the relocation of organizations and people. The theory states that people in their quest for places of destination don't have all the relevant information and thus entail a limited number of both assumptions and locations of destination. The actions of people hereby are rationally limited and also motivated by unclear factors such as experience and the social environment. With this, the behavioural theories use insights from the psychology in order to explain behaviour.

In the economy and psychology the concept of 'bounded rationality' is strongly interwoven with the behavioural theory. The concept bounded rationality of Herbert Simon (1960) argues that perfect rationality from the classical and neo-classical theories not exists in practice. Simon replaced the 'economic man' for the 'homo psychologicus'. The homo psychologicus is characterized by incomplete information. The homo psychologicus only can make choices and decisions within the limits of its capabilities.

A very important concept in the behavioural theories is the concept of spatial cognition, which is for example elaborated by Atzema et al. (2002). Spatial cognition includes cognitive mapping (also referred to as mental maps). This cognitive mapping is essential for spatial behaviour and decision-making. A cognitive map includes spatial information about the environment, including places' and routes' identity, location, distance, and direction. Both person-to-object relationships and object-to-object relationships are contained within the cognitive map. According to Atzema et al. (2002), these mental maps vary by person, but show often great similarities with specific groups of people. These mental maps influence, together with the limited rationality and images, the choice of locations. Because indeed, as people only have access to a limited amount of information, they base their choices on the available information. People base their choices and decisions, thus, in line with Simon's theory about limited and biased information.

2.3.2 Definition

Place branding is strongly related with the emergence of behavioural theories. A choice is made on the basis of limited and colored information. Rainisto (2003) defines place branding as follows:

Place branding brings added attraction to a place, the central issue being to build the brand identity of a place (p. 79).

A few important comments have to be made regarding the given definition of Rainisto. At first, an ambition is added to the 'regional brand' and the associated imaginings. The brand reveals a commitment for the future. Because indeed, the brand focuses on certain main values of a region in order to develop the brand. This is the representation of the target of the place. It seeks to make clear how the region will develop for potential users. In addition, the representation of this target ensures a bond between cooperating municipalities and private parties.

The creation of a bond between a region and potential users is the key difference between place branding and place marketing. Region marketing attempts, by means of the application of different marketing instruments (both focused on promotional and physical development) to be more attractive for certain pre-selected customers. Branding, however, focuses on aspects of the identity and image of a place and how they can be influenced. Branding is, according to Kavartzis (2005) the result of all symbolic functions of the various marketing actions. All aspects of a region, from the organizational structure to the physical characteristics contribute to the regional identity and lead to unique associations with the region. Place branding is therefore seeking for binding and specific regional characteristics which can act as a regional identity that the region can distinguish itself from other competitor regions.

According to Kavartzis (2005), place branding is the most common way to define and implement region marketing. A brand can play a major role in attracting and retaining target groups, as they function as starting point and 'umbrella' brand and can serve as a part of the image of a region. Everything that is done and is being done by the region indicates where the region stands for and what it is attempting to achieve. This doesn't have to be a slogan, since for example 'De Efteling' is a brand too.

2.4 The process of region marketing

According to Bauters (2005), the process of region marketing consists of two successive aspects. The first one exists of a strategic analysis of the identity of a place, and the second one exists of the development of initiatives and projects.

A process is simply a set of activities designed to produce a specified output for a particular customer or market. It has a beginning, an end, and clearly identified inputs and outputs. A process is therefore a structure, for how work is done. The (place)marketing process consists of analyzing the place product, the development of marketing strategies, and managing the marketing effort (Kotler, 1997).

The process of region marketing starts with a strategic analysis of a place (Rainisto, 2003), together with the mission statements. Indeed, no development can succeed without prior analyzing the 'product' or the 'discourse' of a place. What is a geographical place and what wants it to be? This is not a constant, but an ever-changing and innovative process with new actors, goals and ideas. The construction of a place is mainly determined by the history of a place and the unforeseen events that cannot be influenced. That 'identity' of a place is the result of *interactions* and is constantly on the move. It doesn't exist as such, but is created by individuals (Ashworth, 2009). An analysis of (the identity) of a place is the starting point for establishing region marketing. It is thereby important that region marketing is linked to other regional economic and spatial processes to be able to render. Figure 2.1 reveals the elements in a place marketing process after determining its identity. These have to be distinguished to establish proper region marketing.

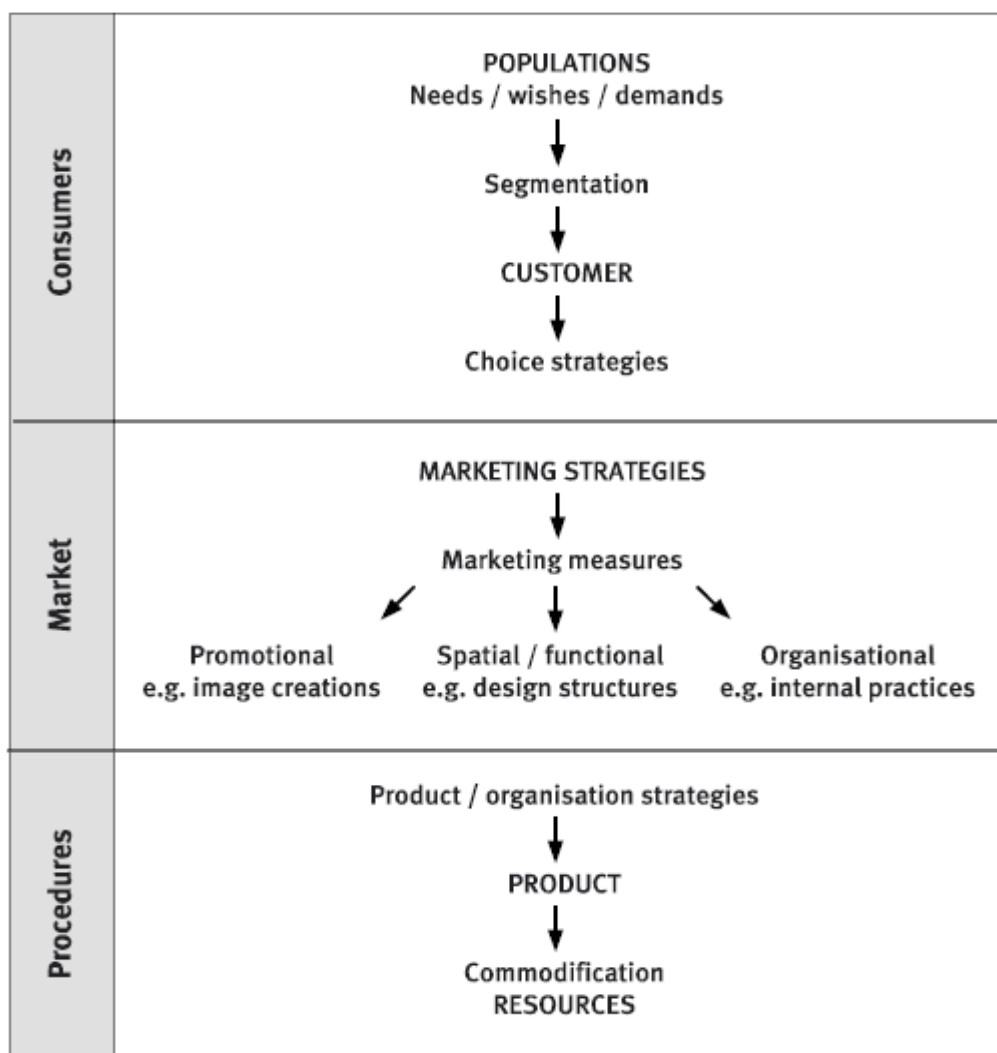


Figure 2.1: The region marketing process (Ashworth & Voogd, 1994)

Each of the elements is different from those in traditional product marketing. These differences determine the distinctive character of place marketing, which is more than a simple transfer of techniques (Ashworth & Voogd, 1994). Place marketing can contain the selling of a selected package of facilities or the selling of the whole place through images associated with it. Places are ‘multisold’ as products to many different groups of consumers and customers for different purposes. Public, semi-public and private organizations can be the ‘producers’ of a place-product.

Rothschild (1979) did research to the features of the place-product. He argued that the intangibility of non-business products, the non-monetary price of purchase, the extreme lack of frequency of purchase, the lack of behavioural reinforces, the need to market an entire but heterogeneous market, and the extreme level of involvements are features of a place-product.

The place customers are free to choose between comparable products on the place market. The pricing of places is usually indirect, intangible and often non-monetary. The choice of deployed resources depends on the choice of marketing strategies and goals of the place. A strategy refers to the manner how a place takes care of its core tasks (Rainisto, 2003) such as recruiting labour force. Each strategy requires a different mix of marketing resources, and numerous resources may be simultaneously deployed (Porter, 2001, Rainisto, 2003). The elements of a region marketing process, provided by Ashworth & Voogd (1994), distinguishes three main marketing resources; the promotional resources,

the spatial-functional resources and the organizational resources. In this research, one more form of resources is included, namely the financial resources. This fourth sort of resources is distinguished by for example Ashworth & Voogd (1987). Insights in finances are often hard to determine in detail, but form a relevant aspect in the establishment of region marketing and the implementation of its practices. These four distinguished resources all are possible deployment resources in the establishment of region marketing strategies. However, as argued before, region marketing strategies mostly contain combinations of these strongly interconnected resources (Porter, 2001).

The development of a marketing plan for a region can be divided into four phases; analysis, visions and strategies, implementation and an evaluation (Van den Berg, 1997). In this research only the first two phases are of importance. These two phases can be linked to the two aforementioned components 'regional identity' and 'visions and strategies' of place marketing.

2.5 The organizational capacity

In Paragraph 2.1 the following explanation of region marketing is provided:

'Region marketing is the long term process and/or the policy instrument consisting of different, with each other related, activities aimed at the attraction and retaining of specific target groups for a certain city' (Hospers, Boekema & Verheul, 2011).

Remarkable in this provided definition is the 'with each other related activities' aspect. This indicates that region marketing is more than a simple service exhibited by one part of an organization. This assumption strokes with the 'new' role of the government, including its role in the establishment of region marketing. Tasks have become more complex and happen more and more on a basis of collaboration with other relevant actors. Policy-fields such as region marketing are no longer top-down organized, but are organized in a bottom-up manner. Spatial planner Patsy Healy (1998) called this 'collaborative placemaking', and Lombarts (2011) determined this as a 'stakeholder-approach'. Key in both concepts is the early access of a wide network of relevant stakeholders. The engagement of stakeholders encourages understanding, creates shared ownership, and allows the construction of a collective vision. It allows one to get to the real 'needs' of a place. Also Taavitsainen (2000) argues that various networking solutions, cross-border cooperations and joint place projects become more common, and becomes more important in an increasing global competition for resources. This 'organizational capacity' of a region is, according to Braun & Van den Berg (1999), key in the implementation and its success of region marketing practices and is, therefore, assumed to be of frequent occurrence in the discussion of the strategies of the best practices.

2.5.1 The prisoner's dilemma

For a positive outcome of region marketing, coordination between the involved municipalities (and its city marketing) is necessary. Many municipalities play however with the problem of what is called 'the prisoner's dilemma'. The basic principle of the prisoners dilemma is as following:

Two criminals who have been arrested for a heinous crime are being interrogated separately. Each knows that if neither of them talks, the case against them is weak and they will be convicted and punished for lesser charges. If this happens, each will get one year in prison. If both confess, each will get 20 years in prison. If only one confesses and testifies against the other, the one who did not cooperate with the police will get a life sentence and the one who did cooperate will get parole (Axelrod, 1984).

This model assumes that cooperation leads to the most beneficial outcome. However, as a result of distrust and uncertainty, there is a lack of cooperation between the two prisoners. The collective interest is not detected (Hospers, 2009). This states the importance of trust as precondition for cooperation.

The situation of regional cooperation is similar to the prisoners dilemma. Although municipalities are aware of the fact that regional cooperation, eventually, benefits the most, their own interest often wins it from the regional interests. The achievement of ‘quick wins’ and the accountability a director has of his own municipality are therefore main triggers. As a result, directors remain imprisoned in a ‘game’ where the interests of a municipality outweigh the interests of a region. Hospers (2009) calls this ‘church tire politics’. When it comes down, municipalities always look to their own interests instead of the regional interests.

Hospers & Van Lochem (2003) argue that it is possible to sever this vicious circle and come to intraregional administrative cooperation. This is possible through the implementation of a combination of communication, positive triggers and negative triggers resulting in administrative cooperation (Hoogerwerf in Hospers, 2009). Indeed, success moreishes and can reinforce the cooperation to unlock new success.

The presence of external threats can lead to the need to cooperate on a regional level. Regional cooperation does not have to be a guarantee for success per se. Parkstad Limburg is an example of that. Several actors of the region have teamed up in times of demographic decline. An evaluation of Parkstad Limburg (2009) revealed however that the decisiveness of Parkstad lags behind in practice. There might thus be a difference between cooperation in theory and in practice.

2.6 Conclusion

The current simultaneously occurring processes of globalization and regionalization and the becoming of a network-society leads to an increasing competition between places and an increasing importance of places to become active players on the market. Particularly given the fact that other regions in the Netherlands, and even in Europe, face or will face shortages of labour force in the near future as well. In order to compete effectively, places must develop a comprehensive and strong marketing approach. In this research merely is focused on region marketing in the context of the provided definition in Paragraph 2.2. The recruitment of the pre-selected target group labour force is central. Given the explorative character of the study, place branding is discussed as well. The analysis of the region could lead to characteristics relevant to ‘brand’ with respect to the recruitment of labour force. A discussion of the process of region marketing, provided in Paragraph 2.4, reveals the existence of two main aspects of the process. First the region its position, which can be related to the identity of the Achterhoek, and second, the visions, development of strategies and projects. These visions, strategies and projects support the mentioned positioning of the region.

The analysis of the identity of the Achterhoek states, in an extended context, the mission of this study and provides opportunities for establishing visions and strategies additionally. The analysis occurs in two complementary manners. First the region is analyzed in terms of Paasi. Paasi (1996) distinguishes four dimensions in order to ascertain the institutionalization of a place. Those four dimensions introductory are discussed in the next chapter. Subsequently for this study relevant regional developments and characteristics are discussed. Thereby the regional labour market and related developments and characteristics fulfill a pivotal role. Outcomes of both forms of regional analysis are performed in a SWOT-table. The SWOT-table is used to state and emphasize the manifestation of labour force shortages and the necessity of labour force recruitment and provides region-specific

features and opportunities (labeled as 'core values') important with respect to the recruitment of labour force. The identity of the Achterhoek is discussed in the next chapter (Chapter 3).

The second, and central, part of the study is aimed at the determination of visions and strategies. The establishment of visions refers to the distinction of sub-target groups (segments), since the group labour force has no unequivocal character. In that part (Chapter 4), the needs and wishes and the consumer behaviour of the different segments of labour force are provided. Chapter 5 provides insights in the strategies of several best practices in order to actually be able to recruit the determined segments of labour force. The Achterhoek can learn from their strategies. Cooperations and networks (the organizational capacity) are, on forehand, assumed as important and very common in the discussion of the strategies of the best practices. Furthermore, avoiding the prisoner's dilemma is stated as a prerequisite to be able to successfully establish strategies and implement region marketing practices.

3. Strategic analysis of the Achterhoek

This chapter provides an analysis of the identity of the Achterhoek. Goal of this chapter is the identification of the regional internal and external environment and of relevant developments in the Achterhoek. Therefore both the current situation and the future situation are discussed. What happens in the Achterhoek and/or what is possibly going to happen are central questions. Given the purpose of the study, the labour market and (possible) related characteristics are put central. The strategic analysis of the Achterhoek occurs in two different and complementary manners. First the Achterhoek and its identity are discussed in terms of Paasi (1996). Paasi distinguishes four dimensions in order to determine the identity of a place. Thereafter several place-shaping developments and characteristics are discussed which are important in the context of this research. Evidently, the current situation and prospects of the labour market are described. Additionally, other demographic developments, the economical structure and the residential environment of the Achterhoek are described as well, as being important determinants for the strategic analysis of the region. Those are important since features, labour market situations and developments vary widely between shrinking regions. Population density, existing economical structures as well as the specific geographical location are therefore determining variables (PBL, 2010). Main outcomes of the analysis of the identity of the region subsequently are compiled in a SWOT-table. The SWOT-table reveals the strengths, weaknesses, opportunities and threats of the Achterhoek. On the basis of the SWOT-table, judgments can be made about the position of the Achterhoek, including a comprehensive description of the mission statement and values indicating the most important regional characteristics relevant for the recruitment of labour force.

At the end of this chapter, one has a more detailed overview of the manifestation of the shortages of labour force expected in the Achterhoek. These outcomes state the importance of the mission of labour force recruitment. In addition, relevant regional features and qualities (labeled as core values) are determined which are relevant for the establishment of subsequent visions and strategies. Given the great variety of aspects discussed, information is provided in a structured and sometimes point wise manner.

3.1 The institutionalization of regions

Paasi distinguishes four criteria in order to determine the degree of institutionalization of regions. Although an identification of the *degree* of institutionalization of the Achterhoek is not the main goal of this paragraph, the criteria are important to take into account in this section. The criteria Paasi distinguishes refer to the application of ‘identity’ to a place as, indeed, regions only exist if an identity is assigned. Therefore, these criteria and the relation between these criteria and the Achterhoek are established in this paragraph and are used to analyze the identity of the region.

3.1.1 Regions and social realities

Like all places, regions are defined in large part by their articulations of social relations as connections both within and beyond that particular place, embedded in deeply layered and differently experienced histories (Massey, 1994). This notion of Massey assumes the existence of agency in relation to regions. It focuses on how regions develop and how they are socially produced and reproduced. Paasi (2002) elaborates further upon this. He defines a region as:

A socio-spatial unit with a longer historical duration, a representation of ‘higher-scale history’ into which inhabitants are socialized as part of the reproduction of society (p. 249).

Important in this definition is the explicit collective dimension representing institutional practices sedimented in the history of the region. He states in addition that this is mediated into daily life and is produced and reproduced in multitudinous social practices through communication and symbols (Paasi, 1996). However, according to this definition, every place (on every scale) might distinguish itself as a region. Therefore, Paasi (2002) speaks of additional characteristics of regions, evolving in the becoming of regions as social realities. The process in which a region becomes a social reality he calls 'institutionalization', which he defines as:

The socio-spatial process in which a territorial unit emerges as part of the spatial structure of the society concerned, becomes established and identified in various spheres of social action and consciousness, and may eventually vanish or deinstitutionalize in regional transformation. The process is a manifestation of the goals established by local or non-local actors and organizations and the decisions made by them (Paasi, 2002, p. 243).

A region as social reality will gain an established position in the spatial structure and is then usually identified in political, economic, cultural and administrative institutionalized practices and social consciousness. In the conceptualization of social realities, Paasi (1986) distinguishes four stages, which are entirely or partly simultaneous and may be ordered in different ways:

- **Territorial shape**: These are the functional processes through which actors define boundaries for the region and develop expectations of appropriate social practices within the region, such that the region becomes identified as a separate spatial sphere.
- **Symbolic shape**: This is the process of naming the region and developing the set of symbols with which it will be established. The use of symbols is essential, as they connect the region's image with a broader social consciousness of its existence. The use of symbols is also essential for the development of inhabitants their identification with the collective practices of the region.
- **Institutional shape**: The establishment of both formal institutions and local or non-local practices in the spheres of politics, economics, legislation, and administration. This is the development of a regional culture with implicit socialization of individuals in the regional community and production and reproduction of social consciousness.
- **Functional shape**: This is the constitution of the institutionalization process after the region has an established status in the spatial structure and social consciousness of the society. At this point, the region is ready for wider acknowledgement.

An elaboration of the four shapes Paasi distinguishes, integrates the material phenomena of a region with the ideas of the regional community formed by the inhabitants (the culture), the images of the region and the structures and expectations. Seen this, the shapes include both the objective, material and the subjective dimensions of a region. An application of those shapes on the Achterhoek is, therefore, used to determine the identity of the region.

3.1.2 The Achterhoek

This subparagraph elaborates in short the position of the Achterhoek according to the distinguished shapes of Paasi.

The region

The first shape Paasi distinguishes is the territorial shape. The territorial shape refers to the position of the Achterhoek in relation to the spatial environment. Whether the Achterhoek is easy to define, depends on the fact to what extent clear boundaries are existing between the region and its surrounding

places. The Achterhoek is formed by the municipalities Oost-Gelre, Montferland, Berkelland, Winterswijk, Aalten, Bronckhorst, Doetinchem, Lochem, Zutphen and Oude IJsselstreek. The region is located in the east of the province of Gelderland (see Figure 3.1). It is one of the six regions of Gelderland, next to Arnhem-Nijmegen, Noord-Veluwe, Rivierenland, Stedendriehoek and De Vallei. The region is per square footage the largest of Gelderland, but its population density is the lowest (Provincie Gelderland, 2010). The region primarily is known for its characteristic and peaceful landscape. Nature, agriculture and recreation are closely interwoven, which will be further denoted in Paragraph 3.5.

The region is located in the east of the Netherlands and in the east of the province of Gelderland and covers the area between the river IJssel in the west, the old IJssel in the southwest and the German border in the south and in the east. In the north, the region is bordered through the province of Overijssel and its regions Salland and Twente.

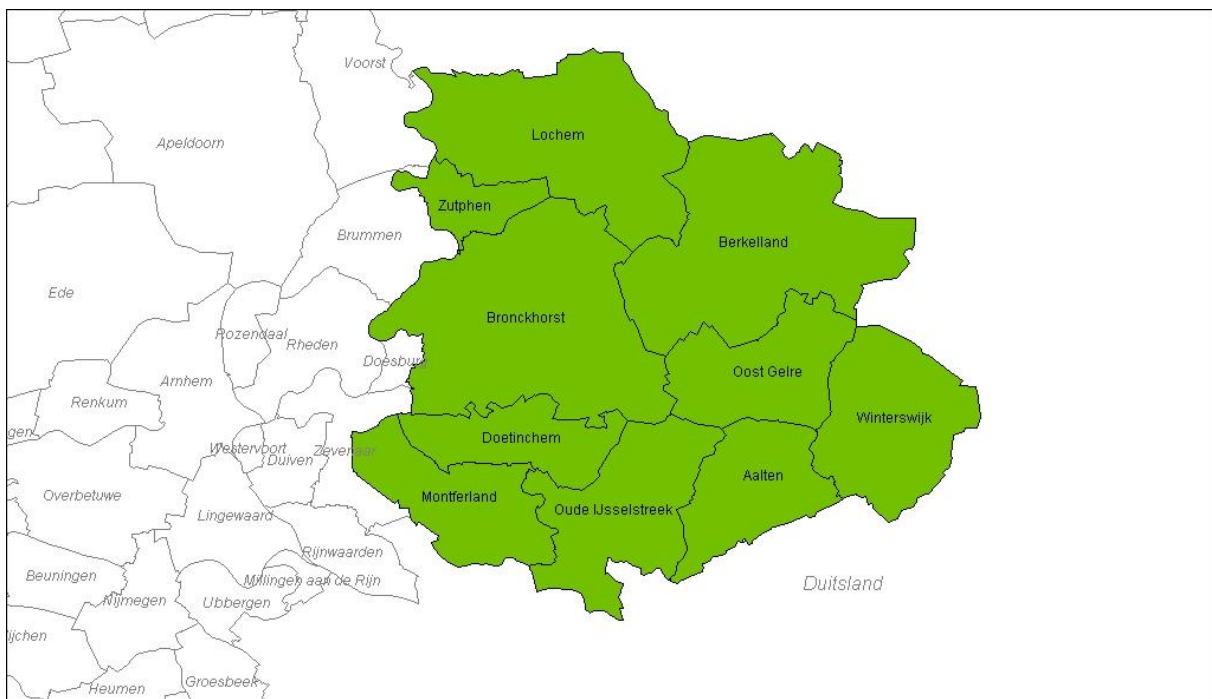


Figure 3.1: The Achterhoek in perspective (Source: Provincie Gelderland, 2010)

The Achterhoek originally was a wild and inaccessible place. It was ravaged by floods and strife. Nowadays the region is a favourite destination for holidays and short-breaks for many Dutch people. It is renowned for its tranquility, space, greenery and the famous scenic landscape that nowhere else in the Netherlands can be found (Achterhoek.nl, 2012).

Symbolizing the region

The second dimension of Paasi is the symbolic dimension. This involves the formation and existence of regional symbols, which expresses the regional structure.

If one enters the Achterhoek from the side of Arnhem, the difference in the spatial environment is well noticeable. The environment becomes calmer and more spacious and tranquil. The characteristic lines in the views are aspects of the agricultural activities in a naturally diverse and variegated landscape. It is here, where the attractive wings of the region occur. The region is, however, not immediately noticeable as a demarcated unit, but rather as a collection of many different attractive places, villages, hamlets and varied slightly undulating views (Regio Achterhoek, 2007). The Achterhoek is characterized by a countryside with typical farmhouses, majestic castles and other forms

of cultural heritage. It has no large towns, but villages scattered across a varied landscape with hedgerows, woodlands and meadows crossed by streams. Therefore, the spatial environment is characteristic for the region and differentiates the region from surrounding regions.

The identity of the inhabitants of the region is best approached from the regional cult heroes Jovink and Jolink. Both cult-figures establish a cultural bridge by radiating and inciting acts of people with their vitality, dignity and self-consciousness. And all that in their typical dialect which is spoken in the Achterhoek. They are typical and perhaps stigmatizing ‘products’ of the Achterhoek. Other typical products of the region are De Zwarte Cross, De Paardendagen, the football club De Graafschap, beer brand Grolsch, an own flag and a great variety of historically rich monuments in its landscape.



Figure 3.2: The flag as product of the Achterhoek (Source: www.achterhoek.nl)

The typical products and symbols of the Achterhoek represent and emphasize the uniqueness of the region, and are often integrated and existing in the daily lives of the inhabitants. It can be concluded that the Achterhoek has many representative products and symbols which can be identified with the entire region, and not so much with their single municipalities.

Governance in the Achterhoek

The third dimension of Paasi concerns the institutional shape of the Achterhoek. The institutional shape will in this section be discussed by revealing the governancial situation of the region, and more specific the position of the regional government organization Regio Achterhoek.

The region Achterhoek has, besides its governmental institutions on a municipality-level, also a government institution on a regional level; Regio Achterhoek. Regio Achterhoek has an important supporting, guiding and facilitating role in relation to its mutual municipalities. Main goal of the organization is to strengthen the authentic qualities of the Achterhoek. Those qualities may involve the physical uniqueness, maintaining the historically rich culture and its green and liveable living climate and strenghtening the strong internal social cohesion of the region. Four core values are determined by the organization in order to achieve the established goals (Regio-achterhoek.nl, 2012):

- Strengthening the sustainable innovation of businesses.
- Sustainable maintaining the landscape and the societal structures.
- Increasing the administrative and financial strength of the region.
- Local policy coordination, consultation between municipalities and common interests.

The organization Regio Achterhoek redefined its tasks and its management accordingly in 2008. There is a strategic agenda prepared with four priorities:

- Sustainable economy.
- Mobility.
- Leisure economy.
- Region marketing, External relations and Lobby.

Main motive behind this new strategic agenda was the prospect of the declining population of the region. This population decline is the dominant development behind the spatial policy of the Achterhoek. The decrease of the population is already visible in some municipalities within the region and will, on a short term, also be visible on a regional scale. An extended view on demographic decline in the Achterhoek is given later in this chapter.

The municipalities of the Achterhoek are aware of the need for a regional coordination for its policy-making. It has to be realized that municipalities do not compete with other municipalities in the scarce market of homes, businesses, labour force, offices and facilities (Regio Achterhoek, 2012). Cooperative spatial policy has to maintain the future vitality and the sustainability without losing the authenticity which is characteristic for the Achterhoek. The regional cooperation has already led to regional housing agreements, joint developments and a shared vision on the changing functions of the region (Regio Achterhoek, 2012).

Recently, the covenant ‘Achterhoek 2020’ is established in order to further develop the cooperative behaviour between all sorts of actors from the Achterhoek. The overall goal of the agenda Achterhoek 2020 is to realize and remain a vital, attractive and healthy living environment for all inhabitants of the Achterhoek in 2020. The future challenges of the region such as demographic developments and shortages of labour force, and its possible affecting social and economic vitality, requires a transition of thinking, doing and of the organizing capacity. The Achterhoek understands the necessity of such a revolution and attempts to foster the ‘logic of the horizontal connecting’. Governmental organizations, businesses and societal organizations teamed up in order to remain a vital region in 2020. This is by outsiders called ‘The model of the Achterhoek’ (Regio Achterhoek, 2011). This is a model in which the broad social cooperation and the cross-sectoral cooperation of the Achterhoek is standing central. In various regional documents is indicated that formulated tasks require substantial investments, which not only can be mustered by the municipalities themselves. Therefore, for the expertise, cooperation and funding the region partly depends on the Province of Gelderland, the State, possible European funds and on contributions from the private sector and organizations from the civil society. Particularly with the Province of Gelderland there is/has been a lot of interaction. The province has been informed during the process of developing the Agenda Achterhoek 2020 and supports the Agenda Achterhoek 2020 accordingly. The provincial Deputy took, for example, part at some major meetings concerning the establishment of regional policies in the Achterhoek (Regio Achterhoek, 2011). The Agenda Achterhoek 2020 is, in short, an umbrella for all sorts of (sustainable) projects in order to remain a vital and appealing region in the future, while having in mind the upcoming challenges the region stands for.

The Geopolitical context

The last dimension Paasi distinguishes is the functional shape of a region. The functional shape of the Achterhoek is in this section discussed in a geopolitical context. The economic upscaling of the region is established in the position of the region in the triangle East-Netherlands, and its participation in Euregio.

The Ministry of Economic Affairs adopted a new spatial policy called ‘Peaks in the Delta’ back in 2006. With that new spatial policy, the Ministry no longer seeks to eliminate backlogs but to stimulate regional economic opportunities. Six ‘Peaks’ were chosen to designate additional stimulation. The Peaks are chosen because of their excellent research institutions, universities,

innovative companies, high educated students and fruitful collaborations (Ministerie van Economische Zaken, 2006). The Achterhoek is not one of these regions, but is surrounded by three Peaks. The region is centrally positioned in the triangle 'East-Netherlands', consisting of the Peaks Twente (Technology Valley), Arnhem-Nijmegen (Health Valley) and Wageningen-Ede, Rhenen-Veenendaal (WERV) (Food Valley).



Figure 3.3: Triangle East-Netherlands; Three 'Peaks in the Delta' (Source: Program commission east NL, 2009)

Although the Achterhoek is not one of the Peaks, it is beneficial for the region to connect with advantages of the surrounding Peaks. The Achterhoek has to relate its regional economic vitality to the surrounding economical centers. This provides several comparative advantages. According to Myrdal (1957), 'spread-effects' of economic vital regions fan out to surrounding regions. On the other hand, the Achterhoek could benefit from the available (specific) knowledge and the quantitative large number of labour force and students in surrounding regions. In all 'Valleys' universities and a lot of students and just-graduates (potential labour forces) are present.

Beneficial for the Achterhoek as well, is its participation in Euregio. One of the consequences of European integration is the increasing permeability of national borders. This development has major effects on the position of border regions such as the Achterhoek. According to many, these previously peripheral and isolated regions will become linking regions in an integrating Europe. To benefit the most of these opportunities, new claims on the region's infrastructure, physical planning and environment will have to be met. This also counts for the social and economical sectors. These new challenges require coordinated action by the local and regional governments in European border regions. The EU has recognized the importance of regional cross-border cooperation and has reserved substantial funds to provide regional and local governments with incentives to set up networks of cross-border cooperation and help these regions in developing regional policies to compensate for their relative isolation. In a response to these developments Dutch local and regional governments and linked non-governmental bodies -together with their counterparts in Germany and Belgium- have established institutions for cross-border cooperation (Denters, Schobben & Van der Veen, 1999). The Achterhoek participates in one of these institutions called *Euregio*. The *Euregio*, also called *Euregio Rijn-Ems-IJssel*, was established in 1958 and is the oldest *Euregio* in Europe. It contains parts of the Dutch provinces Overijssel (Twente), Gelderland (Achterhoek) and parts of the German Grafschaft Bentheim (Emsland, Borken, Coesfeld and Steinfurt). See Figure 3.4.



Figure 3.4: Euregio (Source: Euregio.de)

The Euregio is a non-formal cross-border cooperative body, which nevertheless has a rather high degree of institutionalization, since it has a common German-Dutch secretariat, a representative body called the Euregio-council and a common charter. The Euregio is a form of pure cross-border upper-local cooperation since its own members are the communities within the area of the Euregio.

The Euregio, in which the Achterhoek thus participates, has several main goals (Euregio.de, 2012):

- Social-cultural integration.
- Tourism, culture and education.
- Spatial structure and infrastructure.
- Science and Technology.

The main current policy fields where Euregio targets its attention at, are the level of education and its relation with the labour market and the internal labour market in general. Both the (spatial allocation of the) quantity and the quality of the labour market of the Euregio can be increased due to strong cross-border synergies. The Dutch and German businesses are, for example, that strong interconnected that a labour force or starter who has transnational competencies (mainly linguistic) could be very interested to work across the border. The stimulation of the cross-border labour market is therefore very meaningful to do and leads to a wider view (beyond national borders) on possibilities for labour force recruitment. A more flexible labour market leads in addition to a higher degree of cross-border mobility and towards a more adjusted favourably employment in relation to a changing demand for labour force. An inefficient allocation of labour force may negatively affect the longer-term level and growth rate of potential output of the Euregio. Efficiency as it comes to the allocation of labour force is thus required. Therefore deploying ‘hard’ and ‘soft’ resources to stimulate the cross-border mobility of labour force is one of the main targets of the Euregio in order to strengthen the internal labour market.

This paragraph discussed the identity of the social reality the Achterhoek is, according to the phases Paasi distinguished in order to determine the degree of institutionalization of regions. The following paragraphs elaborate further upon other region-specific developments and characteristics important for the elaboration of the identity of the Achterhoek.

3.2 Demographic developments

The Achterhoek is one of the many regions in the Netherlands that copes or will have to cope with a declining population². This paragraph describes the specific character of demographic developments of the Achterhoek. In this paragraph, and also in the following paragraphs, in some cases comparisons are made between the situation of the Achterhoek and the situations in regions elsewhere in the Netherlands. This places the regional developments and characteristics of the Achterhoek in perspective.

Demographic decline

The population of the Achterhoek drops since 2009:

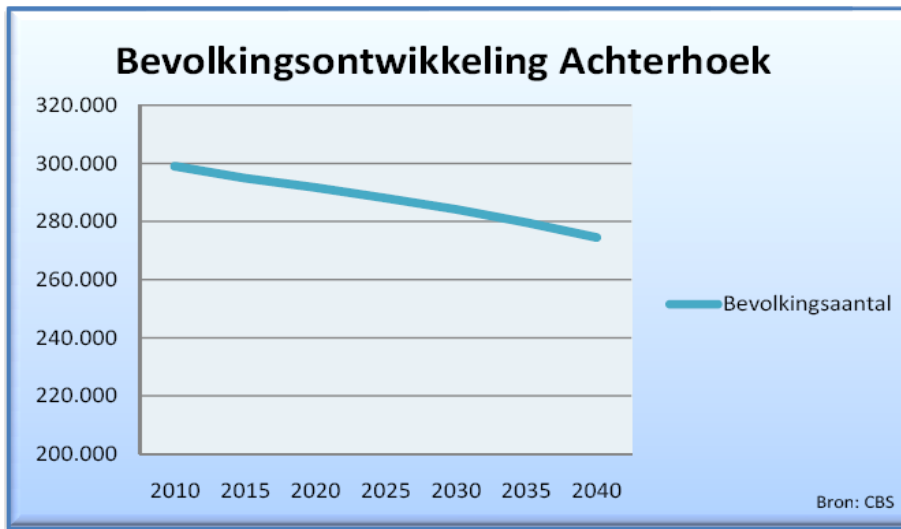


Figure 3.5: Demographic decline in the Achterhoek (Source: CBS)

The population of the Achterhoek dropped under the limit of 300.000 inhabitants in 2010. According to De Jong & Van Duin (2010), the Achterhoek belongs, together with Parkstad Limburg, Zeeuws-Vlaanderen and Northeast-Groningen, to the four regions with a declining population of more than 2,5%. Expectations reveal the prospect of a further degree of the population of the Achterhoek with 8,2% to a total of 274.500 inhabitants in 2040. On the other side, particularly the Randstad expects large increases of its population. The population development in the Achterhoek -and in other shrinking regions as well- is highly deviant in comparison to other places in the Netherlands in the period to 2040, resulting in the becoming of the Netherlands as a *Mesopotamia* (PBL, 2010). The demographic decline in the Achterhoek is the result of two main discourses; a negative natural growth and a predominantly negative migration rate. This means more concrete the existence of both aging and dejuvenation in the Achterhoek (De Jong & Van Duin, 2010).

Relative natural growth

The relative natural growth rate of the Achterhoek is shown in Figure 3.6. The natural growth of a place is the number of live births minus the number of deceased people. With a positive natural growth is meant: more live births than deceased people and with a negative natural growth is meant: fewer live births than deceased people. The figure reveals the fact that all individual municipalities of the Achterhoek have or will have a negative natural growth.

² See Appendix 1 for a general introduction into demographic decline

Furthermore, the figure reveals the greater negative natural growth rate the Achterhoek has compared to Dutch average.

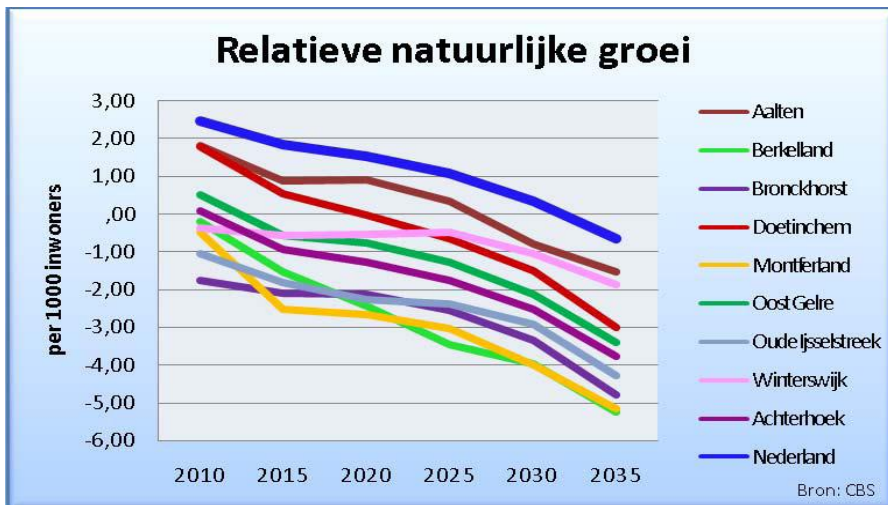


Figure 3.6: Relative natural growth (Source: CBS)

Relative migration rate

The relative migration rate describes the difference between immigrants and emigrants in a particular place. A positive migration rate indicates a higher level of immigration than emigration. On the other hand, a negative migration rate indicates a higher level of emigration than immigration. The relative migration rate of the Achterhoek is shown below:

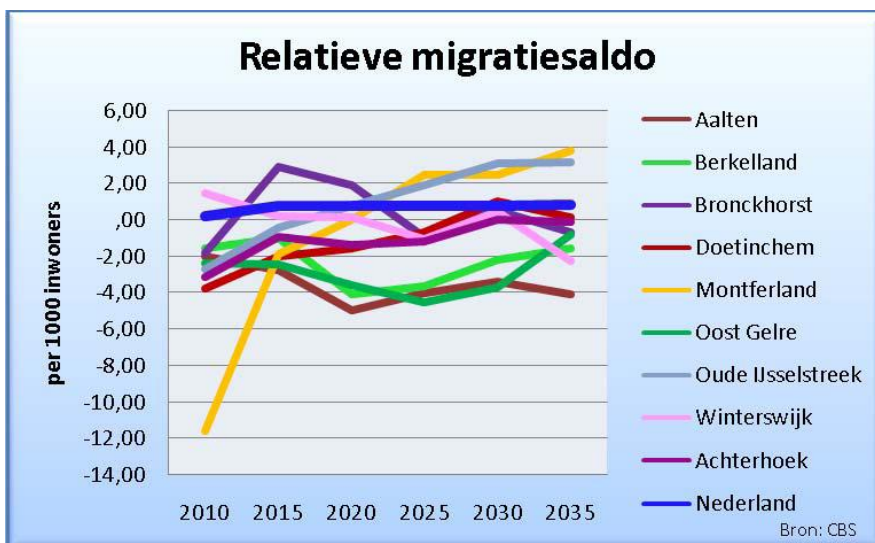


Figure 3.7: Relative migration rate (Source: CBS)

The relative migration rate displays contrasts between municipalities within the Achterhoek. The major part of the municipalities, and also the Achterhoek in total, have a negative relative migration rate till 2030. However, some municipalities face a transition from a negative to a positive migration rate earlier. Compared to the Dutch average, the relative migration rate of the Achterhoek remains lower. De Jong & Van Duin (2010) revealed that mainly young people are the ones migrating out of the Achterhoek. Main reasons behind this 'exodus' of young people are study and work related activities elsewhere.

'Dejuvenation' versus 'grey pressure'

A fixation on population numbers alone is undesirable (Van Dam & Verwest, 2006). Also important for changes in the spatial development is the composition of the population. Significant changes and developments of the composition of the population in the Achterhoek are related to the grey pressure and the process of dejuvenation in the region. This reveals Figure 3.8.

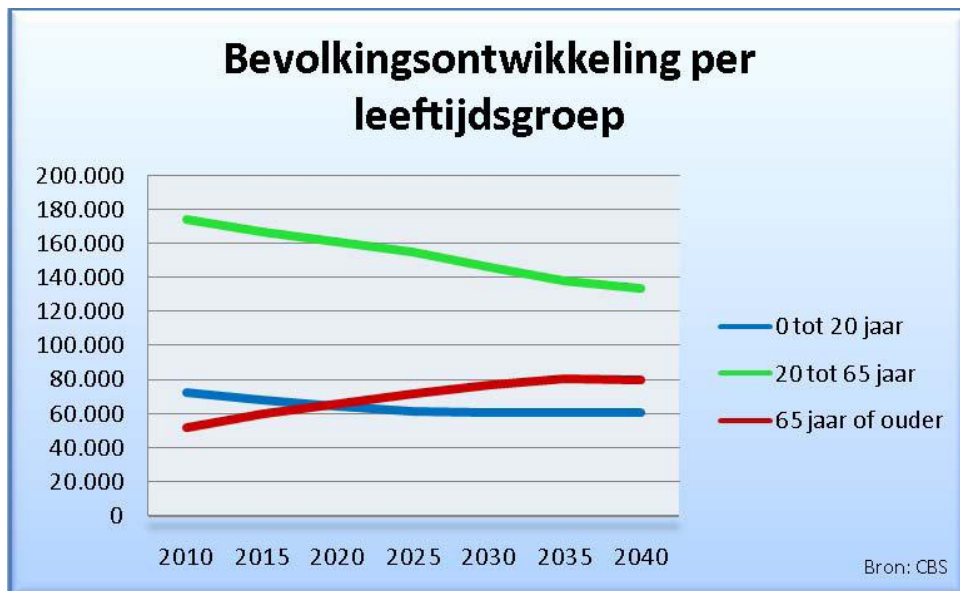


Figure 3.8: Demographic developments per age category (Source: CBS)

The number of people in the age category 0-20 declines with more than 16% in the period from 2010 till 2040. In the same period, the number of people in the age category 20-65 (the working population) drops with 23% sharply too. Opposite to these developments, the number of people in the age category 65+ increases with 53% (Huiskamp, 2010). These developments indicate the existence of both aging and dejuvenation in the Achterhoek.

Consequences demographic developments

The established demographic developments contain, evidently, consequences for the Achterhoek. It affects the education (-facilities), the healthcare (-facilities) and its labour market (PBL, 2010). In order to maintain a vital region in the future, the Achterhoek established the earlier mentioned 'Agenda Achterhoek 2020'. In that model cooperation is established as a necessity for the preservation of the future regional vitality. With respect to the presence of labour force in the Achterhoek, both the negative natural growth and the negative migration rate have sharp consequences for the availability of labour force. This is further elaborated in the next paragraph.

3.3 Labour market developments

Central for this research are the consequences the demographic developments have on the presence of labour force in the Achterhoek. Particularly given the fact that expected demographic developments affect the regional labour market mostly (Regio Achterhoek, 2011).

Potential labour force developments

The number of potential labour force in the Achterhoek was 195.600 in 2010. However, this number is subject to sharp changes the upcoming years. Studies of for example PBL (2010), the Kamer van Koophandel (2011) and Regio Achterhoek (2012) reveal the expectation that the number of potential

labour force in the Achterhoek will be decreased with circa 30% before 2040, compared to the number in 2010. Figure 3.9 shows the declining number of potential labour force in the Achterhoek (in relation to other regions in the Netherlands) and reveals the turnaround from a growing number of potential labour force to a drop of the number of potential labour force as well.

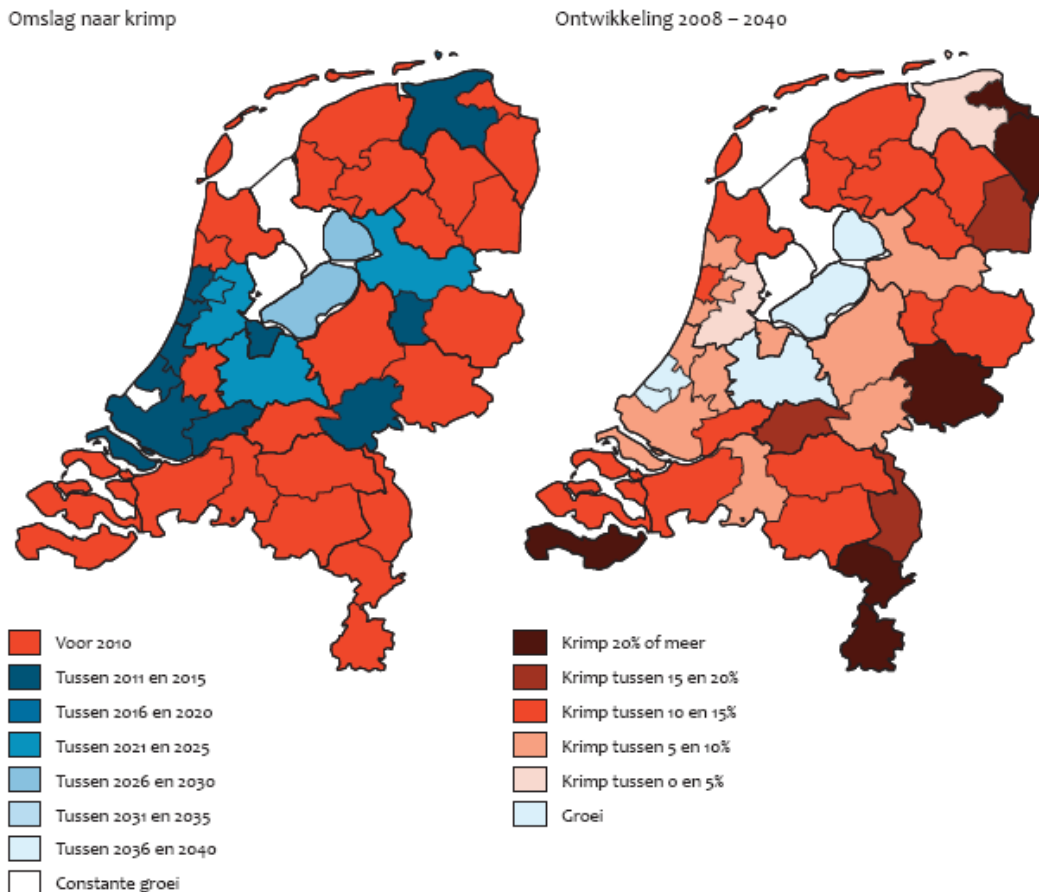


Figure 3.9: Percentage declining potential labour force (Source: PBL, 2010)

Figure 3.9 reveals the fact that the point of reversal of the Achterhoek already has been achieved before 2010. It reveals also the expectation of the sharp declining number of potential labour force. As stated, the decline of the potential labour force of the Achterhoek will be around 30% in 2040 compared to 2010, resulting in a number of approximately 145.000 potential labour forces. Seen this, the Achterhoek belongs to one of the four regions where the number of potential labour force will decline with more than 20%. The Achterhoek isn't thus the only peripheral region facing shortages of labour force. Also other border regions in the Netherlands as Parkstad-Limburg, Zeeuws-Vlaanderen and Northeast-Groningen are expecting enormous labour force shortages (PBL, 2010).

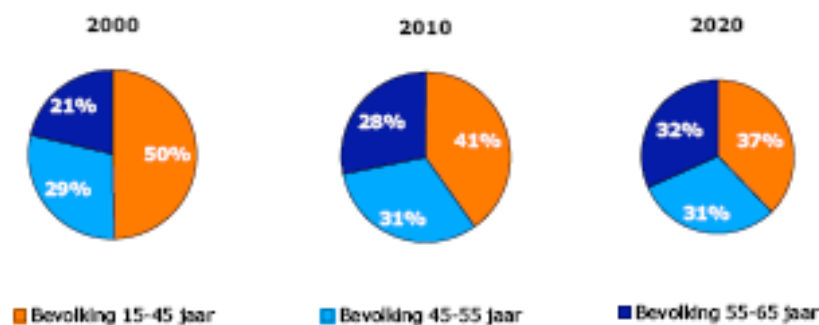
Participating labour force developments

In line with the expectations for the potential number of labour force, the number of participating labour force drops as well. Where the participation rate still increased in the Achterhoek in the period 2007-2012 (0,3% to 137.500), 2012 will be the threshold of a long period of decreasing numbers of participating labour force (Gardenier, Nanninga & Schudde, 2008). The number of participating labour force drops relatively gently at first, with a percentage of -2,65% to a number of 133.000 in 2016, but much more drastic seen over a longer period. With a similar participation rate, the number of participating labour force drops with 18.000 in 2020 (Keiren & Rühl, 2011) and 25.000 in 2025

(Regio Achterhoek, 2008). This development is critical, particularly given the fact that certain employees already face difficulties with the filling up of job vacancies correctly (POA, 2011).

Composition of labour force

Not just actual numbers of labour force are subject to change, the composition of the total available regional labour force changes as well:



Bron: CBS

Figure 3.10: Age-composition labour force (Source: Gardenier et al., 2008)

The figure reveals the increasing number of potential labour force within the group 55+. Opposite to this development, the number of potential labour force within the group 15-45 decreases. Aging is, thus, existing in the composition of labour force as well.

The employment rate

The number of potential and participating labour force decreases sharply the upcoming years. The employment rate, on the other side, increases a little with 1% from 115.000 jobs to 116.100 jobs of twelve hours or more per week in the period to 2015, and stabilizes subsequently (Keiren & Rühl, 2011). The distribution of employment was as following in 2008³:

Sector	Aantal Achterhoek	Aandeel Achterhoek	Aandeel Nederland
Landbouw en visserij	8.300	6,2%	1,4%
Industrie en delfstofwinning	26.740	20,0%	12,5%
Bouwnijverheid	12.200	9,1%	5,3%
Handel (detail- en groot-)	24.900	18,6%	16,5%
Horeca	6.350	4,7%	3,7%
Verkeer	6.230	4,7%	6,1%
Fin. en zak. Dienstverlening	12.400	9,3%	20,7%
Overige dienstverlening	36.820	27,5%	33,9%
Totaal	133.920	100,0%	100,0%

Figure 3.11: The distribution of jobs (Source: Beek, Belo & Hammink, 2008)

The distribution of employment in the Achterhoek reveals differences between regional numbers and the Dutch average. For example, the sector 'agriculture and fisheries' is much larger than Dutch average, 6,2% compared to 1,4%. Also other relatively low-skilled professions are more represented in

³ Based on five hours or more

the Achterhoek compared to the Dutch average. Examples are the sectors construction and industry. On the other side, the sector ‘financial and business services’ is significantly smaller than the Dutch average, 9,3% compared to 20,7%. The presence of relatively much low-skilled job opportunities has an impact on the level of education of the regional labour force, which is less than the Dutch average as well (Rabobank, 2002).

Shortages of labour force

The decreasing numbers of both the potential and participating labour force leads to structural shortages of labour force in the Achterhoek in the (near) future (Kamer van Koophandel, 2011). Particularly given the notion that expectations reveal a similar employment rate in the Achterhoek in the upcoming years. As a result, the unemployment rate will drop to friction-level (3%). Besides this quantitative problem of labour force shortages, qualitative problems are threatening the labour market of the Achterhoek as well. Due to developments such as aging, and with that an increasing number of upcoming retirements, a lot of knowledge and experience will be lost. According to Gardenier et al. (2008), this problem is even important as the quantitative problem of labour force shortages the Achterhoek has to cope with in the future.

As already stated in the scope of the research (Paragraph 1.2), internal instruments are insufficient to deal with labour force shortages (alone). According to Derks, Hovens & Klinkers (2006), people in the category ‘45+’ have a lower participation rate on the labour market than those within the category 15-45, namely 66% compared to 70%. In addition is stated that the participation rate among people in the category 30-60 is already higher in the Achterhoek compared to both provincial and Dutch average (Technocentrum Zuidelijk Gelderland, 2009). The second main internal deployable instrument to cope with shortages of labour force is the deployment of unutilized personnel (PBL, 2010). The percentage of non-participating labour force in the Achterhoek consists, however, mostly of non-employment seekers. That makes this group unmobilizable (Gardenier et al., 2008). Therefore, both instruments are insufficient in a response to labour force shortages solely (e.g. Gardenier et al., 2008) which emphasizes the importance of labour force recruitment.

Sectoral shortages of labour force

Hagens & Kraaijvanger (2011) reveal the fact that every single labour sector in the Achterhoek expects to have significant difficulties with the future, and sometimes even current, filling up of job vacancies⁴. This emphasizes the variety of the problem of labour force shortages. Certain inter-sectoral differences can however be determined as it comes to expected labour force shortages. Particularly in the sectors industry and utilities, construction industry, wholesale, healthcare, ICT, technique and services-provision major difficulties are expected with the filling up of job vacancies. The sectors ICT, technique and healthcare are already dealing with large difficulties when it comes to filling up job vacancies. In addition, particularly the sectors public administration, education and healthcare point towards the future expected shortages of higher educated labour force. This states that difficulties are expected regarding the recruitment of labour force in general, but also regarding the availability of the adequate educated labour force for the future job vacancies.

3.4 Social-economical transition

The Achterhoek is a rural region. The Average Addresses Density, a measure instrument that the CBS uses to determine the degree of urbanization of regions, distinguishes five categories. Two of them belong to the predicate ‘rural’. The Achterhoek belongs, with an Average Addresses Density of 812 addresses per square kilometer, to category 2 and has therefore a so-called rural economy. Rural

⁴ See table in Appendix 2

economies are, as described in the previous paragraph, strongly related with high employment in the sectors agricultural, fishing and construction (Gardenier et al., 2008).

A lot of the Dutch rural economies, including the economy of the Achterhoek, are subject of a transition to new economic activities. The production structure of the Achterhoek has traditionally been dominated by the so-called ‘make sectors’. In the Achterhoek the iron and metal industry are particularly strong involved in the production structure. These high-tech iron and metal industries still are able to compete with several low-wages countries in for example Asia and remain therefore their position in the economy of the Achterhoek (Rabobank, 2002). Nevertheless, the typical economic structure of the Achterhoek is subject to change. The Achterhoek has been, and still is, forced to look for innovations within their own regional economy to be able to continue their position in the national, European and global market (Van der Beek, Belo & Hammink, 2008). The transition from a merely make-industry towards a service-based economy is, currently, affecting the economy of the Achterhoek. This results in an increasing number of employment in non-commercial services, tourism and recreation. It is, in that perspective, grounded why tourism and recreation are labeled as increasing important economic sectors in the Achterhoek (Regio Achterhoek, 2010). The social economic transition leads, particularly if these sectors tend to be increasingly important in the regional policy, to expected increases in the demand for labour force in general and higher educated labour force more specifically on the regional labour market.

3.5 The residential environment

The last discussed aspect of the identity of the Achterhoek is the residential environment. Given the great variety of including characteristics, there is chosen to mention the macro-characteristics of the residential environment which could be important with respect to labour force mobility.

The living environment of the Achterhoek is determined as multifaceted. The Achterhoek is a region that widely is known for its great number of woodlands, country estates, castles, small rivers and picturesque villages. The small scale and friendly character make the region an ideal place to live and to visit. Particularly the landscape of the region is attractive for leisure activities. These are, therefore, present in large quantities. It is, in that perspective, not surprising that the region is voted as best cycling place in the Netherlands (The Gelderlander, 2012). The specific character of the Achterhoek leads (increasingly) to rural tourism. The tourists want to experience the uniqueness of the landscape of the Achterhoek.



Figure 3.12: Impression of the landscape of the Achterhoek (Source: Achterhoek.nl)

Besides the strong green, spacious and tranquil environment of the region, more urban facilities such as culture, shops, terraces are present in the Achterhoek as well. The region has several small attractive villages and small historic towns. Doetinchem is the main city with approximately 56.000 inhabitants. Thereby, larger cities, for example, Enschede, Apeldoorn and Arnhem are relatively close. Threatening the region and the quality of life in the small towns and rural areas of the region are the described demographic developments. Particularly a decreasing number of facilities evokes the image of a declining viability (Regio Achterhoek, 2012). This development is mostly affected by the demographic processes dejuvenation and aging. An upscaling of the facilities is, therefore, an often inevitable development. In the Achterhoek, the possibility to study at a HBO or university level is lacking. There are no facilities for students who are attending/willing to attend higher education.

Characteristic for the residential environment of the Achterhoek is also the strong internal social cohesion of the region. This vernacularly is called 'noaberschap'. The strong internal social cohesion is partly established and reinforced through the clear and distinctive earlier mentioned products of the region.

Lastly, the housing supply is more than sufficient in the Achterhoek. The risk of a housing surplus threatens rather than a shortage of housing. This leads, in general, to relatively cheap prices of houses in the region compared to surrounding regions and the rest of the Netherlands. Therefore, it is for home seekers both relatively simple and inexpensive to find a house and to settle in the Achterhoek (Regio Achterhoek, 2007). Nevertheless, it is important that the construction plans will be revised, because the demand for residential properties for small households, seniors and starters will increase the upcoming years (Regio Achterhoek, 2007). The region can, additionally, anticipate on the increasing demand for larger residential environments of people in the Netherlands, since a decline of the number of households provides opportunities therefore (Pinkster & Van Kempen, 2002). The decreasing property values in the Netherlands may negatively affect the housing market of the Achterhoek.

Accessibility

Often associated negatively with the Achterhoek is the regional accessibility. Four major bottlenecks can be distinguished. Particularly the N18, the A15, the A18 and the railway between Arnhem and Doetinchem are negatively reviewed (Regio Achterhoek, 2011). For some companies the poor accessibility of the region is a reason for a departure out of the region (De Gelderlander, 2011). Several plans for reinforcing the accessibility of the region are meanwhile developed. Figure 3.13 reveals the main infrastructural developments that the region will implement in the near future. Important is that both the internal and the external accessibility of the road network are subject to change. The accessibility of the region from Twente, the cities Zutphen and Deventer and the region Arnhem-Nijmegen will be improved, equally as the connection to the road network in Germany (Regio Achterhoek, 2012).

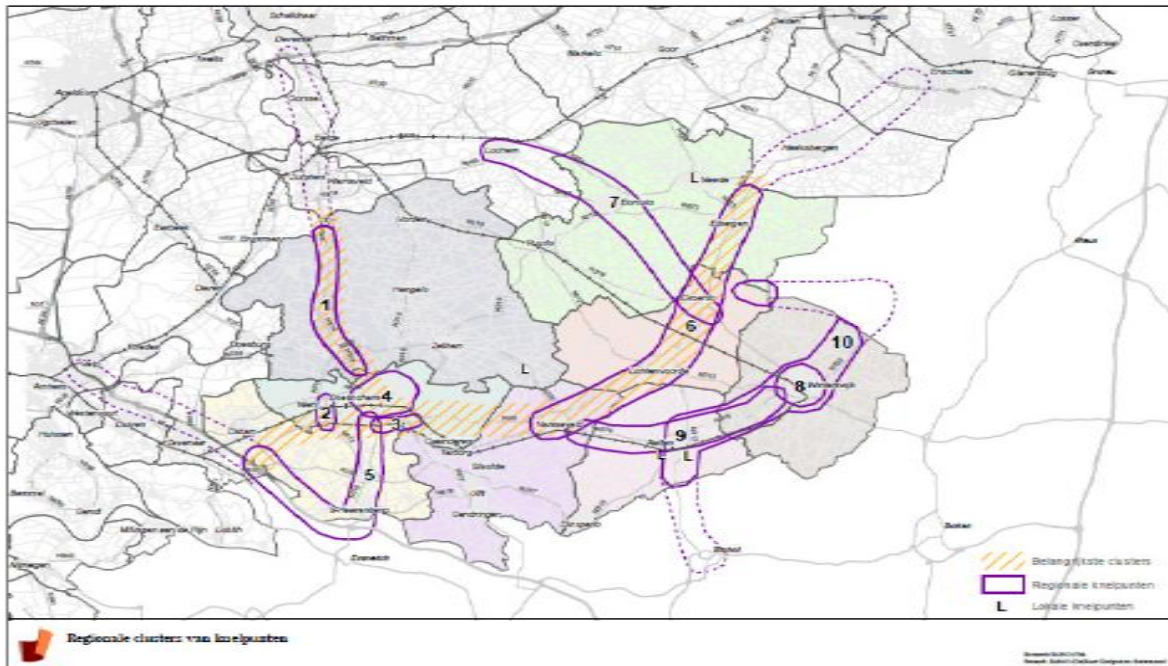


Figure 3.13: Infrastructural developments (Source: Structuurvisie Achterhoek, 2011)

Opposite to the many developments and established policies for reinforcing the road network of the region, establishing plans for a better internal and external accessibility via public transport are planned, but not conceptualized or in progress yet.

3.6 SWOT

So far, this chapter discussed several relevant aspects of the identity of the Achterhoek. Region-specific developments, challenges and characteristics leads to a great variety of involved components for establishing region marketing. A SWOT-table is provided to structure this variety of information in an orderly and convenient manner. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. It is an often used technique for formulating strategies for organizations and geographical entities. Or as Kotler et al. (1999) argues, it is an efficient and clear way to find the strategic competition elements or negative aspects of a place. In the identity building process, a place can make several choices. Additionally, a place can influence the desired image for certain target groups.

A SWOT-analysis is based on relative outcomes. It is always deposited towards other related places. A SWOT-analysis contains two parts, an internal and an external analysis. The internal analysis reveals the strengths and weaknesses and the external analysis reveals opportunities and threats of a place.

3.6.1 SWOT-table of the Achterhoek

The discussed aspects of the identity of the Achterhoek are provided in the SWOT-table 'Working in the Achterhoek' (Figure 3.14). The SWOT-table is divided into the categories economic structure, social-cultural climate and region, governance and organization. These components should not be seen as separated entities, but rather as an attempt to structure the variety of information and variables that is conducted in this paragraph.

Strengths	Weaknesses
<p><i>Economic structure</i></p> <ul style="list-style-type: none"> • Differentiated economic structure • Strong manufacturing sector • Increasing services sector • Stable employment rate • High participation rate labour force • Low rate of unemployment <p><i>Social cultural climate</i></p> <ul style="list-style-type: none"> • Culture of ‘noaberschap’ • Strong internal social cohesion • Green valued environment and leisure possibilities • Vicinity of the Veluwe • Vicinity of urban area’s Enschede, Apeldoorn, Arnhem • Tranquil and spacious environment • Relative complete range of facilities • Cross-border infrastructure • Planned investments in the road network to increase the accessibility of the region • Several diverse cultural events <p><i>Region, governance and organization</i></p> <ul style="list-style-type: none"> • The existence of a regional public body (Regio Achterhoek) • Network meetings (innovation) • Involved companies and civil society organizations • Participation in Euregio • Beneficial economic position of the region regarding surrounding Valleys • Established inter and intra-sectoral cooperations • Many symbols and products that are characteristic for the region as place • Broad support and understanding of the importance of cooperation with the establishment of the Agenda Achterhoek 2020 	<p><i>Economic structure</i></p> <ul style="list-style-type: none"> • Relatively low skilled labour force • High degree of unmobilizable people • Little distinctive sectors in economic structure • Relocation of companies to other more central parts of the Netherlands <p><i>Social-cultural climate</i></p> <ul style="list-style-type: none"> • Absence of urban area’s • Absence of higher education institutes • Infrastructural accessibility of the region • Internal infrastructural connections to major roads • The public transport system in and to the region • Peripheral positioned in the Netherlands and towards national economic centers <p><i>Region, governance and organization</i></p> <ul style="list-style-type: none"> • Financial position of the regional and local governments • Relative isolation as being a border region • Insufficient amount of own resources for implementing projects established in the Agenda Achterhoek 2020
Opportunities	Threats
<p><i>Economic structure</i></p> <ul style="list-style-type: none"> • Increasing importance and use of the sectors tourism and recreation for place development • The increasing opportunities for employment, 	<p><i>Economic structure</i></p> <ul style="list-style-type: none"> • Employment in ‘make-sectors’ increasingly under pressure due to competitiveness of low-wage countries

<p>particularly in the sectors ICT, technique, healthcare, industry, well-being, government, education, construction, hospitality, industry and wholesale due to the decreasing number of labour force</p> <p><i>Social-cultural climate</i></p> <ul style="list-style-type: none"> • A decline of households provides opportunities for increasing demand for larger design of residential environments • Increasing national demand for rural tourism • Anticipating on the changing needs and demands due to aging <p><i>Region, governance and organization</i></p> <ul style="list-style-type: none"> • Return migration of migrated people and their gained knowledge and experiences • Potential (provincial and European) external funding • Increasing attention and financial resources for European border regions 	<ul style="list-style-type: none"> • Increasing future demand higher educated labour force due to transitions rural economies • Loss of knowledge and experienced labour force due to aging • Expected shortages of labour force due to demographic developments <p><i>Social-cultural climate</i></p> <ul style="list-style-type: none"> • Aging and dejuvenation affecting the dynamics and the regional vitality • Mutually reinforcing trends of population transition • Increasing competition of other peripheral regions facing labour force shortages • Decreasing use and accessibility of facilities triggered and affected by demographic developments <p><i>Region, governance and organization</i></p> <ul style="list-style-type: none"> • The emergence of an internal competition between municipalities due to increasing scarce regional (human) resources • Development of national property values
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Figure 3.14: SWOT-table of the Achterhoek

3.7 Positioning the Achterhoek

The strategic analysis and the summarizing SWOT-table of the Achterhoek as ‘place-product’ provides in several manners two important directions in this study. It indicates, in an extended context, the characteristics of the shortages of labour force the region stands for and it indicates certain region-specific features and qualities for the establishment of target groups, opportunities within target groups and strategies for the recruitment of labour force. Both region-positioning directions are described and emphasized in more detail in this paragraph.

3.7.1 Labour force shortages

The expected shortages of labour force in the Achterhoek has several and various features. Demographic decline, which is triggered through the developments aging and dejuvenation of the regional population, is the main trigger behind the sharp drop of the number of potential and participating labour force in the region. This drop of the amount of labour force results in enormous regional labour force shortages. Particularly given the fact that employment numbers remain about the same. Current expectations reveal a drop of approximately 50.000 potential labour forces in the Achterhoek in the period to 2040. Additionally, the number of participating labour force drops sharply as well, with an expected decrease of 25.000 labour forces in the period to 2025. This major quantitative problem arising from labour force shortages is not the only problem a declining number of labour force entails. Qualitative problems will arise as well, due to the relatively large loss of knowledge and experienced personnel, highly influenced by a retiring workforce. Although the fact

that the data and information about labour force shortages is based on prospects and expectations, it is clear that the magnitude of the future regional labour force shortages leads to major problems if no action will be undertaken.

Besides this macro-gathered information, also relevant meso-information can be extracted from the strategic analysis regarding the characteristics of the shortages of labour force. So has it been found how the labour force shortages are related to specific sectors. At forehand, every single sector of labour in the Achterhoek expects to have significant difficulties with the (future) filling up of job vacancies. Nevertheless, some sectors expect to have larger difficulties with this filling up of job vacancies than other sectors do. So notice the sectors ICT, technique and healthcare significant problems with the filling up of their job vacancies already. A problem that only will increase more in the near future. Besides these sectors, the sectors wholesale, hospitality, construction, public administration, education, well-being and industry expect to have large difficulties with the filling up of their future job vacancies as well. Additionally, it is very likely that shortages of labour force in the tourism and recreation industry will occur, given the increasing number of jobs in these sectors and the increasing importance of those sectors for the regional economy of the Achterhoek.

Next to differences between labour sectors, differences exist also as it comes to the required level of education in relation to job vacancies. The Achterhoek has traditionally been dominated by the so-called low-skilled 'make-sectors'. These sectors are still represented above average in the region. Nevertheless, there is a transition going from an economical structure mainly based on make-sectors towards a more service-oriented economy. This transition is, amongst other developments, highly determining the increasing demand for higher educated labour force in the region. This has consequences for the recruitment of labour force. Despite the still existing and remaining demand for labour force for the sectors belonging to the make-industry, there is an increasing demand for higher educated labour force as well. This is particularly the case within the sectors education, public administration and healthcare.

It can be concluded that large shortages of labour force are expected in the Achterhoek. To be able to meet the future demand, labour force recruitment is necessary. The internal oriented instruments, both mobilizing unutilized personnel and increasing the participation rate of people on the labour market are insufficient to meet the future regional demand for labour force.

3.7.2 Labour force recruitment

Given the stated problem description in the previous section, the recruitment of labour force is key in order to remain a social, cultural and economic vital region. The Achterhoek tries to take care after the attractiveness of its territory. The region attempts to form and to benefit from clusters and regional networks (e.g. with the Agenda Achterhoek 2020). An attractive environment for possible future labour force requires however also certain amenities and facilities. This could contain both 'hard' physical factors (infrastructure, supply of sufficient housing) and 'soft' factors (living environment, recreation facilities etc.). This will be determined further in the next chapters. In this subparagraph, prior features and qualities of the region are provided which are important for labour force recruitment. These are based on the strengths and opportunities of the Achterhoek, as is summarized in the SWOT-table. The most important outcomes of the SWOT-table are established in the form of so-called *core values*. The core values have to be seen as a first attempt towards policymaking and as necessary components to take into account for establishing visions and strategies. The next chapters elaborate further and deeper upon the establishment of visions and strategies for labour force recruitment.

Core values

The analysis of the region and the opportunities and strengths provided in the SWOT-table, leads to an enumeration of core values of the Achterhoek, important for the establishment of region marketing for labour force recruitment. The core values are listed below and then briefly elaborated.

- Differentiated economic structure with a great variety in the offering of future job opportunities
- Strategic position towards surrounding economic Valleys
- Participation in the cross-border cooperation Euregio
- Tranquil, spacious and authentic environment
- Strongly associated with a green environment and ‘green leisure’ opportunities
- Possibilities layered in the return migration of out migrated students
- Coherent region of interrelated municipalities and other sectors

In this chapter, the shortages of labour force in the Achterhoek are discussed extensively. There from emerged, amongst other things, the great variety of sectors with expected future shortages of labour force. The resulting great variety in future job vacancies provides opportunities for the recruitment of a large range of potential labour force. Therefore it is important that the Achterhoek brands the variety of future job openings. The existence and the amount of the variety of job opportunities has to be made clear for potential labour force migrants to become acquainted with the labour opportunities in the region.

The Achterhoek is beneficially located in the triangle ‘East-Netherlands’, which points to the Peaks in the Delta Twente, WERV and Arnhem-Nijmegen. Seen this, the region could benefit from its central position in relation to the surrounding Technology Valley, Health Valley and Food Valley. These surrounding regions have a lot of knowledge institutions, sector-specific knowledge, educational institutions and most important students and graduates. The Achterhoek can take advantage from the vicinity of these institutions, their activities and the potential large amount of labour force present in those places.

The cooperation with other border-regions in the cross-border cooperation Euregio is a beneficial region-specific factor as well. One of the main current goals of Euregio is establishing cross-border synergies and practices (which entail both ‘soft’ and ‘hard’ goals) in order to optimize the internal labour market. Such synergies (should) increase the mobility and the efficiency of the correct allocation of labour force in a cross-border manner.

Strongly associated with the Achterhoek is the attractiveness and the authenticity of the landscape. The specific landscape of the Achterhoek can mainly be described with the variables green, tranquility and space. The green environment, the green leisure possibilities, the tranquility and the spacious character are interesting regional features and may trigger certain ‘lifestyles’ to visit the region on a temporary or perhaps permanent basis. Furthermore, the several and various forms of cultural heritage in the region can enhance the interest of people for the region.

An important and significant development affecting the current population of the Achterhoek is the outmigration of young people. A lot of young people leave the region to work and/or to study elsewhere in the Netherlands. This group of people is interesting to direct policy at, considering the fact that their experiences/knowledge gained outside the region is attractive to put into practice in the Achterhoek. In the next chapter will be determined how this group of possible return migrants can be recruited.

A last quality distinguished in the analysis of the region is not aimed after establishing visions but is important with respect to the implementation of region marketing strategies. According to the

SWOT-analysis, carriers for a successful implementation of region marketing practices are the regional government institution Regio Achterhoek and the established cooperations in the Agenda Achterhoek 2020. Chapter 2 discussed the importance of avoiding what is called ‘the prisoner’s dilemma’. Regio Achterhoek has, given its main facilitating and binding function, an important role in that process. The Achterhoek has to brand itself in an unambiguous and jointly manner and has to prevent an internal competition between its municipalities. Chapter 2 revealed also the importance of the organizational capacity for the implementation of region marketing practices. The established contacts between governmental organizations, societal organizations and businesses in the Agenda Achterhoek 2020 could provide a beneficial ‘soft’ internal infrastructure and starting point for the establishment of a sufficient organizational capacity in order to implement region marketing for labour force recruitment.

SWOT and establishing target groups

To conclude this paragraph, one remark with respect to the establishment of visions has to be made. It should be noted that outcomes of the SWOT-analysis not determines the process of labour force migration solely (Kotler et al., 1999). As will appear in the target group determination in the next chapter, labour force migrants could have a variety of motives for their migration to places elsewhere. These do not all refer to established outcomes in the SWOT-analysis.

3.8 Conclusion

This chapter discussed the identity of the Achterhoek. A mission statement and a determination of region-specific features and qualities were the main purposes. A statement of both components is the starting point for establishing visions and strategies, since they determine the position of the place.

Near upon, the Achterhoek will be affected by shortages of labour force. It can be concluded that this expected shortage of labour force has no unequivocal character. The magnitude of the problem is large, differentiated and pluralistic, given the great variety of sectors that expects to have difficulties with filling up job vacancies, the significant demand for both lower and higher educated labour force, the both quantitative and qualitative problems that shortages of labour force entail, and the several demographic developments that trigger the process of a declining labour force population. In addition it can be stated that deploying internal instruments solely, in a response to expected shortages of labour force, does not satisfy the future need for labour force. These indicators state the relevance and importance of the mission of this study; the recruitment of labour force.

Besides a comprehensive mission statement, the analysis of the Achterhoek provided certain features and qualities important with respect to the establishment of visions and strategies as well. The region has an authentic and distinctive green, spacious and tranquil landscape, which may be interesting for certain lifestyles. Furthermore, the region is beneficially positioned in relation to surrounding Valleys and the region participates within the overarching cross-border entity Euregio. Both provide opportunities with respect to labour force recruitment. These features and qualities are used for the determination of theoretical concepts important behind labour force mobility to the Achterhoek, performed in the next chapter. This will there be explained further. The return migration of before migrated students is relevant to take into account in the establishment of visions as well. This will also become clear in the next chapter. Finally, features and qualities are determined with respect to the establishment of region marketing strategies. Regio Achterhoek has an important role in the prevention of the ‘prisoner’s dilemma’ and the region can use contacts established in the network Agenda Achterhoek 2020 in order to develop and implement region marketing practices regarding labour force recruitment.

The extracted core values are important in the process of policy-making while they can be considered as starting points for the development of visions (target groups), the determination of opportunities within target groups and the implementation of strategies for labour force recruitment to the Achterhoek. A further and comprehensive overview of relevant target groups and corresponding strategies will be determined in the following chapters. In those chapters exploratory is build further upon the determined mission statement, the core values and other relevant outcomes stated in this chapter. Where relevant, acquired insights are linked to related aspects appointed in this chapter. This will be clearly indicated in the following chapters if done so.

4. Concepts of labour force mobility

In the previous chapter is stated that sharp shortages of labour force are expected and that the Achterhoek has to recruit labour force in order to be able to meet the future demand for labour force. Therefore it is important to segment the market and to determine relevant segments (target groups) and their needs, wishes and behaviour, as, indeed, labour force has no unequivocal character. A market segmentation is necessary to identify differences in consumer behaviour and adjust the branding and/or marketing policies to create the necessary customer value. This chapter helps to understand the differences in market needs of segments of labour force. The provision of insights in consumer behaviour and differences in needs and wishes is carried out by setting out relevant theoretical concepts of and drivers behind labour force mobility processes. Introductory is discussed what geographical mobility of labour force is and what it entails. Thereafter the theoretical concepts international labour force migration, sense of place, lifestyles, shuttle migration and human resources management (HRM) are described. These theoretical concepts are multifaceted and emphasize in their greatest variety on places and on people. Given the purpose of this chapter, the concepts are discussed in terms of behaviour and/or needs and wishes of people.

The concepts lifestyles and shuttle migration are relevant to discuss as a result of the established core values in the previous chapter. The Achterhoek has a distinctive *own* landscape and living environment, based on the values tranquil, green and space. Such a social-cultural climate could be interesting for certain lifestyles as the core values revealed. Shuttle migration (discussed in a both national and cross-border perspective) is chosen because of the geographical-economic position of the region. It is centrally located in the triangle East-Netherlands and it participates in the cross-border entity Euregio, aiming for synergies to foster the mobility within the internal labour market. Both provide economic advantages, including opportunities for incoming commuters. Next to these concepts international labour force migration and 'sense of place' are discussed as well, as being market-determining trends in current theories and policies concerning migration processes. International labour force migration is a politically-loaded term, but its importance is increasingly endorsed (De Beer, 2008). That has, for example, been revealed through a research conducted by VNO-NCW and MKB-Nederland (2011). One of the conclusions of their study was the increasing demand for international labour force, especially from a business point of view. In addition many scholars such as Tuan (1974), DaVanzo (1981) and Hospers & Pen (2011) state the importance of 'sense of place' in the process of migration. From here the determined core value 'recruiting return migrants' will be approached. Finally, theoretical insights in human resources are provided. This concept approaches the geographical mobility of labour force from a different point of view, since it provides insights in the differences in the mobility of labour force per 'career stage'.

At the end of this chapter, an overview is provided of the extracted segments of labour force and their corresponding needs, wishes and factors influencing their behaviour derived from the diverse theoretical concepts that are discussed.

4.1 The geographical mobility of labour force

This paragraph introduces an overview of included aspects of the geographical mobility of labour force in general and discusses in short the role of push and pull factors in the mobility of people. These factors are used to partly elaborate the needs, wishes and behaviour of labour force.

4.1.1 Types

The geographical mobility of labour force is an important factor in the situation of any labour market. It is a versatile phenomenon, including many different forms and levels. It might emphasize on the directions of mobility, the level of free choice or the level of integration in places of destiny. However, important for this study are the reasons and motives behind labour force mobility to the Achterhoek and the factors determining the behaviour of potential labour force migrants. The fundamental cause for migration and the motivation to move to a new place is always the hope that life will be better in a different place. Several factors may underlie the motivation to move to a new place. These factors can be related to the core terms of this chapter: 'needs' and 'wishes' of labour force. People have several needs and wishes, influencing their behaviour and mobility patterns. Complying with the needs and wishes (or relevant backlogging factors) of labour force increases the amount of mobility to a particular place (Krisjane, 2007). Krisjane (2007) distinguishes several types of factors influencing the behaviour of potential labour force:

- Natural factors: healthier climate, game for hunting, green environment etc.
- Work factors: free jobs, better wages, employer attitudes etc.
- Educational factors: opportunities at higher levels, new area of specialisation etc.
- Place factors: better homes, closer to work, richer social life etc.

In the discussion of the selected theoretical concepts will become clear which needs, wishes and factors are most important with respect to the mobility of labour force to the Achterhoek. If relevant, factors backlogging the mobility of labour force will be mentioned as well. To those factors strategies also can be responded (or explicitly not).

Besides the different types of needs and wishes, differences exist also as it comes to the possibilities the geographical mobility of labour force entails. Not without a reason is in this study spoken of labour force 'mobility' instead of 'migration'. With increasing frequency people are moving to a different location for a short period or even on a daily basis. This e.g. affects the availability of labour force in a particular place. This is why also daily mobility, and not merely migration, is stated as possibility of geographical mobility of labour force. This addition results in three main possibilities that geographical mobility of labour force entails:

- Immigration: this includes long-term international and/or interregional migration.
- Return migration: means a return to the place of origin.
- Commuting (reciprocal migration): regularly moving from one point to another and sometimes crossing a border to do this.

As will become apparent in the elaboration of the theoretical concepts in this chapter, all mentioned possibilities of geographical mobility of labour force are included. The discussed concepts can therefore be seen as comprehensive concepts, containing a diversity of premises and are covering the main possibilities that geographical mobility of labour force entails. The market segmentation and the provided differences in the needs, wishes and behaviour, performed at the end of this chapter, can therefore be seen as an extensive image of factors influencing the mobility of labour force to the Achterhoek.

Figure 4.1 reveals an overview of the variety the geographical mobility of labour force entails, including both migration and commuting variants.

Duration				Reason for moving	
				Related to production	Related to consumption
Time	Migration	Permanent change of residence		Move related to one's job (changing organisations, or changing jobs within the organisation)	Improving one's home Migration related to improving one's living environment
	Commuting	One does not change one's permanent place of residence	Spending at least one night (usually more) away from home)	Short-term jobs Commuting involving a long distance (weekly commuting)	Spending one's weekend/holiday Shopping
			Spending the night at home	Daily commuting	

Figure 4.1: Possibilities geographical mobility of labour force (Source: Bell, 2001)

4.1.2 Push and pull factors

Migration rates provide just a small portion of the information needed to understand the dynamics of migration and its effects at all scales of resolution. In general terms, migrants make their decisions to move based on push and pull factors. Push factors are events and conditions that impel an individual move from a location to another location. They include a wide variety of possible motives, from the idiosyncratic, such as an individual migrant's dissatisfaction with the amenities offered at home to the economic dislocation or ecological deterioration (Knox & Marston, 2007). Pull factors are forces of attraction that influence migrants to move to a particular location. Again, factors drawing individual migrants to chosen destinations may range from the highly personal (strong desire for living in a green environment) to the very structural factors (Knox & Marston, 2007). Examples thereof are a strong economic growth and lucrative job opportunities.

4.2 International labour force migration

Before, international labour force migration was mainly based on neoclassical theories of labour force migration. According to Massey et al. (1993), the situation of the labour market and the level of income were central aspects in the migration of labour force. In the search for explanations why individuals may or may not migrate, into the determinants of its variation and the determinants of choice for certain destinations, it is broadly assumed that potential labour force migrants are guided by considerations that the costs and the benefits of migration compares. This means concretely that labour force is willing to migrate if their expectations -reaching a higher level of income, better living and working conditions etc.- outweigh the costs of migration. Examples of important costs are the abandonment of a familiar environment, the abandonment of a certain employment status, the migration movement and the costs that have to be made to enter a place of destination (Todaro, 1969). If in the country of origin the wages are low, the rates of unemployment high and prospects for the working class negative, people will be more willing to seek a job elsewhere (De Jong & Fawcett, 1981).

The neoclassical theories of labour migration emphasize on the role of differences in the individual economic situation between places of origin and destiny as main drivers behind labour force migration. However, over the course of time, also other aspects became more important in the process of international labour force migration. Especially social and institutional aspects have become

increasingly important. A part of the social and institutional embedding of individuals is determined by the family where labour force lives in. The ‘New Economics of Labour Migration’ (Stark & Bloom, 1985) states that decisions of labour force to migrate no longer are an individual decision but have become a strategy in which the situation of all members of a family is considered. The ‘Theory of family migration’ of Mincer (1978) states in addition that the possibilities for the partner to find a job, the education possibilities, options for childcare and the quality of the school system have become important determinants in the process of labour force migration. The ‘Amenity theories’ add, subsequently, that facilities such as tax benefits, the social and economical welfare in places of destination and the possibilities for family migration (from a legal point of view) are increasingly important too as pull factors for labour force migrants (Florida, 2002, Krupka, 2007).

The family of international labour force migrants forms not the only institutional and social aspect of labour force migration. The presence of networks in places of destination is stressed as highly important too (Tilly, 1990). There’s a transition of individuals that migrate to complete ‘networks’ that migrate to one specific place of destiny. Once a pioneer is settled in a certain place of destiny, other people from the same place of origin follow accordingly (Tilly, 1990). These assumptions reflect the current importance of networks for international labour force migrants. Empirical studies of Vertovec and Cohen (1999) and Brettell (2000) reveal that local labour markets are generally associated by social networks of migrants and that these networks of migrants both attract other labour force migrants and create new networks of migrants. That makes international labour force migration a reinforcing process (Brettell, 2000).

The embedding of individual migration decisions in family strategies and the reduction of the costs and the risks of migration by establishing certain bonds between migrants and actors in places of destination, have become important factors in the process of migration decision-making. Labour force migration decision-making is, therefore, explained on the basis of the ‘welfare pentagon’ (Figure 4.2).

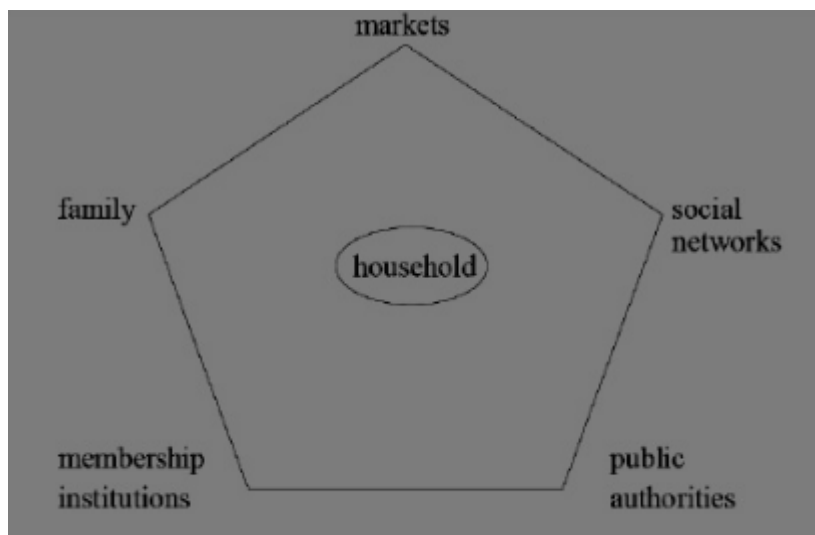


Figure 4.2: The ‘Welfare Pentagon’ (Source: Brettell, 2000)

According to Brettell (2000), in the process of labour force migration the situation of the labour market, and more specific the availability of work, the family situation, the presence of social networks in places of destiny, access to membership organizations (legal motives) and the public domain and its social security are factors determining the process of migration of labour force.

4.2.1 The European Union as ‘Fortrexx’

Although there is an emphasis on people in the discussion of the theoretical concepts in this chapter, one important notion with respect to places should be taken into account as it comes to international labour force migration. Kahanec & Zimmerman (2010) argue the European Union as being a ‘fortrexx’ for immigrants from places outside the EU. Immigration from places outside the EU to destinations in the EU has several substantial restrictions, which makes the process of permanent immigration extremely difficult or even impossible. In the EU, attempts currently are made to strategically select immigrants from outside the EU based on the economic value of those labour force immigrants. Only with a significant level of economic value, immigrants from outside the EU are allowed to migrate to places within the EU. This ‘modernization’ of the immigration policies of the European Union has been established after the opening of the internal market of the EU (Van Houtum & Pijpers, 2007). The result of this renewed border policy has been an intensified closing, fortifying and policing of the external borders of the European Union. Contrary to the external border regime of the EU -and coming back to discussing ‘people’- within the European Union, there is an internal liberalization of cross-border labour force mobility for EU-citizens. This led to an increasing number of international labour force migration within the EU (Cörvers et al., 2009). Cörvers et al. (2009) state in addition that the most developed countries within the European Union, such as Germany and the Netherlands, can expect a major inflow of labour force migrants from countries such as Bulgaria after their entry to the European Union in the near future.

4.3 The ‘sense of place’

On a national level, mainly social and cultural considerations on a micro-level are the reason for labour force migration (Massey et al., 1993). Within that framework the role of ‘sense of place’ is essential (De Sans, 2001).

When people are introduced to each other, a specific sentence often arises at a very early stage of the conversations: *Where are you from?* No one is ever surprised by this question, or by the wording involved, and everyone answers it more or less without hesitation. However, if we were to stop and think about it, we would realize that this sentence is actually laden with meaning. Indeed, we take it for granted that people are from somewhere, and that the fact that they are is a meaningful feature of the process of establishing any relationship. Because their personality is involved in the fact that they are from a specific place. The question ‘Where are you from?’ clearly refers to a geographical area, however it is not limited to a physical space but rather to one which is constructed socially (De Sans, 2001).

Almost two thousand years ago, someone wrote in Latin on a wall in Pompeii: ‘We wanted to come over here, but now we really want to leave again. We desire to see our Rome again’ (Gay in Hospers & Pen, 2011). This feeling that person had is typical for the meaning of the concept ‘sense of place’. Places do something with people. They are emotionally present in our minds. That emotional attachment from someone with a place is reflected in the geographical concepts ‘topophilia’ or ‘sense of place’ (Hospers & Pen, 2011). Topophilia literally means, someone’s love for a place. This love, or appreciation, for a place is the same as in love between people, namely hard to define, but if you experience it you know what it is and how it feels.

Everyone owes their existence and they even can be considered as a product of the time and the space in which they exist. People’s relationships to a space allow them to be there, to pass through it, to enter it or to exit it. Bonds of different intensities are established. We mark our territory, as well as it marks us, and thus a space becomes a place (De Sans, 2001). Through this acting upon and being acted upon, the lives of people and the lives of social groups become intimately related to the places where they

live, where they lived, where they have been or where ancestors lived. Hospers (2009) states, additionally, that people can have a sense of place with their home place, but also with their student place or with their favorite holiday place (places of someone's 'life-history'). According to Tuan (1974), especially someone's place of origin is important in the establishment of a sense of place. A bond with a place is the result of people's life experiences, specific circumstances and personal interpretations (Florek & Insch, 2008). De Sans (2001) distinguishes two main factors that play a role in the creation of someone's sense of place:

- Factors affecting the ways of relating to places: Such as physical surroundings, personal emotional environment, social situation.
- Factors that can develop vis-à-vis a place: well-being, pleasure, fascination or distance.

It is clear that places do something with people. Those who are satisfied with the social and physical environment tend to be more satisfied with their lives than others are (Wahl & Weismann in Florek & Insch, 2008). This is also revealed by empirical research of Richard Florida (2002). He has done empirical research on what he calls 'Geography of happiness'. Florida plotted a 'place and happiness survey' from 27.000 Americans to determine the contribution of places to the level of happiness of its inhabitants. He concluded that places are an extremely significant factor in the level of happiness of its inhabitants. It is for example more important than someone's level of income. In further research to the determinants of that high level of happiness, he concluded that particularly a nice image of a place, the presence of green spaces and sufficient footpaths and the mentality of other inhabitants (openness, friendliness and tolerance) determine the level of 'place-satisfaction'.

In the course of a lifetime one is involved with not just one, but with many different places. These different places do not all appear at the same time, neither do they carry the same weight or significance as it comes to a sense of place. Certain places are left behind, as other new appear. Nevertheless, those that are left behind leave their marks and their reminders, to a greater or lesser degree, apparent to the subjects or not, subtle or obvious, which act upon different levels of consciousness (Cassarino, 2004). The impact of new places often seems to erase the presence of former places, however they do remain, as layers hidden under the newer contributions. The deeper layers are still present, and are the foundations upon which the newer layers are built (Borges in De Sans, 2001). It is clear though, that there are places that leave deeper marks than others and that some places more deeply are marked than others are. Places have a hierarchical nature among them (De Sans, 2001) resulting in different and differences in sense of place. This nature is persistent in one's personal history. There are places that stand out from others as basic reference points, the so-called 'places of reference'. There are, otherwise, *idiotopies* created. Idiotopies are identifications (senses) of people with geographical places. The notion of idiotope refers to spatial uniqueness. Uniqueness is predetermined, a factor of fate, but rather of choice (De Sans, 2001). The place that is each social subject's own place gives them a reference system that is specific and unique. As stated, an idiotope is not a once in a life time experience. Over time, people take possession of the space, and begin to find areas within this space where they feel less like strangers. They begin to know people from the place and to be known by them, and start building networks. This other places may become idiotopies too.

The idea in the sense of place is that, from the moment one is born there are factors in life that favour permanence in a place and others that hinder it. The interaction of these factors results in a story of successive periods of permanence and mobility which is sometimes known as migratory history or place history of people. This takes place on an individual level, however, the general framework is certainly collective. Seen in this way, migration can be conceived as a complex mechanism by which population adjusts to the social organization of space (Solana, 2001). Seen this, a sense of place is a crucial organizing factor in the process of (return) migration.

Sense of place and student-life

A lot of young people leave their place of origin for study-related reasons. They move to large, appealing university cities. In the retrieval of these young people, after finishing their studies, could be anticipated on the sense of place they have with their place of origin (Hospers & Pen, 2011). Or as Da Vanzo (1981) states, where they built up an immense degree of location-specific capital: they know the specific physical and social environment. A lack of location specific capital elsewhere makes people fall back on the ‘known’ of yore. Hidalgo, additionally, argues that the sense of place for some people is sometimes that strong that they are very well willing to do some concessions in their careers to be able to return to their place of origin (Hidalgo, 2001). The return migration of students is extra attractive for places dealing with demographic decline. It is for them interesting to retrieve students and other young people back to the place of origin, since they positively affect the social, cultural and economic regional vitality and provide dynamics for a region (Florek & Insch, 2008).

4.4 Lifestyles

Since its introduction in 1963, lifestyles have become a popular tool in marketing management decision making and are increasingly endorsed in the ‘behavioural geography’ (Ajzen, 1991).

4.4.1 Theory of planned behaviour

Having a preference for a particular living/residential environment is having a positive attitude towards certain places. This attitude is defined as the degree of sympathy or disapproval of an object. Referring to any possible sort of object, both concrete and abstract such as places (Eagly & Chaiken, 1993). This assumption defines the actual choice for a residential location as an individual decision. According to Ajzen (1991), partisan of the behavioural approach, someone’s attitude influences, together with their own assessment and the social pressure, the intention in order to proceed to certain behaviour (see Figure 4.3). The role of someone’s intention here is the effort he or she is willing to make to execute certain behaviour.

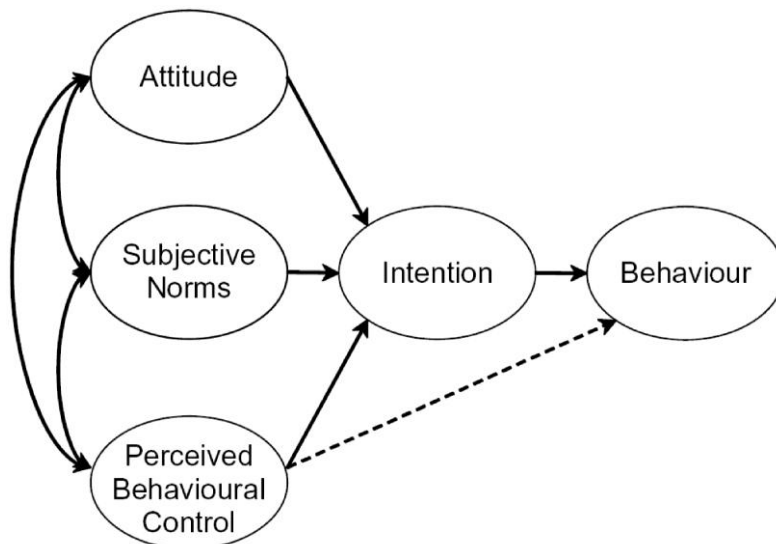


Figure 4.3: Theory of planned behaviour (Source: Ajzen, 1991)

Within the behavioural geography, people are seen as active, intervening links between the spatial environment and their spatial behaviour. That implies that individuals make choices, such as preferences in specific living environments, based on subjective conceptions. From such a perspective,

one's image of a certain geographical place could underlie the choice of living in certain residential locations and/or could underlie the migration of people to other places.

4.4.2 Typologies

Various social science disciplines have dealt with differences in taste between groups of people and objects such as living environments in the past decades. Not so much because of the need for demographic classifications on personal preferences, but rather because of the impact that certain preferences would have on choices that people make in life. Bothe & Size (2004) did an extensive research towards the travel behaviour of people. They came to the conclusion that not all travel behaviour is driven by socio-demographic characteristics, but rather is based on individual preferences and underlying attitudes. It is already since the '80's that researchers have been trying to classify people and households on other classifications than variables such as age, income, education and household composition (Pinkster & Van Kempen, 2002). More and more is assumed that certain 'lifestyles' play an important role in work, housing, consumption and leisure choices (Bootsma, 1998).

According to the Ministerie van VROM (n.d.), there has been a growing diversity in lifestyles in behaviour patterns in recent times. They state, in addition, that preferences for living environments increasingly are based on own values and attitudes. Hence, old-fashion dichotomies as 'city dwellers and villagers' or trichotomies as 'family oriented people, careerists and consumers' as established by Bell (1958) are no longer sufficient. A plurality of other lifestyle typologies have therefore been established in recent years. Nio (2002) argues that the increasing societal changes have reinforced the emergence of the current diversity of lifestyle typologies. Due to increasing welfare, spatial mobility, emancipation and higher levels of education, it is increasingly difficult to categorize people, leading to several typologies with different foundations (Nio, 2002).

The currently most important lifestyle typologies are provided by research agencies Motivaction and The SmartAgent. These agencies based their research on statistical analyzes of so-called client groups (COS, 2005). Motivaction provides a typology which distinguishes eight categories; traditional bourgeoisie, modern bourgeoisie, new conservatives, convenience-oriented, upwardly mobiles, cosmopolitans, post-materialists and postmodern hedonists. See Figure 4.4, where the percentage distribution to lifestyles, according to their preference for status and values, is indicated.

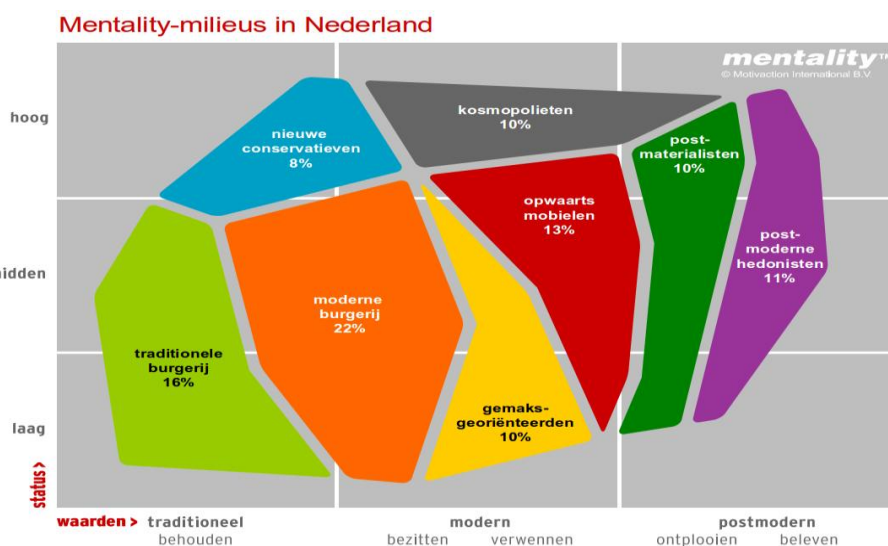


Figure 4.4: Mentality milieus in the Netherlands (Source: Motivaction, 2006)

Research conducted by Linnartz (2001) reveals that, from an individual attitude perspective, people in the categories traditional bourgeoisie, cosmopolitans and post-materialists (36% of the Dutch population) are interested in a green, spacious and tranquil living environment. Linnartz (2001) summarized the commonly shared values valid for these groups; a balance in leisure, much attention for relationships, social commitment, attachment to nature and green spaces, natural surroundings and a less importance for material things. These aspects are important indicators (pull factors) in the behaviour and possible migration of people in these groups.

Next to the model of Motivaction, also The SmartAgent established a model to determine the relation between lifestyles and preferences in certain residential environments. The SmartAgent distinguishes four different lifestyle categories: red, blue, yellow and green. These groups are ‘experience profiles’, which refers to groups of people with similar norms and values. The following groups are distinguished by The SmartAgent (Ben Hammouch, 2007):

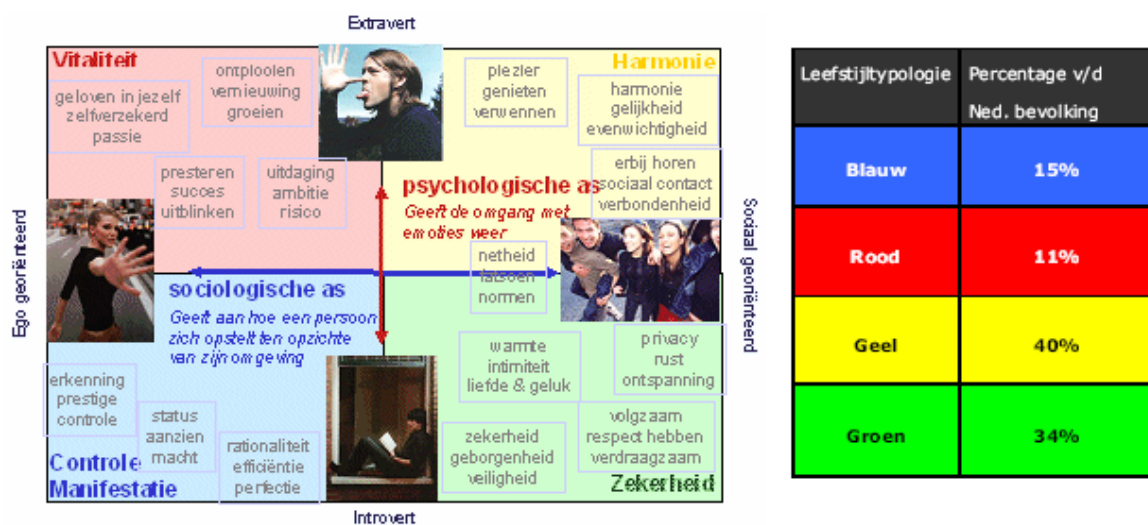


Figure 4.5: The SmartAgent lifestyle typology (Source: Ben Hammouch, 2007)

The model reveals the fact that 34% of the Dutch population is interested in a green, spacious and tranquil environment. According to this model, these ‘green’ people have values such as; set on privacy, tranquility, security, warmth and space. Also a clear demarcation between private and public is important for them (Ben Hammouch, 2007). These aspects are, according to the model of The SmartAgent, important indicators in the behaviour and mobility of these people.

4.4.3 Disadvantages

Lifestyle typologies provide interesting insights in differences in, for example, preferences for certain residential places. Nevertheless, they have disadvantages too. Nio (2002) argues that, due to a shift from a categorization based on hard factors to a categorization based on soft factors, groups are difficult to delineate. The great differences in the methods of the typologies is a disadvantage as well. Many research agencies use different methods and formats, leading to a great variety of outcomes. One might argue that there is still a lack of prefixes in the establishment of lifestyle typologies. Kamakura and Wedel (1995) ‘blame’ this on the applied questionnaires for establishing differences in lifestyles. These often tend to be too long, involving hundreds of questions. This gathering of major quantitative data leads, subsequently, often to invalid drawn conclusions.

Because of the disadvantages of implementing lifestyles, a simplification will be applied further. In this research, there will be an emphasis on the presence of a green, tranquil and spacious environment as important pull factors of places for certain lifestyles, and not so much on underlying

characteristics and motives of different sub-groups within that group of lifestyles aiming for such residential environments.

4.5 Shuttle migration

Two main forms of geographical mobility of labour force have been distinguished: migration and commuting. This paragraph elaborates further on commuting as form of geographical mobility. Commuting consists of people living in one region and working in another (OECD, 2003). Spaan (1999) calls this 'shuttle migration' and defines it as leaving the residence for at least six hours before one returns, on a daily basis. Commuting is likely to offer a number of advantages. It allows a more efficient matching of skills of labour force with job vacancies (OECD, 2003).

There are several drivers behind the process of commuting. With regard to the economic theories of commuting, it has to be reasoned that push factors have less importance in causing mobility trends than pull factors (OECD, 2003). The availability of work, income advantages and better job profiles in the region of destination outweigh high unemployment rates and recession in the region of origin in explaining the clear majority of commuting streams. Nevertheless, commuting cannot be explained using economic indicators exclusively. Also other factors play a role in the establishment of commuting patterns. Particularly the infrastructural accessibility has been identified as an important factor of a region's potential mobility rate. The absence of geographical barriers and a well developed transport infrastructure have a large share in promoting uncomplicated and daily forms of commuting (Nerb et al., 2009). Furthermore, the frequency of commuting is an important factor as well. Commuting frequencies could decrease due to high commuting costs as fuel, ticket prices etc. A flexible job is therefore increasingly endorsed and gains attractiveness over longer periods of commuting and over longer distances (Nerb et al., 2009). Flexible working creates greater cost-effectiveness and efficiency. It, additionally, lessens the stress of commuting at peak times in traffic, and organizes often free access to the use of sources, knowledge, and experiences (Bright Company, 2011).

The Commission Bakker (2008) and ING (2012) state that particularly regions facing demographic decline, and with that shortages of labour force, may expect an increase of the incoming number of commuters. According to both, there is a significant relation between the number of available jobs in a certain place and the number of commuters and the commuting distance towards that place. From this perspective, the availability of merely jobs is an important pull factor for the recruitment of commuters as well.

The average commuting distance and travel time have been increased in the Netherlands since 2000. The average commuting distance (single journey) of car users increased from 15 kilometers in 1990 to 24 kilometers in 2008. Also the average travel time increased in the same period: from 23 minutes in 1990 to 28 minutes in 2008. This development entails more than one would expect at first. The distance traveled per kilometer increased vis-à-vis too, due to innovations and improvements of the road network (Bakker, Jorritsma & Olde Kalter, 2010). This emphasizes the importance of a good regional accessibility.

Cross-border commuting

An important and increasing form of commuting regarding border regions is cross-border commuting. Cross-border commuting concerns commuters that travel between regions in an international manner. With the parallel increase in globalization of products and services and decrease of market protection and barriers to trade, competition between regions and cities have become more intense. Within this framework, it has been stated (Chapter 3) that border regions are confronted with specific handicaps. Due to their peripheral situation, they have often suffered from isolation. The establishment of cross-

border links is a sound policy response to these concerns and leads to an increasing number of cross-border labour force mobility (OECD, 2003). There are, however, still certain micro barriers for cross-border commuting. The differences in language, the lack of information (responsible offices, taxations) and different tax and social security systems are for a lot of potential commuters reasons to not do so (Nerb et al., 2009). These factors exist next to the already discussed factors valid for every (national and international) commuter.

4.6 Human resources management (HRM)

Features of careers are subject to change. Primarily as a result of developments in the socio-economical dynamics on the labour market. In the contemporary network economy, with flexibility and mobility as key pillars (Castells, 1996), careers do appear completely different than in the middle of the 20th century. Back then careers were determined through loyalty and stability. These differences are mostly present in relation to stages of careers. One of the main comprehensive theoretical approaches towards the stages of careers of labour force is the Career Development Theory of Super (1990). Important term in his work is the ‘vocational maturity’ of people. Figure 4.6 elaborates the career development theory of Super:

growth	0 till 14	Development of a focus on themselves as a future employee. Ideas on how to make choices and in that a growing confidence.
exploration	15 till 24	Learning what to become, exploring your interests and capacities. Searching for a match between personality and what you want in a job. Experimenting and searching for a job in which to grow.
achieving	25 till 44	They want to achieve something, develop themselves, getting responsibilities. In this phase people reflect and are looking ahead to see what to come in the next phase.
maintenance	45 till 64	Continuity or change? When changing the previous stages is repeated. Holding the current position, while maintaining performance and achievements. Where possible room for innovation.
detachment	65+	Adapt to changing energy. Delegate to others. Grow into a life where paid work is not central (anymore).

Figure 4.6: Super’s vocational maturity model (Super, 1990)

Super’s vocational maturity model has undergone some criticism in recent times. Leung (2008) argues that the made distinctions between the different career stages are too rigid and doubts in addition whether such clearly defined phases really do justice to the complexity of processes such as careers. He doubts also the applicability of the model in current times of flexibility and increasing mobility of both labour markets and people on the labour market. Therefore the career development theory of Super (1990) will not be used as guiding model, but as theory with certain important basic assumptions. These assumptions are ‘the fact that most careers first are exploratory in nature and then stabilize’ and ‘that the developmental tasks of the exploration stage (circa 14 to 24) are crystallizing, specifying and implanting one’s occupational choice’ (Super, 1990, p. 19).

Young people, till approximately 25 years, have faced many developments in their careers in the period before. Mulder & Hooijmeijer (1999) appoint this period as a ‘triggering career’ phase. First impressions, ideas and goals concerning careers and jobs are constituted in the period till 25 years, starting already from an age of 14. The explorative character of careers of labour force is present till approximately an age of 40. Until then, people have the largest propensity to move. This is

the category people willing to achieve goals, willing to face challenges and people who are still formulating their career paths. An additional advantage of this group is the dynamics they bring along. They are not only mobile, but are also searching for a right family situation and a matching living environment (Florida, 2002).

Theories about career development increasingly endorse the importance of work experiences in opinions towards jobs and spatial differences and preferences in labour markets, instead of former individual rational interventions. The ‘social learning theory’ of Lent, Brown & Hackett (2000) states additionally, that the relative endorsement of the experiential factors supports the practice of exposing students to career exploration activities (i.e. job shadowing, internships, learning jobs) that enable them to clarify their interests, values and skills in relation to particular work fields, geographical places and work tasks. Therefore the ‘exploration phase’ (14-24) of people is very important, since conceptions about jobs and job places are shaped during this period.

4.7 Market segmentation

So far, this chapter discussed several theoretical concepts important with respect to the mobility of labour force to the Achterhoek. In this paragraph a conceptual model is established to clarify the use of and the relations between the several theoretical concepts that are discussed. Subsequently sub-target groups (segments) are extracted, including an enumeration of their corresponding needs, wishes and factors determining their behaviour. Finally, the position of young labour force is determined in more detail. Where relevant, outcomes are linked to findings established in the SWOT-table, provided in Paragraph 3.6.

4.7.1 Conceptual model

For the clarification of the use and the mutual relations between the discussed theoretical concepts, the following conceptual model is established:

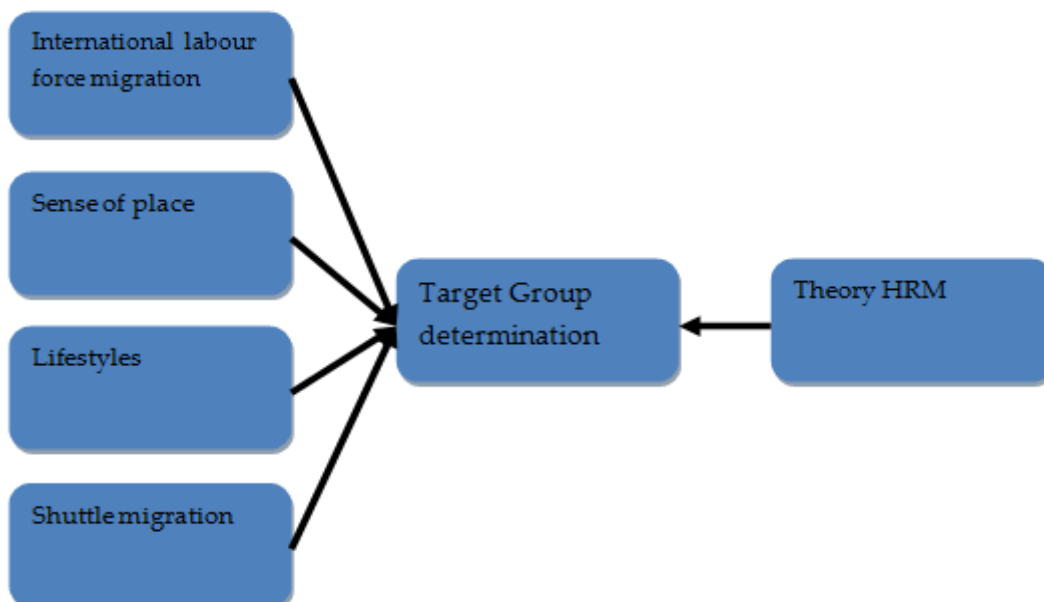


Figure 4.7: Conceptual model

The theoretical concepts international labour force migration, sense of place, lifestyles and shuttle migration leads to an overview of several sub-target groups (segments) of labour force relevant for the Achterhoek. All these established segments are determined through specific characteristics belonging

to differences in career stages of labour force (human resources characteristics). The target group determination is an important step in the establishment of region marketing for the Achterhoek. Whilst the SWOT-analysis still belongs to the market exploration, the choice of (sub-)target groups (visions) is an important step in the process of policy-making (Ashworth & Voogd, 1987).

4.7.2 Target group determination

Four sub-target groups (segments) of labour force are extracted out of the discussed theoretical concepts:

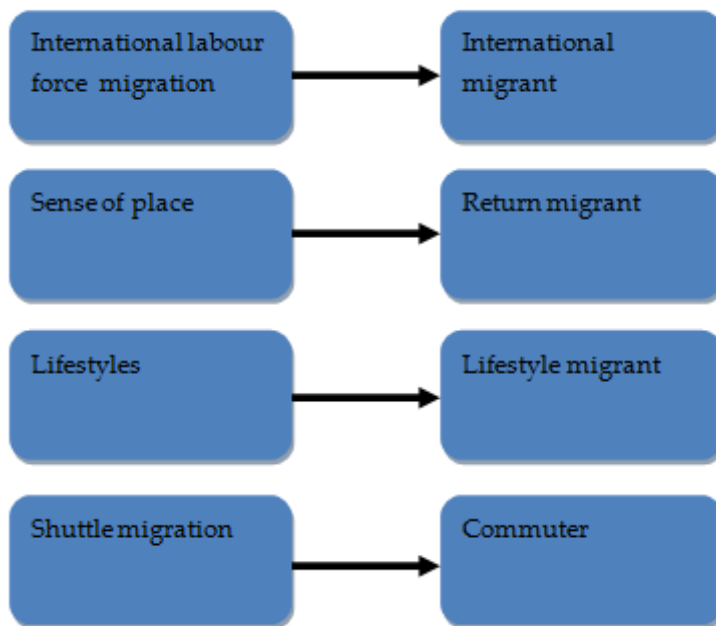


Figure 4.8: Establishment of target groups

The extracted segments of labour force have, as the theoretical concepts revealed, different needs and wishes and different factors determining their mobility to the Achterhoek. Adjusting the branding and marketing policies to these differences in consumer behaviour is necessary to create corresponding customer value. The Achterhoek has to brand the variety of job opportunities by being an attractive place for several relevant segments of labour force. An overview of the needs, wishes and the differences in consumer behaviour of the determined segments of labour force is given below.

The international migrant

International migrants form the first target group that can be distinguished. Before, international migrants made their decision after a rational consideration of mostly economic differences between the place of origin and the place of destination. Examples of such differences are differences in level of income, in living and working conditions and in employment status. These aspects are still important, but explain no longer the migration of this type of labour force solely. The family situation, the presence of social networks in places of destination, access to membership organizations (legal motives) and social security of the public domain have become important factors determining the behaviour of international migrants as well. Particularly a good family situation and the presence of social networks in places of destiny are increasing wishes. The migration-process of international migrants is not an individual decision anymore, but rather a family-decision. Social networks in places of destination refer to the fact that once a pioneer is settled, other people from the same place of origin follow accordingly. Given the geopolitics of the European Union, particularly international migrants

from other EU-countries are interesting and relevant to direct policy at. For labour migrants from outside the EU, the external border of the EU is a strong impeding factor. Soon EU-acceding countries such as Bulgaria are interesting new markets, since immigration of people from such countries is expected highly for their economic benefits.

The return migrant

A second target group is formed by the return migrants. Essential in the migration of return migrants is their established bond with the Achterhoek, their sense of place. Return migrants have built an amount of social and cultural location specific capital. They are emotionally attached to a place. That can be achieved by for example being one's place of origin, one's place of holiday, or one's place of following internship(s). Several sorts of aspects could be important in the establishment of a strong sense of place of people. Physical surroundings, the social situation, someone's well-being, pleasure and fascination of a place are just a few indicators important in the determination of one's sense of place. Important is that new places don't erase contributions from former places. The deeper layers are still present, and are the foundations upon which the newer layers are built. Over time, the sense of place remains existing in the minds of people. Therefore, the sense of place is a crucial organizing factor in the process of recruiting return migrants. As the core values already revealed, opportunities within this segment of labour force are present with respect to the many young people that leave the Achterhoek for study-related activities elsewhere in the Netherlands. They could be recruited by targeting on the sense of place they (still) have with their region of origin. Additional advantage is that this period is stated as most important life-period in the creation of one's sense of place.

The lifestyle migrant

Lifestyle migrants form the third group of labour force that is determined as relevant for the Achterhoek. The SWOT-analysis revealed the green, tranquil and spacious character of the Achterhoek, with many 'green leisure' opportunities. These values are important needs or wishes for certain lifestyles. Circa 35% of the Dutch people has a positive attitude towards these specific characteristics of the Achterhoek. These differences in individual preferences and their underlying attitudes determine the migration patterns and behaviour of this segment of labour force increasingly. That makes this group of people interesting to direct region marketing policy at. For this segment of labour force, it is important that there is responded to the 'soft' location factors of the region. The living environment, the typical green character and the images of space and tranquility places evoke are the needs and factors influencing the mobility of lifestyle migrants.

The commuter

The fourth and last distinguished target group for the Achterhoek concerns the commuters. Given the beneficial geographical position of the Achterhoek in the triangle East-Netherlands and given its participation in the cross-border project Euregio, great opportunities are established for directing policy towards commuters. Particularly because of current trends that reveal the increasing willingness of commuters to travel further and longer for a job. It is, additionally, stated that incoming commuting can be particularly expected in regions with demographic decline, which is the case in the Achterhoek. The availability of work, income advantages or the prospect of a better job are pull factors for commuters. These aspects outweigh push factors such as high unemployment rates or an economic recession in places of origin. It is, therefore, key that the vicinity of the variety of job opportunities in the Achterhoek is branded effectively towards labour force in surrounding regions, as, indeed, many job opportunities are relatively near. Providing flexible job opportunities is stated as a wish as well. Flexible jobs create, in its greatest variety, cost-effectiveness and efficiency. However, not only economic advantages determine the mobility patterns of commuters. The infrastructural accessibility

has been identified as an important factor for a region's incoming commuting too. The absence of geographical barriers and a well developed transport infrastructure are important needs and demands for commuters.

An increasing common form of commuting in border regions is cross-border commuting. Border regions often suffer or have suffered from isolation. Cross-border links and contacts, such as is institutionalized within Euregio, are or should be a response to that. However, there are still certain barriers for cross-border commuters. Differences in language, a lack of information about for example taxations and differences in social security systems are, next to the mentioned impeding factors for national commuters, important backlogs in the decision-making to commute.

Putting accents within determined segments

The target group determination reveals four different segments of labour force to direct region marketing at. To conclude this section, it is relevant to shortly state the differences between these segments as it comes to their position towards certain specific regional sectors with (future) labour force shortages. Some segments are more advantaged towards certain sectors than others are. The strategic analysis of the Achterhoek revealed the fact that every single sector expects to have difficulties with the future filling up of job vacancies. Certain sectors are, however, determined as more urgent than others are. One of these sectors is the ICT-sector of the region. Enormous shortages are expected in this sector. However, these shortages exist not merely in the Achterhoek, but in the rest of the Netherlands as well (VNO-NCW & MKB Nederland, 2011). This places the group international migrants in a privileged and perhaps even necessary position for the recruitment of labour force for this specific sector. Other advantaged segments refer to the expected sharp shortages of labour force in the sectors healthcare and technique. These expected sectoral shortages places the segment commuters in a beneficial position compared to other segments, since the Achterhoek is surrounded by the Technology Valley (Twente) and the Health Valley (Arnhem-Nijmegen). Both Valleys contain many potential labour force -and specific knowledge- for the specific labour force demanding sectors healthcare and technique. The mentioned advantages of segments towards specific sectors should not lead to a uni-dimensional view within these segments, but there may be, to a certain extent, some more emphasis on recruiting labour force for these sectors within such a privileged target group.

Important to emphasize is the fact that advantages of target groups towards certain sectors not totally be can determined in advance. This should, partly, be determined through (future) 'trial and error', gained experiences on the market and regional preferences. This will therefore not be discussed in this section any further, but has to be developed in practice.

4.7.3 The position of young labour force

The distinction of sub-target groups doesn't reveal 'young labour force migrants' as being one of the target groups. However, according to the outcomes of the theoretical concept 'human resources', and to the SWOT-analysis as well, particularly they are relevant to target region marketing policy at. The theory about human resources reveals that, indeed, young people are most mobile and most willing to migrate for work-related reasons. They are, in addition, searching for the right family situation and locations to settle down which is important for the moment of recruiting them. They have -in general- to be reached and, subsequently, be recruited before what Super calls the 'maintenance stage'. Furthermore, in this period preferences for jobs and job places are developed, triggered by the provision of internships, job shadowing etc. The coming into contact of young labour force with the labour market of the Achterhoek can enlarge their preference for the region as future working place. Besides the theory on human resources, The SWOT-analysis determines the recruitment of young labour force as important as well. the SWOT-analysis determines the demographic developments aging, dejuvenation and the changing compositions in the total population and the labour force

population as weaknesses of the region, assuming that it affects the vitality of the place. In a response, it has been stressed that the recruitment of young labour force is relevant to do for the maintenance of the social and economic vitality of a place, given the dynamics they entail.

Nevertheless, the choice not to distinguish young labour force as an individual target group is a conscious one. Not because of a lack of importance, but because of the broad, vague and non-demarcated term that 'young labour force' is. Not every random young labour force is willing to migrate to the Achterhoek. In this research it is assumed that particularly young people within the four distinguished target groups are willing to migrate to the region. Therefore the recruitment of young labour force is pivotal within the four determined segments of labour force. Particularly the segments return migrants and commuters provide, on forehand, opportunities for the recruitment of young labour force. Given the exodus of young people to places elsewhere in the Netherlands for study-related activities (established in the SWOT-analysis), a lot of opportunities are layered in the return migration of them to their place of origin. Second, also commuters provide significant opportunities for the recruitment of young labour force. The surrounding Peaks Technology Valley, Health Valley and Food Valley contain a lot of students and just-graduates due to the presence of knowledge institutes such as universities, leading to the becoming of student-rich locations. This places young labour force, on forehand, as an interesting niche in the segment commuters too.

4.8 Conclusion

This chapter had as goal to segment the market and to state the differences in needs, wishes and factors determining the behaviour of labour force. A discussion of the concepts international labour force migration, shuttle migration, lifestyles and sense of place led to a distinction of four segments of labour force: international migrants, lifestyle migrants, return migrants and commuters. They all have their own specific needs, wishes and factors determining their consumer behaviour. For both international migrants and commuters particularly 'hard' location factors in the shape of economic prospects are the most important determinants in their mobility patterns. However, these factors do not determine the mobility patterns of these segments solely. For international migrants particularly social networks in places of destination and the family situation are important. For commuters the absence of geographical barriers, a well developed regional accessibility and, in the case of cross-border commuters, information about differences in language, taxations and the social security system are important needs, wishes and/or factors influencing their mobility. For the recruitment of lifestyle migrants particularly 'soft' location factors are important. The green, tranquil and spacious residential environment and the many green leisure opportunities the region has are crucial factors and needs influencing the mobility of lifestyle migrants. Lastly, for the recruitment of return migrants there can be targeted on the emotional bond they have with the region. This is a crucial organizing factor in their (return) migration to the Achterhoek. Within all four segments of labour force, it is important and relevant to direct policy at young labour force, since they are most willing to migrate for work-related reasons, shape their (geographical) preferences for work places during this period and given the dynamics they entail.

The differences between the needs, wishes and factors determining the behaviour of several segments of labour force are relevant to take into account in the establishment of region marketing strategies in order to be able to add the necessary customer value. In the next chapter, strategies of best practices are discussed which are targeted at the distinguished segments of labour force in this chapter.

5. Best practices

In this chapter examples, so-called ‘best practices’, of places that already use region marketing for labour force recruitment are discussed. The Achterhoek can learn from the strategies and activities of other places in the establishment of their own region marketing. This chapter first discusses shortly the increasing use of ‘policy learning’ and subsequently what the concept ‘best practice’ means and in which manner it is implemented. Thereafter several best practices are described and it is stated what and in what manner the Achterhoek can learn from the strategies of those best practices.

5.1 Policy-making and the increasing use of ‘policy learning’

While there is no denying that the process of policy learning (not to be mistaken with policy transferring) is not new, it nonetheless appears that over the past decade or so, as technological advances have made it easier and faster for policy-makers to communicate with each other, the occurrences of policy learning have increased (Dolowitz & Marsh, 2000). This can be illustrated with several examples and will be done in this chapter as well. The iterative process, involving the adoption of policies across a number of different nations, and subsequent adaptations within individual nations, illustrates the prevalence of policy learning and the role particular individuals and institutions play within this process.

There are a number of obvious reasons for the growth in learning. As the globalization literature demonstrates, no nation in the industrialized or industrializing world can insulate its economy from global economic pressures. Particularly Parson refers to this:

As the world economy in particular is transformed by new modes of production and trade, and as transnational corporations and institutions come to exercise more influence and power, so the capacity of national and regional policy-makers to frame their own agendas is diminished. Public policy now takes place in a world system as well as in national and regional political systems (Parson, 1996, p. 234).

This development enhances the importance and need of policy learning (Dolowitz & Marsh, 2000). However, global economic forces are not the only pressure towards policy learning. The rapid growth in communications of all types makes exchange of ideas and knowledge much easier. Similarly, international organizations, such as the EU, the International Monetary Fund (IMF) and the World Bank advocate, and at times enforce, similar policies across diverse countries and regions (Dolowitz & Marsh, 2000).

Taken together, these changes, by subjecting places to similar pressures and expanding the amount of information available to policy-makers, have meant that policy-makers increasingly look to other systems for knowledge and ideas about institutions, programs and policies and about how they work in other places. Therefore, this strategy is used in this chapter as well.

5.2 Definition ‘best practices’ and its implementation

An often referred to instrument to learn from others is analyzing best practices. Back in 2004 Radaelli said the following about best practices: ‘Applying best practices means learning from and through the experience of others. It is a particular type of learning in which policy-makers learn from both the positive and negative experiences of others (...) that will help them to deal better with their own problems’ (Radaelli, 2004). It implicates also the presence of more than one manner to be successful.

Learning from examples and experiences of best practices is an increasing but no new phenomenon. One of the first known learning-examples of best practices goes back to more than 2300 years ago. At that time Aristotle studied the political system of the Greek cities to create an ideal political system. However, learning from best practices is, as stated before, now an often used tool for policy-makers as well. Policy-makers constantly are searching for innovations and solutions in several policy-fields by analyzing 'others'. Especially given the fact that policy implementation is an expensive and time-consuming process (Rose, 2005).

Rose (2005) states that a place has to fulfill certain (pre-)conditions to be able to successfully implement aspects of best practices:

- There must be space in the policy to implement aspects of best practices.
- The geographical place must have resources to implement aspects of best practices. Particularly financial possibilities, personnel and a stable organization are required.
- Intercultural differences have to be taken into account. Every geographical entity has its own norms, values and culture (its spatial identity).

Direct implementation of aspects of best practices is impossible. No geographical entities are the same. They are all context-bounded and path-dependent. It is therefore not about *copying* of best practices, but about *learning* from best practices.

The selection of best practices in this chapter is based on the distinguished target groups in Chapter 4; the return migrants, the lifestyle migrants, the international migrants and the commuters. These are the *matching* target groups for the Achterhoek to target its region marketing at and are, therefore, interesting and relevant to learn more about. It has in addition to be noted that merely best practices are distinguished of places in which the recruitment of labour force is key in the region marketing strategy. Finally, best practices regarding the recruitment of lifestyle migrants are selected on the basis of a quite similar living environment. There is in other words chosen for places with a relatively green, spacious and tranquil environment as well.

The best practices mainly are discussed in a broad manner. Insights are provided in a versatile manner to reveal the variety of possibilities of deploying region marketing for labour force recruitment. As stated, copying best practices is impossible due to spatial differences. It is therefore unnecessary to discuss in detail how certain practices, for example, are organized financially. It is relevant to distinguish which actors are financially involved, but determining how much certain actors actually contribute financially is up to the involved directors and actors of the Achterhoek.

In addition to the versatile manner of discussing best practices, certain aspects are discussed in more detail. That provides, besides a broad perspective, also certain depth in interesting aspects of the best practices. Furthermore, mainly national but also some international best practices have been chosen. Discussing international best practices may reveal other sorts of strategies or information. In the case of international best practices, the choice has been made to merely discuss best practices of other EU-entities. The administrative situation, the welfare, the culture and the financial possibilities of places in other EU-countries is most similar to the situation in the Achterhoek. Without, evidently, undermining the intercultural differences between these places and the Achterhoek.

The selected best practices are studied on (if present and known) the following topics:

- Target group(s).
- Organizational capacity of region marketing (which actors are involved?)
- Deployed resources: deployed resources are studied on promotional, spatial-functional, organizational and/or financial resources (the PROF-model as is provided by Aswhorth &

Voogd, 1987). It has to be noticed in advance that these are often used simultaneously (Rainsisto, 2003). Region marketing strategies should therefore not be seen as practices of a solely deployed resource, but as practices that often includes combinations of these resources.

- Concrete practices.
- Evaluation of the targeted strategies.

5.3 Selected best practices

Ten (N=10) best practices are featured out of a range of possible best practices. These could all, to a certain extent, be a learning example for the Achterhoek. Certain best practices and strategies of best practices reveal a great resemblance. Offering internships is such an example. These best practices or strategies are only mentioned once in the elaboration of this chapter. In addition, merely best practices and strategies are discussed that, somehow, could be interesting for the Achterhoek. Therefore is partly based on outcomes of the SWOT-analysis such as the participation of the region in the overarching Euregio. Under these conditions the following ten best practices are distinguished.

5.3.1 Best practice 1: Leudal

The first best practice concerns the municipality Leudal. Leudal (middle-Limburg) aims to recruit Polish labour migrants. It has already been 20 years since the first contacts between the municipality Leudal (at that time called Hunsel) and the Polish municipality Pogorzela were established. This cooperation was established on a superficial and noncommittal basis for years. However, after the municipal reorganization in 2007 the Council of Leudal has decided to reinforce and intensify this cooperation. Inter alia, demographic developments in Leudal were underlying this reinforcing international cooperation (K. Mulkens, personal communication, September 24, 2012). The two municipalities signed a cooperation agreement in September 2011 to force the administrative collaboration and its power. Thereby was agreed to collaborate mainly on the *fields* freedom of citizens, the municipal organization, education, safety, business and healthcare (Gemeente Leudal, 2011). An important precondition of the collaboration was the agreement that collaboration was not merely constituted between members of both governmental institutions. Also employees, citizens, entrepreneurs and representatives of societies of both municipalities had to come in contact with each other (K. Mulkens, personal communication, September 24, 2012). To implement these conditions both municipalities agreed to visit partners in the other place at least once a year. Such an agreement prevents cooperation to be too superficial. In the cooperation between partners of both municipalities, representatives of the governmental organizations of Leudal and Pogorzela are the regulators and facilitators in order to optimize the collaborations. Leudal mainly fulfills an advisory role about the agreed collaboration topics (Gemeente Leudal, 2011).

The number of Polish labour force in Leudal has increased the last ten years, but rose particularly sharply after the intensification of the cooperation in 2007. The current number of Polish (potential) labour force in Leudal is 800 (K. Mulkens, personal communication, September 24, 2012). This development is to the great satisfaction of both Leudal and Pogorzela. Leudal can fill several 'difficult' vacancies on the labour market, and emphasizes on the impact the arrival of the Polish labour force has on the number and conservation of societies and schools. The advantages therefore go further than filling up certain vacancies. With that mind, the recruitment of Polish labour force has become a priority in the cooperation with Pogorzela (Gemeente Leudal, 2010).

The mayor of Pogorzela brings a visit to Leudal this year to talk with a few Polish workers to obtain insights in the living and working situation of them in Leudal. The aim is to gain insights in the opinions of Polish labour force about the integration process, the working conditions and in specific

wishes and remarks of them (K. Mulkens, personal communication, September 24, 2012). This all attempts to foster the integration process of the Polish labour force because a satisfied labour force is, indeed, the best ambassador for Leudal for possible future labour force migrants.

The successful integration of Polish people in Leudal, so far, is reflected by the increasing number of Dutch-Polish marriages and friendships in the municipality Leudal (K. Mulkens, personal communication, September 24, 2012). This is what satisfies both mayors greatly. The mayor of Pogorzela is particularly pleased with this development, more than any form of advise or financial support (Gemeente Leudal, 2010).

Core

As a result of an organizational collaboration with the Polish municipality Pogorzela, Leudal attempts to attract Polish labour force. Narrow contacts and annual visits of leading figures in both municipalities have to lead to a maximization of both the working and living conditions of Polish labour force in the municipality of Leudal.

5.3.2 Best practice 2: Zeeuws-Vlaanderen

The second best practice, Zeeuws-Vlaanderen, is one of the TOP-shrinking regions in the Netherlands (PBL, 2010). The region tries to recruit lifestyle migrants to preserve and maintain the vitality of the place. The recruitment of lifestyle migrants occurs on the basis of three integral pillars; working, living and experiencing (Uwnieuwetoekomst.nl, 2012a). The region emphasizes the importance of the relation between the right job and the living environment. These are interrelated and should not be seen separately. The establishment of region marketing is based on the typical identity of the region. According to the region itself, space, freedom, safety and tranquility are main identical aspects (Uwnieuwetoekomst.nl, 2012b). Branding these regional values are therefore used as triggers for recruiting labour force.

Zeeuws-Vlaanderen ‘flirts’ with the easy balance between living and working. On the one hand it states that there are a lot of interesting and diverse jobs present. For every level of education and for every level of interest. On the other hand it states that there is a lot of living pleasure possible too. The region promotes its spatial location, the tranquil environment and the easy way of living. Therefore are, for instance, several convenient circumstances stressed. Examples of certain convenient circumstances are the absence of congestion and the absence of waiting lists for childcare (Uwnieuwetoekomst.nl, 2012c).

Several, mainly promotional, resources are deployed to recruit the lifestyle migrants. An important and central resource is the website of Zeeuws-Vlaanderen. The website ‘uw nieuwe toekomst’ (your new future) is completely established for the recruitment of lifestyle migrants. The website consists of three interrelating categories, namely living, working and experiencing. Living and experiencing Zeeuws-Vlaanderen emphasizes on the beneficial living environment, the recreational possibilities and the peace and tranquility of the region. This section also contains practical information about Zeeuws-Vlaanderen as a residential place and links that direct to other relevant websites. Examples of such websites are about the regional culture agendas and estate agencies. Another part of the website determines relevant aspects of Zeeuws-Vlaanderen as a working environment. This part contains information about current vacancies and future possible vacancies (where are labour force shortages expected?). There are also links available towards other regional institutions, mainly intermediary agencies.

Besides the *virtual* promotional resources, the region is also active in a remarkable *physical* promotional manner. Past February, Zeeuws-Vlaanderen was present on the Dutch emigration fair for the fourth time (PZC, 2012). The region considers itself as a good intermediary solution for people that are willing to migrate. People do not have to travel far to arrive in a spacious, tranquil, dynamic and easy living and working climate. The emigration fair provides excellent economical chances for people looking for new job experiences. At the emigration fair, there are several persons on behalf of Zeeuws-Vlaanderen that can be approached (Provincie Zeeland, 2008). The last time inhabitants, civil servants and entrepreneurs were present to expound the possibilities and advantages of working and living in Zeeuws-Vlaanderen. On an annual basis at least 50 households migrate to the region as a result of their stand on the emigration fair (PZC, 2012).

Lastly, it has to be mentioned that Zeeuws-Vlaanderen provides partner counseling. Several companies in Zeeuws-Vlaanderen offer partner counseling to make the migration process a success for employees and for partners of employees. Partner counseling provides support in the search for a new (matching) job in Zeeuws-Vlaanderen for partners as well. A cooperation between companies and a specialized recruitment agency is established to make partner counseling a success (Uwnieuwetoekomst.nl, 2012d).

Core

Zeeuws-Vlaanderen targets its region marketing on recruiting lifestyle migrants as form of labour force. The region promotes itself as a region full of space, tranquility, safety and freedom. Economic possibilities are presented and shown but a strong emphasis is on the attractive living conditions of the place. Therefore several successful promotional resources are deployed. Examples are their comprehensive website with information for every migration-related aspect and a stand on the Dutch emigration fair.

5.3.3 Best practice 3: Friesland

In 2009 a network has been developed in Friesland called 'Fryslan Ferbynt'. Fryslan Ferbynt is developed by representatives of regional businesses and civil servants. Both parties are financially responsible for the network Fryslan Ferbynt (Dhv.nl, 2012). The network is based on feelings of sense of place. Aim is to facilitate and maintain a worldwide network for everybody who feels somehow connected to Friesland and to enhance (in time) a possible return to the region. Friesland tries, thus, to recruit return migrants. For this purpose Fryslan Ferbynt provides virtual and physical meeting places in and outside Friesland, and it organizes activities for entrepreneurs and individuals (Provincie Friesland, 2010).

Aim of the physical and virtual meeting places is to foster the bond between Frisians mutually and between Frisians and their 'heitelan' (place of origin). Assumed is that Frisians stick to their roots. Even if they are elsewhere located in the Netherlands or even in the world. 'Once a Frisian, always a Frisian' is their corresponding credo (Fryslanferbynt.nl, 2012a). This sense of place that people have is the starting point for establishing region marketing in Friesland. The network Fryslan Ferbynt has not only a facilitating role (it brings people together), but incites the sense of place of 'foreign' Frisians too. Frisians elsewhere in the Netherlands and even all over the world are kept updated about trends and developments of several identical aspects and traditions of Friesland. The network for example provides information about Fierljeppen, the Elfstedentocht and Skutsjesielen (Fryslanferbynt, 2012b).

The virtual meeting place is accessible on the website of Fryslan Ferbynt. Various forms of interaction are possible there. One on one interaction but also group interaction. And interaction with

inhabitants, foreign Frisians, hometown Frisians, but also with entrepreneurs or civil servants of organizations in Friesland.

The physical meeting places are mostly organized in Friesland, but are sometimes organized elsewhere in the world too. Examples are meetings in Brazil, the USA and in Spain (Provincie Friesland, 2010). The foreign, to Fryslan Ferbynt connected Frisians, are all invited to come. A few participants of Fryslan Ferbynt (entrepreneurs or civil servants) are present at those meetings as well. Main purpose of the physical meeting places is to discuss current economic developments in Friesland and to incite the mutual feelings of being a Frisian. The assumption is that, in time, a continuing feeling of someone's sense of place fosters a return to the place of origin. Subsequently, Friesland hopes to benefit from their gained knowledge abroad.

The efficiency of the Fryslan Ferbynt network is questionable. The number of realized plans and activities remains significantly behind on schedule. The lack of efficiency and the non-transparency and their financial chaos recently led to the demand for an elucidation of the current situation of Fryslan Ferbynt of provincial executives of the Dutch political party, the PVV (Gemeente Leeuwarden, 2011).

Core

Fryslan Ferbynt is a national and international oriented network created by participants of government institutions and businesses from Friesland. Aim of the network is to take advantage of the knowledge of *foreign* Frisians and to foster, in time, the process of return migration. Thereby responding to the sense of place of 'foreign' Frisians. Several virtual and physical meetings are organized to bond Frisians mutually and with their region of origin and to promote their 'heitelan'.

5.3.4 Best practice 4: Venray

To ensure the preservation of the welfare in the municipality Venray, Polish labour force is very welcome. According to alderman Van den Broek of the municipality of Venray, the entry and the retention of Polish labour force is the solution for the demographic decline in Venray (in Jansen, 2011). In Venray, international labour migrants are seen as necessary to keep the economy running, to maintain local societies and to keep schools open (NOS, 2010).

The recruitment of Polish labour force is established through a cooperation with Otto Work Force. Otto Work Force is an intermediary and market leading agency that aims to recruit Polish labour force to the Netherlands. A cooperation with such an intermediary agency has several advantages. Such an agency knows the 'entrances' and the market in Poland (Van den Broek in Jansen, 2011). They have specific knowledge. Otto Work Force also requires the absence of a criminal record of Polish labour force that is mediated to the Netherlands. There is a selection at the port. A selection at the port prevents certain problems with Polish labour migrants in Venray. Occasional fights where Polish people are involved, is mainly a result of inadequate and over occupied residential housing, says alderman Van den Broek (in Jansen, 2011). Venray therefore emphasizes the importance of good work and good living conditions. However, this has not always been the case. Venray left the responsibility of housing of labour force to employers for years. Mainly with the thought and expectation that the Polish labour force migrants would be here merely on a temporary basis. This resulted in miserable living conditions in every possible manner (Jansen, 2011).

Anno 2011, Venray understands the importance of good living and residential conditions. For now, temporary residential units are placed to house Polish labour migrants. The idea is, however, to realize

a quick transit to normal 'stone' houses. These will be, according to Van der Broek in Jansen (2011), partly released due to the rapidly evolving processes of aging and demographic decline in the municipality. The transit to normal houses is the start for rooting in the local society.

Venray attempts to be a good residential environment for Polish labour force even more after 1 May this year. Since 1 May, countries such as Germany and Austria are 'open' too for Polish migrants. That development makes the 'seducing' of Polish labour force with good working and living conditions and prospects increasingly important (Merken in NOS, 2010). The local government of Venray maintains narrow relations with business where Polish labour force works, to study the circumstances of their working environment and the process of integration. That process of integration forms the core theme of Venray as it comes to the working and living conditions of Polish labour force. Integration benefits not only the well-being of the labour force in the workplace, but also leads to more social contacts between Polish and Dutch people outside the workplace (Jansen, 2011). The cooperation between the government of Venray and the concerning businesses is, therefore, mainly directed towards integration activities. This already led to the mutual agreement that businesses pay, together with housing corporations, for Dutch language courses of Polish labour migrants if they succeed (Huizinga, 2011).

The integration of Polish labour force in the society of Venray has another side too, namely the acceptance of the local inhabitants of the presence of the Polish people. Therefore, frequent consultations with village and neighbourhood councils and employment agencies are established (Jansen, 2011). These consultations should increase the acceptance of the Polish people in the society of Venray.

Core

Venray recruits international labour migrants through a narrow cooperation with the intermediary agency Otto Work Force. The retention of the Poles in the municipality must occur on the basis of social integration. Therefore several organizational and financial resources are deployed. Dutch language classes are offered (and paid by both housing corporations and businesses), temporary lodges are built and consultations with neighbourhood councils are established to take negative reserves of inhabitants away.

5.3.5 Best practice 5: Twente

In the region Twente a career center is established for the recruitment of labour force. The Career Center Twente (CCT) is an organizational resource in the marketing of the region. The CCT is an organization of representatives of leading businesses and organizations from Twente (Regio Twente, 2009). The CCT plays an important role in the recruitment of 'high potentials', but is also deployed for the recruitment of international labour force. The CCT receives a specific vacancy of a company operating in Twente and attempts, in addition, to match an appropriate candidate to that vacancy. The career center provides conditions to start and/or continue the career of labour force in Twente (Regio Twente, 2009). It facilitates the career steps of potential labour force in three facets (Cctwente.nl, 2012a):

- A presentation of all appropriate vacancies, including application guidance.
- Assistance in the realization of a job for partners (regardless his or her education level and cost-free).
- Offering practical services coherent with a move to Twente. For establishing these practical services exclusive cooperations are realized with a bank, a notary office, housing agents, moving companies, childcare institutions, painters and a (pension) insurer.

The CCT has an overview of all the available vacancies on a HBO or WO education level. Those are vacancies across a great variety of sectors and organizations. From software engineers to urban planners and from anesthesiologists to tax advisors. The available vacancies are presented on the website of the CCT, and are easy to check.

The career center selects suitable candidates for a certain vacancy out of the candidate database. The candidates are selected on a motivation letter and on their CV. After the premade matches candidates are proposed to certain customers (employers) (Cctwente.nl, 2012b).

The website of the CCT is the main source of promoting and information providing. On the website can be listened to monthly radio spots where new or remarkable vacancies are highlighted. All the necessary information for working in Twente is available on the website as well. This concerns information about vacancies, but also practical information about Twente as a residential place. Visiting the website of the CCT is promoted in alumni magazines and on posters at the University Twente and the Saxion schools in Enschede, Deventer and Apeldoorn (Regio Twente, 2009).

Additionally, the CCT is present on career fairs for higher educated people. Representatives of the CCT and their cooperation partners are present to inform interested potential labour force about working and living in Twente (Regio Twente, 2011).

The CCT not only deploys organizational and promotional resources for labour recruitment, but financial resources as well. The center greatly stimulates the individual development of labour force. Concrete examples are financing the attendance of master classes and of retraining programs (Regio Twente, 2011). The labour force accompaniment does, thus, not stop after the realization of the recruitment of labour force. The retention of them is surely important too.

Due to an increasing regional understanding of the importance of the career center in Twente, a decision has been made recently to establish a cooperation between the CCT and the foundation Region branding Twente. With this, Twente aims to operate as an unity in order to optimize results and to avoid fragmented regional marketing policies (Region Twente, 2011).

Core

The Career Center Twente (CCT) is an integral cooperation of leading businesses and organizations in Twente. It attempts to recruit 'high potentials' and international labour force. It provides framework conditions to start and/or continue the career of labour force in Twente. Therefore several cooperations are established with a wide variety of partners. The CCT is promoted through a website where all regional vacancies are available. Secondary economical and practical information is also provided there. The website is promoted by e.g. alumni-magazines and posters at 'student-rich' places.

5.3.6 Best practice 6: Leipzig (Germany)

Leipzig is the second largest city in Eastern Germany, behind Berlin. It has a population of circa 498.000 inhabitants. Two major developments in the past decades have been highly influencing its current region marketing. The first development was the demographic decline in the city. The second development was the arrival of the automobile concern BMW in the city-region. Both developments led to enormous shortages of labour force in Leipzig. In a response to both developments a job agency, named PUUL, has been established (M. van der Beek, personal communication, April 17, 2012). PUUL is a subsidiary organization of the city of Leipzig, established by its Department of Economic Development. The fact that PUUL is not part of the city's social policy, but of its economic policy

places the organization in a unique perspective in Germany (Plöger, 2008). It targets merely on the economic situation of the city. Aim of the organization is to be a personal support for companies in Leipzig with current or expected labour force shortages.

PUUL has its own job data base, named Jobimpuls. Every available vacancy of companies in Leipzig can be displayed there. Subsequently, the job of PUUL is to find and pre-select the necessary labour force for the concerning companies. The organization provides information about the structure of the local and regional labour market and about the characteristics of available labour force (i.e. skills, education level, experience) (M. van der Beek, personal communication, April 17, 2012).

Contrary to the situation of underemployment in Leipzig, in surrounding regions and cities (such as Halle) the unemployment rate is significant. Therefore, Leipzig has recently started the project *Poleposition* in cooperation with regional and federal labour agencies and companies. Aim of the project is to prepare unemployed jobseekers from these surrounding cities and regions for future job openings in Leipzig and to make them compatible with the labour market and its characteristics (M. van der Beek, personal communication, April 17, 2012). In that way, Leipzig tries to recruit commuters from the inner and wider commuting zone.

To be able to recruit commuters, several cooperations between PUUL and employment agencies in surrounding regions are established. PUUL provides the employment agencies with information about the available vacancies in Leipzig. These employment agencies provide, thereafter, information about the job possibilities in Leipzig to jobseekers. In that manner jobseekers in surrounding cities and regions become known with the job possibilities in the neighbouring place Leipzig (M. van der Beek, personal communication, April 17, 2012).

Several resources and activities have, so far, been deployed to be able to recruit and to foster the recruitment of labour force to Leipzig. The spatial accessibility of companies in Leipzig has been increased. Certain major companies even got their 'own' way. Personal skill tests are also conducted to match vacancies with the correct 'types' of labour force. Besides this, special training sessions and courses have been set up to increasingly interconnect the demand and the supply of labour force. These resources and strategies are not solely established by PUUL. Strategies are mostly set up in cooperation with the companies of the job postings (M. van der Beek, personal communication, April 17, 2012).

The finance of the projects and instruments of PUUL has been subject to change the last years. During the start of PUUL (2001-2005), the initial funding came from the City of Leipzig and from external sources such as Federal and European organizations. However, after 2006, PUUL finances itself independently and funds are no longer provided by the City of Leipzig. Currently, 40% of the incomes comes from private investments from companies with a certain interest in the provision of a service like PUUL, and 60% comes from the public sector. Mainly from federal and regional labour agencies (Plöger, 2008).

So far, PUUL mediated more than 3.000 applicants (commuters) into new jobs in Leipzig. Besides this 'direct' success, the recruitment of labour force and filling up of vacancies in Leipzig has positive spread-effects on surrounding regions and cities too, as it comes to their regional vitality and welfare (Plöger, 2008).

Core

The region marketing of Leipzig is targeted towards commuters. Therefore a job agency named PUUL is established. In cooperation with regional and federal labour agencies a project is established to attract commuters. To foster the process of the recruitment of the daily migrants, mainly promotional and spatial-functional resources are deployed. Furthermore, employer-employee 'match tests' are established and training sessions are set up as well to match the demand and supply of labour force.

5.3.7 Best practice 7: Amsterdam

Amsterdam is, under the title '*social return on investment*,' increasingly concerned with the retention and recruitment of students and young-graduates (Frietman & Meijer, 2009). As already became clear in Chapter 4 of this research, offering internships is one (important) example of creating a 'sense of place'. With that in mind, Amsterdam attempts to recruit and retain young-graduates from anywhere in the Netherlands by offering internships during their student-period. Internships create a bond (a sense) with the city, which makes the city more attractive and well-known as possible future work and residential environment.

Amsterdam has set the standard of offering at least two internship possibilities for every company and government institution with at least fifty employees. One internship possibility for the education level MBO and one internship possibility for a HBO or University education level. That leads in total to at least 800 available internships in the municipality Amsterdam per year (Frietman & Meijer, 2009). This policy is formulated as a 'performance agreement' and is included in the annual planning and control cycle carried out by a designated coordinator. The coordinator is an employee of the City of Amsterdam (Frietman & Meijer, 2009). The costs of such a coordinator (both in finances and in time) are basically the only costs of the program.

A concrete activity of the program *social return on investment* is the TEAM-internship approach. Students of the ROC, HBO or University of Amsterdam, and/or of HBO organizations or Universities from elsewhere form a team of about five persons which will work on challenging assignments for a period of four to six months. These assignments are provided by several companies from Amsterdam. Examples are *De Fietsfabriek* and KPN (Frietman & Meijer, 2009). Typical for these TEAM-internships is the close link between education and business. This form of internship ensures the relevancy of study-projects, and ensures a flow of ideas and insights from education to businesses. Therefore these assignments and particularly their outcomes are interesting for companies too.

Summative evaluation revealed that the absolute number of offering internship possibilities, 800, has been reached the last two years (Gemeente Amsterdam, 2011). The question, however, how many students of this group actually have found a job in Amsterdam after finishing their studies has not been cleared up yet.

Core

Amsterdam attempts, by offering internships to students, to retain or recruit return migrants in the form of young-graduates. The city has set the standard of offering at least two internship possibilities for every company and government institution with at least fifty employees. That happens under the supervision of a coordinator of the City of Amsterdam. A concrete activity is providing TEAM-internships. That are internships where students of different levels of education have to work together on certain assignments provided.

5.3.8 Best practice 8: Placement

Opposite to the titles of all other best practices, this best practice is not named after a specific geographical entity. This best practice is named after an ever growing recruitment agency that 'mediates' for and is financed through several municipalities and regions in Denmark, Norway and Sweden (M. Vos, personal communication, April 3, 2012). Placement attempts to recruit 'space and tranquil'-seekers from the Netherlands and from Flanders. People and families willing to leave the stress of life in the Netherlands or Flanders and looking for a spacious, free and tranquil environment in Scandinavia. Placement fulfills, with that, an important task in the realization of a structural, regional economic development in several Scandinavian places. Already having a job or searching for a job in a certain destination is a prerequisite for lifestyle migrants to be able to take advantage of the services of Placement (M. Vos, personal communication, April 3, 2012).

The most important task of Placement is the assistance of migrants to Scandinavia. That occurs in commission with their respective Scandinavian partners. The organization has excellent contacts and a large network of involved actors in places that are potential destinations. These contacts and networks in those possible destinations are, according to Placement, established because this is assumed to be crucial. Martin Vos, Placement employee, states: 'Social connectedness in a place of destination is the most important factor in the process of migration' (Personal communication, April 3, 2012). Contacts in places of destination vary widely. This can be contacts with civil servants, with employers, but also with certain sport clubs, tax advisors, neighbour councils and so on. Connections between migrants and relevant actors in places of destination are, to a certain extent, already made before the actual migration occurs (G. Rietman, personal communication, April 3, 2012). That 'smoothens' the process of migration and the process of integration.

An individual introduction movie of a future migrant has to be sent to Placement to be able to connect the future migrant to relevant actors in places of destiny. Aspects such as hobbies, interests, life experiences and already gathered practical information about living in Scandinavia have to be mentioned in those movies. Subsequently, Placement contacts the relevant actors in a place to the future migrant (M. Vos, personal communication, April 3, 2012).

Not only defends Placement the importance of social integration, the associated places in Scandinavia emphasize the importance of social integration of migrants in places of destiny too. All the Scandinavian places that deploy Placement as an organizational mediation agency have a servant mobilized who is merely dealing with the integration process of migrants (G. Rietman, personal communication, April 3, 2012).

Placement has as core task to make the process of migration as easy as possible for migrants. The website of Placement is an important informative source. The website contains vacancies and job possibilities (also entrepreneurship) and information about local taxes, dismissal and recognition of education levels achieved in the Netherlands. Besides economic and labour market informative aspects, the website contains relevant aspects of the 'way of life' in places of destination as well. The local availability of healthcare institutions, education possibilities, sport clubs and the natural habitat are only a few of those topics. Lastly, the website also provides useful tips like facts about the (differences in) climate, the travelling possibilities, the language and the exchange-rate (Placement.nl, 2012).

The website is one of the deployed promotional resources. Placement also publishes an annual magazine called 'Home in Scandinavia', organizes information days (for each country apart), seminars and workshops and trips to specific places of destination where possible migrants want to settle (G. Rietman, personal communication, April 3, 2012). Furthermore it is even possible to determine a

customized report that provides specific individual information about relevant financial aspects of the migration process. The experiences of already migrated people are central in these promotional informative events. Martin Vos (personal communication, April 3, 2012) argues that stories of migrants themselves are, indeed, the fairest.

To finalize this best practice, the notion that Placement is financed through the respective Scandinavian places has to be mentioned extra. That occurs not per mediation, but per period. That makes it possible for Placement to be honest and clear and to operate in a sustainable manner. Because, eventually, a successful migration process is to the benefits of all (M. Vos, personal communication, April 3, 2012). In the period from 2000 onwards, the number of Dutch people migrating to Scandinavia and profit by Placement has grown exponentially, as a result of an increasing demand for rural residential environments (Eimerman, Lundmark & Müller, 2010)

Core

Placement is an intermediary agency that Dutch and Flanders ‘space and tranquil’ seekers mediates to certain Scandinavian places. Those Scandinavian regions are promoted in several manners. Virtually through websites and magazines and physically via seminars, Scandinavia days and trips to places of destination. The whole process is assisted by Placement. Placement emphasizes the social integration in the places of destination. Therefore several individual contacts are already layered between (future) migrants and actors in a place of destiny.

5.3.9 Best practice 9: Euregio Maastricht-Aachen

This best practice concerns the border region Euregio Maastricht-Aachen. The region attempts to increase the mobility between the Dutch and German parts of the Euregio. Particularly from a Southern Limburg (Dutch) point of view, an increasing mobility is required to be able to respond to the high demographic decline the place currently faces (EIS, 2007). The demographic decline affects the number of available labour force in South Limburg sharply. To maintain a vital economic region and in response to labour force shortages, South Limburg attempts to recruit commuters from German places across the border (Provincie Limburg, 2011). The targeted strategy to recruit the daily migrants is mainly based on improving the spatial-functional accessibility of cross-border places within the Euregio (G. Weber, personal communication, November 7, 2012). This should increase the number of incoming cross-border commuters in South Limburg.

The main strategy for an improved cross-border accessibility is enhancing the cross-border Public Transport. Two main projects are established (Provincie Limburg, 2011):

- InterCity connections between Eindhoven-Heerlen and Aachen and between Venlo-Aachen and Dusseldorf. This has to be partly financed by the INTERREG project ‘Regions of Connected Knowledge’.
- An Avantis stop on the rail line Heerlen-Aachen. This project attempts to develop a new stop on the rail line Heerlen-Aachen, close to the Avantis business park in Southern Limburg.

These spatial functional activities are administratively organized by several government organizations and transport operators. In the variety of involved actors are for example the Province of Limburg, the municipalities Maastricht, Heerlen and Venlo, the regions Parkstad and Aachen and the transport operators ProRail, B-Rail, DB-Netz, NS and Veolia present (G. Weber, personal communication, November 7, 2012). Cross-border spatial-functional resources require, thus, a broad range of internal and external involved actors.

For the implementation of the process, patience and tenacity is required (Provincie Limburg, 2011). The region has to cope with operational barriers. Differences in rolling stock, national regulation of safety systems and so on. They suffer e.g. from time-consuming adjustment of stock at the border and infrequent schedules, or severe speed limitations as a result of different national safety regulations. This implies that connections are not used to their full potential. Partners will jointly develop and implement efficient and fast solutions to improve the operability (EIS, 2007). Small-scale investments with large impacts are the desired outcomes. Currently there is a debate about the amount of the transnational tariff and the operational deployment of trains and train maintenance.

Smooth connections will not have any effects on interaction between knowledge regions as long as they are not used. Stimulating use is therefore another topic on which joint action will be taken, by the development of feeder facilities (fast and comfortable transport from businesses areas and campuses to (HST-)stations), integrated ticketing and marketing and by assessment of specific needs and demands of commuters in the form of labour force (G. Weber, personal communication, November 7, 2012).

Besides the more developed plans about the cross-border rail network, there are also plans in progress for so-called 'stop' and 'express' busses between larger cross-border places within the Euregio Maastricht-Aachen. These have, however, not been worked out yet (G. Weber, personal communication, November 7, 2012).

Core

South Limburg attempts to reinforce the cross-border accessibility within the Euregio Maastricht-Aachen. Most important motive is to foster the possibilities for cross-border commuters to work in South Limburg. Several spatial-functional projects, mainly in the Public Transport sector, are therefore established. New train railways, new train stops and stop and express busses have to result in an increasing cross-border accessibility and, subsequently, in an increasing number of incoming commuters in South Limburg.

5.3.10 Best practice 10: Brainport Eindhoven region

The last discussed best practice is Brainport Eindhoven region. Brainport Eindhoven region is, according to the Intelligent Community Forum (ICF) the world's smartest region in 2011 (E. van Leest, personal communication, June 22, 2012). It is a top technology breeding ground for innovation and home to world-class businesses, knowledge institutes and research institutions. Together they design and manufacture the technology of the future to ensure a safe, green and caring society and sustainable regional economic development (E. Van Leest, personal communication, June 22, 2012). The five main local sectors of Brainport Eindhoven are High Tech Systems & Materials, Food, Automotive, Lifetec and Design. In order to remain a leading region in the global competition between places, Brainport Eindhoven attempts to recruit the top of the international migrants for these sectors. Within this group is mainly focused on students and just-graduates (Y. van Hest, personal communication, June 27, 2012). A lack of qualified Dutch employees and a decreasing number of 'brains' in the Netherlands refers to the necessity of recruiting international talented labour force. According to Van Leest (personal communication, June 22, 2012), the independent organization called 'Brainport International Community' (BIC) is formed with respect to the recruitment of labour force to Brainport Eindhoven region. This organization merely is charged with the recruitment of labour force (E. van Leest, personal communication, June 22, 2012).

Formerly, Brainport International Community was funded through grants of mainly government agencies. However, not much later BIC became independent. The community is now funded and held up by 25 regional companies. That number is still growing (Y. van Hest, personal

communication, June 22, 2012). Besides the financial support of interested companies, companies are also involved in the process of policy-making and are consulted for feedback. Unless the independent character of the organization, a lot of cooperations are established with e.g. education institutes, governments and companies. This entails cooperations with actors within the Brainport Eindhoven region and with actors in locations from where foreign talent be could recruited (Brainporttalentregion.com, 2012). BIC operates namely supply-driven and not demand-driven. Interested foreign talents can contact Brainport International Community, after which BIC contacts possible interested employers of affiliated companies within the region. In this perspective, it is clear that BIC is a linking agency and not so much an actual recruitment agency. Due to the lot of international contacts and networks Brainport International Community takes care after, the organization has become an expert on the international labour market (Y. van Hest, personal communication, June 27, 2012). This increasingly results in an explanatory and expert role of the organization towards governmental organizations within Brainport Eindhoven region. This expert role of BIC exists in its greatest variety. The organization informs government institutions about labour developments, but also about wishes and demands of labour force (Y. van Hest, personal communication, June 27, 2012). If, for example, labour force states that the lack of facilities for shopping on a Sunday are a burden due to the many closed shops in the region, BIC passes this information through to the concerning government institution(s).

BIC deploys several strategies to let potential labour force become acquainted with the job opportunities in the region Brainport Eindhoven. The online branding of the region and the profiling of its job opportunities is central. Every information about working, and living in the region and about the goals, international character and highly regarded job opportunities in a vital and dynamic environment -among a lot of other young people- is presented on the website. While the online branding is central, many other projects are established with respect to the recruitment of young international migrants as well. So attends BIC several career fairs all over the world, for example in Leuven, Boston, Dublin and Oslo (Brainport region Eindhoven, 2011). Furthermore, alumni networks of universities across the world are organized and/or attended. Alumni networks are interesting to take into account in targeting policies while graduates often remain attached to such networks. In addition it is an advantage that not just young people are linked to alumni networks, but that elderly remain connected as well (Y. van Hest, personal communication, June 27, 2012). That makes the more experienced segment of labour force attainable for the region too. Lastly, BIC upkeep contacts with actors all over the world. This includes contacts with the before mentioned education institutes, (local or regional) governments and companies, but also with employment agencies in large university-cities such as Barcelona and with career centers in for example Shanghai, Rome, Frankfurt and New Delhi. Often these contacts are part of broader networks in which other actors/organizations in places of origin are involved as well. This provides the required customization and regional coordination important for labour force recruitment (Brainport region Eindhoven, 2011).

It is obvious that BIC has a strong international gaze. However, it has to be noticed that seminars, career fairs or even the provision of information in general not merely is organized abroad. Also with the university of Groningen, where relatively many international students are located, and with the university of Twente, where a lot of technique studies and students are in store, cooperations have been realized (Y. van Hest, personal communication, June 27, 2012). A few times per year, BIC organizes seminars in Groningen and Twente to let the local students (also Dutch students are allowed to visit these seminars) become acquainted with the job opportunities and appealing living environment of the region Brainport Eindhoven. Thereby, BIC targets its attention towards students that meet the regional need for labour force for certain specific sectors (Y. van Hest, personal communication, June 27, 2012).

Core

To remain a leading international region in the world, Brainport Eindhoven region recruits international high-skilled labour force from all around the globe by branding the labour opportunities and the highly valued creative and talented living climate. For the execution of that purpose Brainport International Community (BIC) is founded. BIC deploys various promotional resources to brand the labour force opportunities such as seminars, alumni networks and workshops. Furthermore the website of BIC fulfills a pivotal role, providing all sorts of information related towards the process of migration. Several internal and external cooperation's are deployed to remain a node in the network of high skilled labour force recruitment.

5.4 Learning from best practices

In Paragraph 5.3 several best practices and including targeted strategies are discussed. These targeted strategies are all, in different capacities, important for the Achterhoek to learn from. Without referring to every discussed aspect of all best practices, several lessons can be extracted and can be learning points for establishing region marketing for the Achterhoek. These assumptions can be divided into general lessons and more specific lessons about the role of region marketing to recruit (specific groups of) labour force.

The following general lessons are extracted from the distinguished best practices regarding region marketing strategies for recruiting labour force:

- **The power of cooperative behaviour:** The best practices reveal cooperation (including networks) as key issue in the establishment of region marketing for labour force recruitment. In every single best practice discussed, one or more cooperations are established between multiple sorts of actors to brand the available job opportunities. Moreover, cooperations exist on different scales. They are established between actors within a certain place, but exist also between actors from different places. This includes international established cooperations. An international view, or a 'global challenge' may bring more competition, but creates also new opportunities such as new potential markets for recruiting labour force as some best practices revealed. Regarding the process of region marketing cooperations exist in both the development of strategies and the implementation of strategies and concrete practices. Therefore cooperative behaviour is present during the entire process of region marketing.
- **The power of public-private partnerships (PPP's):** A common form of cooperative behaviour is established in so-called public-private partnerships. This form of cooperative behaviour is in concerning examples crucial for the long-term success of place marketing. According to the best practices, the involvement of both public and private actors has several advantages. Due to PPP's the support base, the administrative power (in finances and personnel) and the implementation power increases. This leads to a more credible and result-oriented planning and implementation. The best practice Venray is with the establishment of a cooperation between the municipality and an employment agency an excellent example a public-private partnership.
- **Shared financing of region marketing:** Strongly associated with the previous points of cooperative behaviour and the relevance of PPP's, region marketing strategies and projects are often financed in a shared manner. Often government institutions and businesses jointly take care after the financing of practices. Remarkable as it comes to financing is that there seems to be a trend of a more financial involved government at first, where after the financial role of government institutions gradually decreases over the course of time. This trend revealed e.g. the best practices Leipzig and Brainport Eindhoven region.

- **Retention practices as necessary follow-up of recruitment practices:** Several best practices (e.g. Venray, Leudal, Twente, Placement and Brainport Eindhoven region) emphasize the importance of practices in order to retain labour force. Region marketing entails therefore more than practices merely based on the recruitment of them. The retention of labour force increases the well-being of the migrated labour force which is stated as important pull factor for future labour force migrants as well. Several best practices use earlier migrated labour force as ambassadors for recruiting future labour force. Practices for the retention of labour force are often directed towards the social integration of them in places of destination. Deploying practices for the provision of information or providing language courses form examples trying to foster the process of social integration.
- **Central point of information services, control and executive behaviour:** In the region marketing of the discussed best practices the availability of a central, easy accessible, point of information is often referred to. Often information services are provided through a comprehensive website. Such websites contain a wide variety of involved components of information, partly depending on the visions and strategies of the discussed places. Important to notice is the strong provision of information besides information about the labour market and job opportunities. Both practical information about all sorts of institutions in the place of destination and place-related information concerning the living environment and its context are provided. Particularly websites fulfill a pivotal role in the provision of information. Next to websites, the management of region marketing (practices) also often happens from a central point of control. The Career Center in Twente, Puul in Leipzig, Frysland Ferbynt in Friesland and Placement for several Scandinavian regions are examples of so-called destination marketing organizations (DMO's). Main advantage of such institutions is the continuous involvement of actors in the process of region marketing. This is important to maintain and execute region marketing strategies since tenacity and a long breath form important repeatedly revealed values in the best practices discussed. An additional advantage of a central point of control is the ability to operate efficiently. The just mentioned examples of DMO's operate quite independently resulting in the ability to make decisive choices.
- **Provision of a standard package of information:** In the discussion of the best practices the provision of a standard package of information rather seems to be a precondition for labour force recruitment. Such information contains insights in the specific features of places of destination. Examples are the place its culture and history, the living environment and the presence of a wide range of possible facilities. Additionally, information about e.g. differences in the job opportunities, the situation of the labour market and information about local taxes, legislation, possible opportunities for partner counseling and the degree of assistance during the process of migration is provided as well. This standard package of information is performed in several ways. The before mentioned websites often contain such information, but e.g. workshops, seminars, information days or magazines are used as for this purpose too.

Next to the extracted general lessons, also more (target group) specific lessons can be learned from the best practices discussed:

- **Spatial accessibility and commuters:** The best practices discussed attempting to recruit commuters (mainly Leipzig and Maastricht-Aachen) reveal the importance of the place its accessibility. Leipzig increased the accessibility of the road network of areas with a large amount of employment. Large employment companies even got their own way of entry. South Limburg benefits from its participation in the Euregio Maastricht-Aachen by establishing cross-border synergies. These are developed to increase the accessibility of the place and, subsequently, to trigger the incoming cross-border commuting of labour force.

- **Social integration and international migrants:** One of the general lessons revealed the importance of the social integration of labour force migrants in places of destination. This is particularly important for international migrants. Several best practices reveal strategies in order to guide the process of social integration of this segment of labour force. Examples are Twente, Placement, Leudal and Venray. Financial resources are deployed in the form of financing training programs, information courses and/or language courses. But more common, organizational resources are deployed in order to contact migrants with several actors in places of destination. This can be practical contacts with e.g. painters or insurers but can also be contacts with for example sports clubs, music clubs or certain neighbourhood councils.
- **Branding the social-cultural climate and lifestyle migrants:** Zeeuws-Vlaanderen and Placement reveal the importance of branding the social-cultural climate as important pull factor for lifestyle migrants. Both best practices brand the living environment in several manners. The website has a pivotal role in the place branding process. It provides information about the typical identity of the concerning places. Other strategies are deployed additionally to brand the specific identity of the concerning places, such as publishing magazines, organizing seminars and information days and organizing a stand on the emigration fair. However, as the practices showed, particularly promotional resources are important in order to recruit this segment of labour force.
- **Increasing the scope, providing training programs:** The best practices Leipzig and Twente offer training programs and courses to develop and train potential labour force according to required standards of job vacancies. This increases the scope and the potential supply of potential labour force. Such training programs are financed jointly. In both best practices government and employers together take care after financing the training programs.
- **Labour force migrants and local responses:** For example Venray and Leudal reveal instruments to avoid or to accompany negative local responses of inhabitants towards the arrival and integration of labour force migrants. Neighbourhood councils, information meetings and contacts with employers are established to inform locals about the need and the importance of recruiting labour force. Locals are encouraged to help or to foster the process of (social) integration of labour force in places of destination as well. Employers in Venray are for example asked to take care after the process of social integration of international labour force at the workplace.

Aspects of some extracted lessons correspond or connect with outlined theoretical aspects of the approach region marketing in Chapter 2 or with the establishment of needs, wishes and demands of labour force established in Chapter 4. This is not a coincidence, given the fact that these aspects form basic conditions and core themes for the establishment of region marketing and the recruitment of labour force.

The Achterhoek can not only learn from positive aspects (success factors) of best practices but from some negative aspects (mistakes) too:

- **Conclude agreements:** The best practice Leudal shows the importance of concluding agreements in the case of cooperation. The cooperation of the municipality with the Polish municipality Pogorzela only resulted in significant advantages after concluding a mutual agreement. From a same point of view, a performance agreement between the municipality and several companies is concluded in Amsterdam to achieve their established goal of providing internships. Concluding agreements is important while cooperations on a superficial or non-committal basis hardly are beneficial.

- **Assume a permanent stay of labour force:** The municipality Venray left the housing of Polish labour force to employers for years. The directors of the municipality thought that labour force migrants only would stay on a short temporary basis. Results were miserable living conditions of the migrants in every possible manner. Over the course of time Venray understood the importance of good residential conditions to foster the process of social integration and built temporary lodges. Therefore, assuming a permanent stay of labour force is important for the rooting/social integration of them in society and therefore to include in labour force recruitment strategies.
- **Perform region marketing in an open and transparent manner:** A final lesson that the Achterhoek can learn is extracted from the best practice Friesland. There is currently a chaos in the foundation Fryslan Ferbynt, part of the region marketing of Friesland aiming to recruit return migrants. Executives of a Dutch political party, the PVV, want clarification about the current lack of insights in their projects and financial situation and their non-transparent organizational structure since it affects tax money. An open and transparent performance and implementation of region marketing practices prevents unclear tasks, projects and expenditures and can tackle problems or unwarranted financial burdens in time.

5.5 Conclusion

This chapter was aimed at the targeted region marketing strategies of other geographical entities and their efforts for recruiting the established segments of labour force. The strategies of these places provide learning points, framework conditions and widening insights for the establishment and implementation of region marketing for the Achterhoek and their efforts for recruiting labour force. The extracted lessons can be divided into general lessons, target group(s) specific lessons and lessons of ‘mistakes’ of other region marketing strategies, as is stated in Paragraph 5.4.

In accordance with the expectation stated in the discussion of the concept region marketing (Chapter 2), cooperative behaviour was the thread running throughout the best practices discussed. This cooperative behaviour had several shapes, varying from internal and external cooperations, from inter and intra-sectoral cooperations and from unilateral cooperations to complete networks. Seen this, ‘dynamic’ factors seem to be of more importance for the establishment of strategies than ‘physical’ factors are. Although, it has been shown that particularly for the target group commuters physical factors surely are as important as dynamic factors are. This revealed the best practices Leipzig and Euregio Maastricht-Aachen. Both showed examples of spatial-functional strategies in order to recruit commuters. The best practice Euregio Maastricht-Aachen showed additionally how South Limburg makes use of and benefits from its participation in the cross-border entity Euregio. Establishing cross-border synergies for the same purpose is possible for the Achterhoek as well, if adjusted to the specific context of the region.

Remarkable and important to take into account, is the presence of multiple so-called DMO’s and its success in several best practices discussed. In the concerning best practices, the DMO’s play a central role in the recruitment of labour force. The continuity, the decisiveness and the tenacity of the region marketing strategies of those places have been increased and ensured with the establishment of such an organization. Furthermore, it simplifies the deployment and use of organizational resources, since contacts with relevant actors can be established in a quick and effective way.

Lastly, during the discussion of the best practices it appeared that promotional resources are pivotal in order for recruiting lifestyle migrants. This corresponds with the importance of place-branding in order to be able to recruit this segment of labour force. The best practices discussed attempting to recruit lifestyle migrants, brand not only their spacious and tranquil living environment, but their region-specific cultural products as well. This increases their ‘place-uniqueness’.

As this chapter has demonstrated, the Achterhoek can learn from the best practices in various ways. It has however, and again, to be emphasized that copying complete strategies of best practices is unjustifiable due to regional differences. Nevertheless, certain aspects of best practices seem to be rather flexible and 'footloose' and might therefore easy be applicable for the Achterhoek as well. This is for example the case with the establishment of cooperations with employment agencies, regional entrepreneurs and/or educational institutes and with the provision of internships. The next chapter performs the main conclusions of this study and provides recommendations additionally. The recommendations are partly based on acquired insights of the best practices discussed in this chapter.

6. Conclusions and recommendations

This explorative study was aimed after the expected shortages of labour force in so-called shrinking regions. The manifestation of the expected shortages of labour force in the Achterhoek stood central in this study. In order to be able to meet the future demand for labour force in the region, labour force has to be recruited. Therefore the region has to be positioned and marketed in a strong and competitive manner. This led to the following central goal:

Goal of the study is to provide insights for the region Achterhoek about the policy to be pursued with respect to the recruitment of labour force, by strategically analyzing the identity of the place and providing relevant theoretical concepts and best practices to increase the region's capability of recruiting labour force.

The following central question has been set up in order to achieve the central goal of the study:

In which manner can region marketing be deployed to position the Achterhoek as a strong, entrepreneurial place in the field of labour force recruitment?

This research has been performed according to the successive components the region marketing process distinguishes. First, a strategic analysis of the region has been provided. This strategic analysis provided a manifestation of the shortages of labour force expected in the Achterhoek. This manifestation stated the importance for labour force recruitment and emphasized the urgency for policy-making. Furthermore, the strategic analysis of the region provided region-specific features and qualities important with respect to the establishment of region marketing for labour force recruitment. Subsequently, a market segmentation has been performed in order to distinguish sub-target groups (segments) and to state their different needs, wishes and factors determining their behaviour. The outcomes are important to be able to add the necessary customer value. The market segmentation has been performed by setting out relevant theoretical concepts concerning labour force mobility. Finally, strategies of other places (best practices) have been discussed. The Achterhoek can learn from their strategies, their efforts and their experiences regarding labour force recruitment. Following the process of region marketing and the stated sub-questions, a comprehensive answer can be given to the stated central question. After the conclusion, recommendations are provided to give further shape to gathered insights stated in the conclusions. Finally, limitations and recommendations for future research are given.

6.1 Conclusions

This paragraph provides the major conclusions of this study. In detail is discussed how the Achterhoek can position itself as a strong and entrepreneurial place. Therefore, certain aspects are linked to each other. However, given the urgency, plurality and magnitude of the problem of labour force shortages, first is shortly emphasized on the importance of the mission of labour force recruitment.

Shortages of labour force in the Achterhoek

The strategic analysis of the Achterhoek revealed the fact that the region currently is on a threshold of a shortage of labour force. The labour market of the region shrinks sharply on the supply-side. The current low unemployment rate is therefore a first, unavoidable, sign. The demographic decline, in the

Achterhoek significantly triggered through both the demographic developments aging and dejuvenation, is the key trigger behind the sharp drop of labour force. Current expectations reveal a drop of approximately 50.000 *potential* labour forces in the period to 2040 and 25.000 *participating* labour forces in the period to 2025. Opposite to this development, the employment rate is expected to remain about the same.

Every single sector in the region expects to have significant difficulties with the future filling up of job vacancies. The sectors ICT, technique and healthcare already face problems with the filling up of their job vacancies. Nevertheless, the expected large quantitative problem is not the only problem a shortage of labour force entails. Large qualitative problems will arise as well, due to the loss of knowledge and experienced personnel triggered through the process of aging. This process is a strong alarming development, particularly given the increasing demand for more higher educated labour force in the region. The current transition in the Achterhoek -from an economy based on mainly make-sectors towards a more service-oriented economy- is the main factor behind the increasing demand of employers for higher educated labour force. However, the importance of attracting lower educated labour force should not be underestimated. Make-sectors still fulfill a pivotal role for the employment in the region and significant labour force shortages are expected in those sectors as well.

The problem description of the expected shortages of labour force reveals the large and pluralistic character of the problem. In addition it has been found that neither an increasing participation rate of labour force nor mobilizing unutilized people are sufficient in a response to expected shortages of labour force. Therefore, it is essential that labour force will be recruited.

Visions: segments and their properties

In an ever increasing competition for labour force, it is for the recruitment of them important that is responded to their needs, wishes and factors determining their behaviour. This is important since the attractiveness of a region varies per segment. Strategies, subsequently, have to be connected to these differences to be able to create the necessary customer value. As appeared in this report, the Achterhoek can exploit certain region-specific features and qualities with respect to the market segmentation. A discussion of several relevant theoretical concepts led to four different segments of labour force and their including differences in needs, wishes and factors determining their behaviour where the Achterhoek can target its policy at:

- **International migrants:** Before, only economic factors determined the process of migration of international migrants. Therefore, a rational consideration has often been made. These factors are still important, but explain the mobility of international migrants no longer alone. The family situation, the presence of social networks, access to membership organizations and the social security of the public domain are needs and demands influencing the mobility of international migrants. Particularly the family situation and the presence of social networks in places of destination are important. Social networks attract labour force and create new networks of migrants as well. It has, furthermore, been found that the external border of the EU is a strong impeding factor for international migrants. This considering, and considering the needs and demands of international migrants, the Netherlands can expect a large inflow of international migrants from soon EU-acceding countries. Responding proactively to this development is an opportunity for the Achterhoek.
- **Return migrants:** Return migrants can be targeted on their sense of place, which is a crucial organizing factor in the process of return migration. This sense of place exists in different shapes. People can have a sense of place with their place of origin, with their home place or with their student place. Therefore, a sense of place can be existing as well as it can be created. The strong own identity of the Achterhoek, the high degree of internal social cohesion

and the many distinctive 'products' of the region are positive factors triggering one's sense of place. A great opportunity for the region to recruit return migrants is to target policy at the sense of place of the large number of young people leaving the region for study and work related activities elsewhere. It has been found that due to one's sense of place people are very well willing to return to their place of origin after finishing their studies, or even to do some concessions in their careers to be able to return to their place of 'happiness'.

- **Lifestyle migrants:** Lifestyle migrants are very well interested in the specific characteristics of the Achterhoek. In the strategic analysis of the region, it has been found that the Achterhoek has a very spacious, tranquil and green living environment. It has, furthermore, a lot of 'green leisure' opportunities. These 'soft location' factors of the region are, according to the behavioural geography, essential for the mobility of this segment of labour force. Therefore, the Achterhoek has to be 'branded' effectively. Advantage of this segment is the fact that soft attraction factors are becoming more valuable with the sophistication of the place package and its offering.
- **Commuters:** For commuters, mainly economic needs and demands explain their mobility. Income advantages and the availability of work are examples thereof. Flexible jobs increases their willingness to travel further/longer. Furthermore, spatial-functional factors as the absence of geographical barriers and a well developed transport system determine their mobility. Considering this information, the infrastructure (road network and public transport) of the Achterhoek has to be improved. The elaboration of Paasi revealed two great opportunities with respect to the recruitment of commuters. First, the position of the region towards surrounding Peaks in the Delta. The surrounding Peaks have many students and just-graduates and, thus, potential labour force. Second, the participation of the region in Euregio. The Euregio attempts to establish 'soft' (cooperations) and 'hard' (infrastructural) cross-border synergies to create opportunities for cross-border commuting. The Achterhoek can influence and exploit those advantages and can turn its former isolated position as being a border region around into a beneficial and successful cross-border position. However, for cross border commuters differences in language, a lack of information about e.g. taxations and differences in social security systems are additional factors backlogging their decision-making.

Four segments of labour force can be distinguished where the Achterhoek can target its policy at. The region can target its resources at one specific segment of labour force, but can target its resources to more than one segment as well. Besides these differences between segments of labour force, differences exist as well as it comes to features belonging to stages in one's career. Within all four segments it is recommended to direct policy at young labour force, since they are most willing to migrate for work related reasons, shape their preferences for work places during this stage of career and because of their search for a (future) matching residential environment. They have to be recruited before -what Super calls- the 'maintenance stage'.

Given the increasing mobility of people (from 'space of places' to 'space of flows'), labour force chooses the location with the best conditions and the most efforts for the recruitment of them. Those efforts differ from 'simply' the provision of information towards more sophisticated and extensive strategies. However, in every case strategies have to be responded to the different needs, wishes and factors determining the behaviour of the segments of labour force. That executing, the Achterhoek can exercise power over other places aiming for the same, increasingly scarce human resources.

Strategies: Learning from ‘best practices’

The Achterhoek can learn from the strategies and activities of best practices attempting to recruit the stated segments of labour force. Most important extracted lessons will be mentioned here, supplemented by a number of examples conducted from the best practices discussed.

However, before has to be stated that developing and implementing strategies will only render if coordination between the municipalities involved, is present. Preventing what is called ‘the prisoner’s dilemma’ is essential. Regio Achterhoek already fulfills a central role in that process, given its aim to be leading in a binding and facilitating manner for its municipalities. Nevertheless, Regio Achterhoek (and also other actors) has to remain focused on preventing individual behaviour rather than regional, collective behaviour.

In line with expectations assumed in the discussion of the concept region marketing (Chapter 2), the organizational capacity of regions is key in the region marketing strategies. In every single best practice discussed, cooperations are established between several sorts of actors. This cooperative behaviour has several shapes, varying from internal and external cooperations, inter and intra-sectoral cooperations and from unilateral cooperation’s to complete networks. Cooperations are, additionally, set up for different purposes. They are set up with respect to the establishment of strategies and regarding the implementation of strategies. For example Leudal showed how the municipality established a cooperation for labour force recruitment. Leudal concluded an agreement with the municipality Pogorzela in Poland for e.g. the recruitment of labour force from that particular place. That is in line with the transition of ‘individual people that migrate to complete networks that migrate’ to a single place of destination. Another example are the cooperations Puul established with employment agencies in surrounding regions to promote the job opportunities in Leipzig.

Increasingly common are public-private partnerships (PPP’s) as type of cooperation. For instance, the municipality Venray cooperates with the intermediary agency Otto Workforce to recruit Polish labour force, the region Zeeuws-Vlaanderen cooperates with regional entrepreneurs and societal groups to recruit labour force on the Dutch emigration fair and the city of Amsterdam cooperates with several local businesses to guarantee the provision of internship opportunities. PPP’s increase the support base, the administrative power and/or the financial opportunities for region marketing. Furthermore, PPP’s are not only important with respect to the recruitment of labour force, but also for the retention of them. In several best practices is discussed how cooperations and agreements are performed with local actors as painters, insurers, hobby clubs etc. in order to foster the process of rooting in society.

The Achterhoek can use contacts and cooperations established in the network Agenda Achterhoek 2020 for the establishment of cooperations (including PPP’s) for the recruitment of labour force. In the Agenda Achterhoek 2020 governmental organizations, societal organizations and entrepreneurs teamed up in order to maintain a vital and appealing region in the future. Established contacts in the Agenda Achterhoek 2020 may be used as starting point for building up a sufficient organizational capacity for implementing region marketing regarding labour force recruitment.

The best practices Brainport Eindhoven region, Leudal and Venray develop several strategies other than the mentioned PPP’s to foster the process of rooting in society and/or to increase the well-being of labour force migrants. They provide, for instance, language courses, partner counseling and information about local traditions, culture and tax systems. In the case of information-services, labour force becomes acquainted with their new residential environment in advance.

Narrowly interwoven with the shared interests for labour force recruitment and the increasing establishment of PPP’s, region marketing is often funded jointly by government organizations and businesses. However, there seems to be a trend of a more involved financial role of government institutions at first, after which the financial role of government institutions gradually decreases over

time. The start of region marketing requires a financial boost to become attractive for other actors to involve in the process. It is therefore likely that the initiative will have to come from the government in the Achterhoek, and that other actors have to be triggered subsequently to participate in the process. A joint funding of region marketing practices creates shared ownership and increases the financial power for implementing practices.

In the region marketing of the best practices discussed, the availability of a central, easy accessible point of information is often referred to. This is mainly performed by a comprehensive website. Comprehension refers to the wide variety of information that is performed on the websites of the best practices. Information about the degree of assistance during the process of migration, features of the culture and the legislation in the place of destination, the presence of facilities such as education and healthcare possibilities, the social security system, and often a number of job vacancies as well, can be found on those websites. This partly depends on the target group that is targeted at. The same information can be provided by visiting seminars, career days, workshops and by reading magazines as well. This allows people to receive the information in different manners and to interact with actors involved. Besides a central point of information services, the control and executive behaviour of region marketing is often also centrally managed. The CCT in Twente, Puul in Leipzig, Frysland Ferbynt in Friesland and Placement for several Scandinavian regions are examples of so-called Destination Marketing Organizations (DMO's). These organizations are continuously involved with the recruitment of labour force to their respective places. The establishment of such organizations increases the knowledge about the 'labour force recruitment market' and provides in the tenacity and decisiveness which region marketing requires. Furthermore, they simplify the deployment and use of organizational resources, since contacts with relevant actors can be established in a quick and efficient manner.

Besides the mentioned general lessons, the Achterhoek can learn from best practices more specifically as well. Social integration particularly is important in the case of international migrants. Therefore, e.g. Placement links potential labour force to relevant actors in places of destination in advance. In such a way, a sort of safety net is created in the future residential place of international migrants. Furthermore, the Achterhoek can learn from the 'branding'-strategy of Zeeuws-Vlaanderen. The specific living environment of the Achterhoek has been stated as key in the recruitment for lifestyle migrants. This environment has to be branded effectively to be able to recruit lifestyle migrants. Zeeuws-Vlaanderen brands, for the same purpose, the absence of e.g. traffic jam, waiting lists for childcare and the unstressed living climate. In addition, the typical culture of Zeeuws-Vlaanderen is branded as well, since this distinguishes the region from other places aiming for lifestyle migrants. This strategy can also be performed by the Achterhoek. In the strategic analysis of the Achterhoek, it has been found that the region has a unique character, with many forms of cultural heritage, small old villages and a well-known coulisse landscape. The region also has been voted as best cycling place of the Netherlands. The needs for a spacious, tranquil and green environment are combined in this appellation for best cycling place. These 'differentiating' factors can be branded additional to the green, tranquil and spacious environment and distinguishes the region from other places aiming for lifestyle migrants. A third specific lesson can be derived from the best practice Euregio Maastricht-Aachen. That best practice revealed how South Limburg benefits from its participation in Euregio for the recruitment of commuters. For the same purpose the Achterhoek can make use of and/or benefit from its participation in Euregio too.

To conclude the learning aspects from the strategies of the best practices, the Achterhoek can learn from the mistakes of them as well. Therefore, it is recommended to conclude agreements and to

prevent superficial contacts, to assume a permanent stay of labour force to foster the process of social integration and to perform region marketing in an open and transparent manner.

To finalize the conclusion, a rectification has to be made with respect to the definition of the title of this study: *'entrepreneurial'* Achterhoek, provided by Harvey (1989) in Chapter 2. It has, in this study, be stressed that the recruitment of labour force is needed, but that, subsequently, the retention of them surely is important as well. Policy is therefore not only directed to recruit labour force, but is also increasingly directed towards the well-being of labour force and the assistance during the process of social integration of them in their 'new' residential environment. Since aspects related to one's well-being, additionally, are increasing needs and demands of labour force migrants, an orientation on factors determining the well-being of labour force migrants and on related public services is important to maintain. Therefore, a small change is adjusted to the definition provided by Harvey:

An entrepreneurial place is the geographical entity where the politics promote the economical competition, marketing the city to attract several target groups (labour force) and develop local activities, next to the orientation on well-being and public services.

Promotion and marketing activities should not replace the orientation on well-being and public services, but has to be developed next to the orientation on well-being and public services of its inhabitants. The just provided 'new' definition of entrepreneurial places is the 'entrepreneurial' character the Achterhoek has to aim for. In addition, it has been found that measures to increase the well-being of labour force migrants can increase the identification of these 'newcomers' with their new residential environment. Such region marketing increases, in time, the arrival of other labour force migrants as well. Because, as the best practice Leudal already showed, satisfied labour force migrants are the best ambassadors of a place.

6.2 Recommendations

Following the provided final conclusions and the different strategies of the best practices performed in Chapter 5, this paragraph provides recommendations to give further shape to the establishment of region marketing for the Achterhoek with respect to labour force recruitment. A number of actions, 'appropriate' for the Achterhoek, is provided.

'Board Attractive Achterhoek'

Given the great expected shortages of labour force expected in the Achterhoek and given the great benefits of DMO's, implementing such a comprehensive, coordinating body is the most important recommendation. Thereby can, in terms of structure and practices, for example be mirrored to the Career Center in Twente. Without coming back to the several advantages of DMO's determined in the conclusion, one important advantage of such an organization has to be emphasized. Like the CCT, it is important that region marketing is not influenced through the relative 'short-term' thinking of the regional politics. Particularly given the long-term and strong decreasing number of labour force in the Achterhoek. A DMO meets the requirements of continuity, effectiveness and persistence of region marketing. Therefore, it is recommended to set up such a body outside the local authorities. Such a body -Board Attractive Achterhoek- can have an eminent role with respect to all four stated segments of labour force. Whilst the major part of the strategies of the best practices discussed was targeted at one specific segment of labour force, a DMO as the CCT is multi-deployable. It can, in various ways and for different segments, be an executive body of several region marketing practices and actions. It can for example provide language courses, partner counselling and training programs and establish contacts between employer and employee. Furthermore, such a Board does not have to cost much,

which is an advantage given the relative weak financial position of the governments of the Achterhoek. The board can be financed by the companies who use their services, as is also the case in the discussion of the DMO's in the best practices. Finally, it is useful to link and to build further upon already established contacts within the Agenda Achterhoek 2020 and to cooperate with Regio Achterhoek. In that manner, the government/governance in the region stays informed with respect to the policy-making for labour force recruitment. This also provides opportunities for interaction. Furthermore, a number of prominent actors participating in the Agenda Achterhoek 2020 could, given their knowledge and awareness of future demographic developments, participate actively in the Board. They also have understanding of the already institutionalized contacts within the Agenda Achterhoek 2020. Cooperation of the board with other actors has, then, not to lead to new tensions and/or uncertainties. Cooperation partners are, indeed, already implicitly present in the region. It has to be emphasized that setting up a Board Attractive Achterhoek is an important, but first step for labour force recruitment. The Board has, subsequently, to be promoted in an efficient manner. Promotional resources have to be used for this purpose. These can e.g. be deployed in specific places, or by using media. This depends on the target group that is targeted at. A comprehensive and attractive website of the board therefore is certainly of major importance.

'Learning (in) the Achterhoek'

In the theoretical concepts 'sense of place' and 'human resources management' and in the best practice Amsterdam, the provision of internships is stressed as very useful for recruiting (future) return migrants. It is a relative cheap and efficient strategy. With the provision of internships, people become acquainted with the labour market of the Achterhoek and its actors, become acquainted with the social life in the Achterhoek, get to learn the region and start to create a sense of place. Amsterdam revealed a strategy for implementing such internships. The city forced organizations to provide internships. Although the goal of the Achterhoek has to be the same, the strategy has to be different. Forcing internships causes possible resistance and friction between organizations and the regional policy-makers. Particularly that is what must be prevented. Such 'hard' measures are undesirable in a field where cooperative behaviour becomes increasingly important. The Achterhoek has to be positioned collaboratively and unambiguously with respect to labour force recruitment. Therefore, it is recommended to trigger organizations to participate in the project called 'learning (in) the Achterhoek'. In this project, organizations are performed that can and/or are willing to provide internships. This concerns businesses, but also government institutions. They are an example (role model) for other actors to participate. Organizations can and have to be stimulated to participate in the project. Therefore several communicative and/or financial resources can be deployed. Providing small funding is an example thereof. These internships opportunities, subsequently, have to be performed at an easy and accessible point of information. They have, indeed, to be promoted. For example the website of the Board Attractive Achterhoek can be used for that purpose. In this way, the possible internships can be checked easily. However, and more effectively will be promoting the internship opportunities in the surrounding Peaks in the Delta. The surrounding Peaks Twente, Arnhem-Nijmegen and WERV all are student-rich locations. Students from those places might be very well interested in following an internship in the Achterhoek. Promoting the internship-opportunities (e.g. in magazines or with posters as is done in Twente) can enhance their mobility to the Achterhoek. Subsequently, they can learn in the Achterhoek and become to learn the Achterhoek. Both can be crucial organizing factors in establishing their preferences for a future living and working environment and, thus, for their future mobility to the Achterhoek.

‘Fixed view in the global marketplace’

A third and last recommended appropriate action for the Achterhoek is derived from insights of the best practice Leudal. Leudal cooperates with the Polish municipality Pogorzela e.g. for the recruitment of labour force. Such a cooperation is also interesting and well applicable for the Achterhoek. Particularly given the fact that such a cooperation costs little. The global marketplace seems, on forehand, a very large market with many opportunities to recruit labour force. However, since it has been found that networks in places of destination are very important needs of labour force migrants, targeting on labour force from one place of origin is meaningful to do. That emphasized Leudal. Therefore, a ‘fixed view in the global marketplace’ is important to determine. Therefore has to be looked for a place with a relatively poor economical situation. The theoretical concept ‘international labour force migration’ showed that a rational economic consideration often is made by international migrants. High rates of unemployment and negative economic prospects in a particular place make people willing to seek for a job elsewhere. As already briefly was indicated, new EU-acceding countries are in this perspective potential and interesting markets. People from countries as Bulgaria are very well willing to migrate for their economic benefits and for their well-being in countries as the Netherlands. The Achterhoek can act proactively upon that development and can conclude an agreement with a place in such a country. Nevertheless, the administrative behaviour, the transparency and the knowledge about those countries, their inhabitants and their culture and their labour markets make places of those countries difficult as possible cooperation partners. Therefore it might be easier to search for places about which more knowledge is present and are willing to cooperate on a number of policy fields (e.g. the labour market). For example a place in Spain might be interesting, given the current large unemployment rate in that country. Possibly, the Achterhoek can make use of the contacts Euregio has/may impose in respect of certain regions there. However, it is not meaningful to determine here any further which regions may be useful as cooperation partner for the Achterhoek. That strongly depends on own choices and preferences, possible already established (informal) contacts with directors in other places, contacts Euregio has with other places in the EU, the chemistry the Achterhoek has with other places etc. Nevertheless, doing efforts to find such a cooperation partner is strongly recommended given the reinforcing process international labour force migration is. Already migrated labour forces are -as the conclusion already argued- indeed the best ambassadors of a place. Moreover, a relatively small place as Leudal already has 800 people ‘recruited’ from one municipality in Poland. Seen the larger scale the Achterhoek can work on with a potential cooperation partner, this number may be even higher for the Achterhoek if exploited effectively. If doing so, it is important that policy is targeted at the process of social integration of the labour force migrants in the Achterhoek as well. Thereby, the region can encourage employers to look after the integration of the labour force in the workplace. As the best practice Venray showed, this enhances the process of social integration outside the workplace as well.

Seen the magnitude of the problem of labour force shortages the Achterhoek stands for, three comprehensive strategies are recommended in this paragraph. These might be deployed solely as well as simultaneously. Following (aspects of) the conclusions and these recommendations, the region may become a ‘best practice’ itself.

6.3 Limitations and future research

Since this was an exploratory study, future research is needed to continue the development and understanding of the use of region marketing for labour force recruitment to the Achterhoek. The development of a marketing plan is often divided into four phases; analysis, visions and strategies, implementation and an evaluation. Given the purpose of this study, only the first two phases were included. Therefore, it is recommended that further research will be undertaken in the following

phases. For instance, a study on how to implement region marketing practices is relevant. As stated in this study, cooperation is key for both the establishment and implementation of region marketing strategies. Future studies can investigate the willingness of actors to actually participate in the implementation of region marketing practices. It is, additionally, relevant to investigate in what manner they are willing to participate as well. A survey can be used for this purpose. Moreover, and one step before, it is also interesting to gain insights how the willingness of actors to participate in region marketing practices can be increased. Besides such 'organizational' studies, the full development and implementation of one specific activity is an option for future research as well. However, in such a study determining the organizational capacity (for example through a network-analysis) is also needed.

Furthermore, interviews with regional actors can be held to investigate the for them most relevant segment(s) of labour force or the most efficient organizational structure for implementing region marketing practices. For instance, should a place have only its own employees to execute the place marketing functions or should a place (partly) outsource these resources? This is important to determine, since regional actors directly are involved and concerned with the shortages of labour force. Therefore, responding to their assumptions and opinions is necessary for the support of region marketing policy. That differences exist with respect to this question revealed the best practices discussed.

In short, where the emphasis of this study was on the creation of insights, future research has to elaborate further upon the transition from these insights into action undertaken. Different than in this study, particularly an internal analysis is therefore important.

Other relevant future research can be directed to the development of practices, in addition to the gathered insights in the best practices and recommendations of this study. Being ahead of other, competitive regions is crucial in the current becoming of a global society. An open and creative mind is therefore important. 'What are new approaches for attracting place customers in various market segments?' could in that perspective be a central issue. This initiative might result in new practical applications for place marketing practices, as well as broadening the view of the place marketing discourse. Narrowly associated therewith is, for example, to look for opportunities to link insights of place marketing towards developments in the 'Search Engine Market' (SEM). The importance and impact of SEM is growing rapidly, having its consequences for the field of marketing. For the marketing of the Achterhoek there can be anticipated on and benefited from the developments and trends on the SEM-market. This might be stated as particularly important in the case of labour force recruitment, since it has been found that it are mostly social media users (young people) willing to migrate for work-related activities.

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Appendix

Appendix 1: Introduction into demographic decline

Appendix 2: Sectoral expected labour force shortages

Appendix 3: Item lists semi-structured interviews

Appendix 1: An introduction into demographic decline

Acquired from:

De Jong, A. & Van Duin, C. (2008), *Regional population and household projections, 2011–2040: Marked regional differences*. Den Haag: PBL

Demographic decline in the Netherlands

The population of the Netherlands increased by over 1 million between 1995 and 2010 (see Figure 1). However, growth was not stable during this period: it leveled off in 2003 but began to increase again 5 years later. Population growth is expected to continue over the coming 15 years, resulting in a population of 17.5 million in 2025.

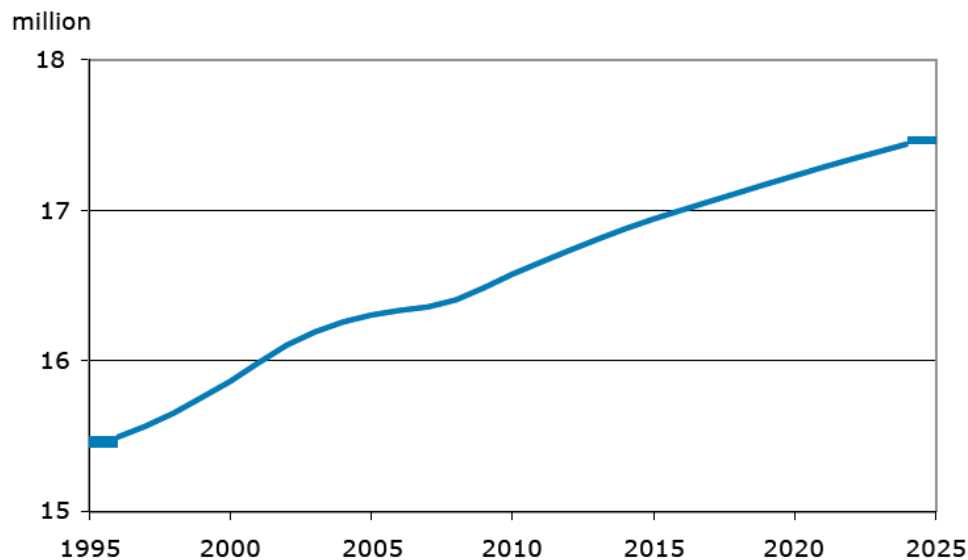


Figure 1: Population between 1995 and 2025 (Source: CBS)

The population of the Netherlands has been increasing for several decades. However, on a regional level growth is no longer self-evident, and in some regions on the periphery of the country the population is now in decline. This is the case in east Groningen, the Delfzijl region and south Limburg. A slight decline is also seen in a number of other areas on the periphery of the Netherlands, such as the Achterhoek region, Zeeuws-Vlaanderen and north Friesland. In contrast to the regions that experience decline, there are also regions with above-average growth. These are mostly in the Randstad – in the large and medium-sized cities and surrounding municipalities.

Continued population growth is expected for the Netherlands as a whole up to 2025. However, this national trend no longer applies to all the Dutch COROP (Coordination Commission Regional Research Programme) regions. Three types of regional growth can be seen; regions with strong population growth, regions with considerable population decline and regions where growth is close to zero – and for which it is not possible to predict whether the result will be growth or decline.

Figure 2 shows the population growth between 2010 and 2025 based on the current regional projections for the 40 COROP regions. There are four regions with a population decline of more than 2.5%: east Groningen, Delfzijl region, Achterhoek region and Zeeuws-Vlaanderen. The decline in these regions totals about 25,000 people. Decline is also expected in south-east Drenthe and the three

Limburg regions, but this is expected to remain below about 2% up to 2025. Adding these regions to the previously mentioned decline regions brings the total decline to about 50,000 people.

Population development per COROP area

2010 – 2025

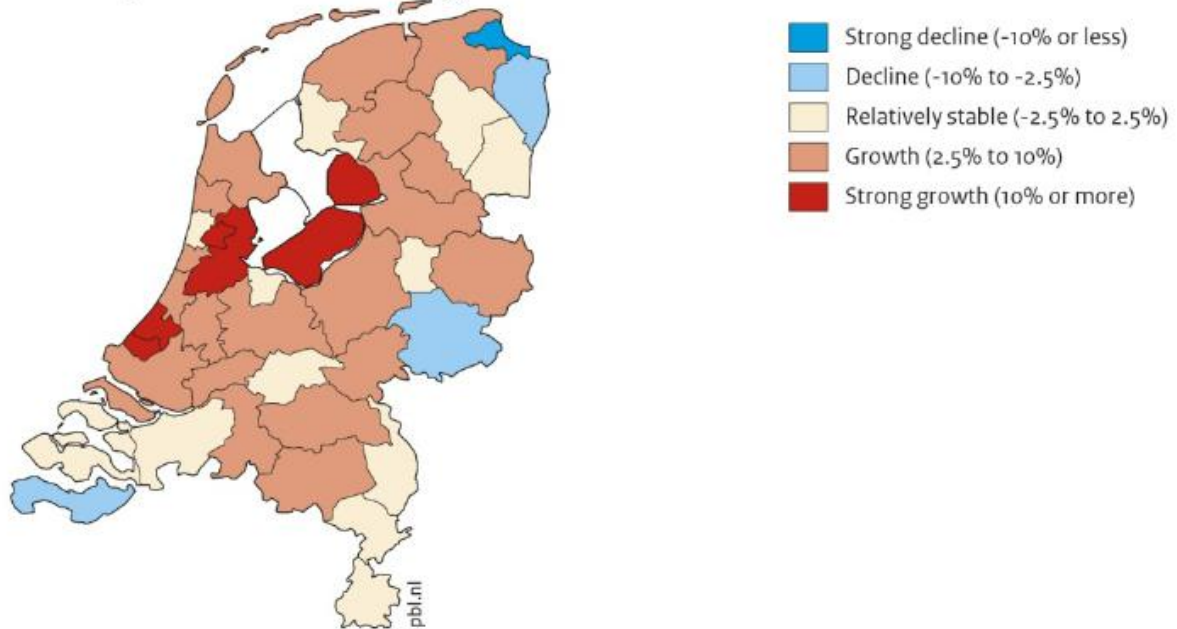
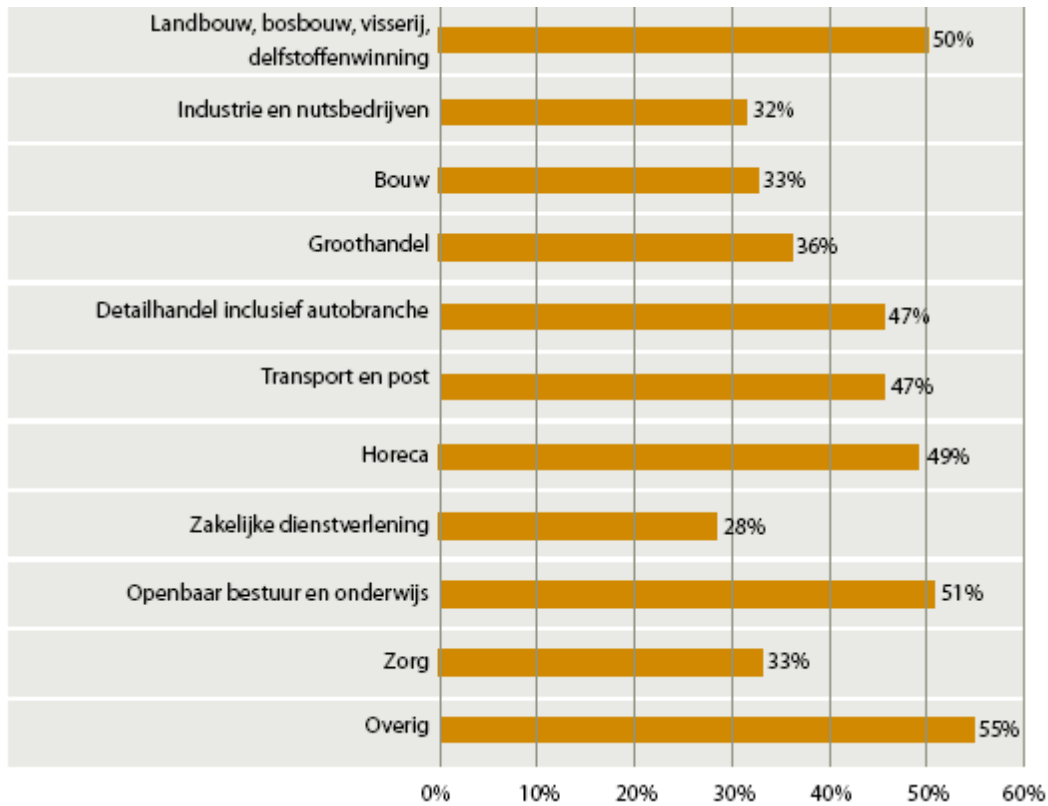


Figure 2: Population development per COROP area (Source: PBL, 2010)

The population decline predicted for the Achterhoek region, north Limburg, the middle of Limburg and south-east Drenthe is expected within a few years. It is predicted to continue throughout the projection period in these regions as well as in the regions already experiencing population decline. The projections show that both young people and families will move away from these regions and that few immigrants will take their place. The population decline is also due to natural population decline. For example, the birth rate in south Limburg has been low for some time, and far below the population replacement level. Furthermore, the death rate is high in these regions due to the ageing of the population. All these trends result in population decline; few families and therefore few children, many old people and therefore high death rates, and the migration of young people and families away from the regions.

Demographic decline has several consequences for more than one policy field in the concerning regions. One of the most affected field is the key theme of this research, namely the regional labour market.

Appendix 2: Sectoral labour force shortages



Appendix 2.1 Sectoral expected non-difficulties filling up vacancies (Hagens & Kraaijvanger, 2011).

Schema 12. Percentage moeilijk vervulbare vacatures 2007-2011			
functiecategorie	% van vacatures dat moeilijk vervulbaar was		
	2007	2009	2011
administratie	69%	11%	30%
bouw	88%	33%	44%
horeca	47%	33%	67%
ICT		50%	100%
logistiek	48%	20%	28%
management		46%	50%
onderwijs	66%	100%	14%
productie	60%	65%	50%
schoonmaak		25%	20%
technisch personeel	88%	69%	77%
technisch-ondersteunend personeel		73%	66%
verkoop	60%	67%	52%
winkelpersoneel		71%	100%
zorg	12%	32%	44%
totaal	53%	48%	54%

Appendix 2.2: Percentage difficult fillable vacancies (Hagens & Kraaijvanger, 2011)

Appendix 3: Item lists semi-structured interviews

Item list 1

Purpose

Creating insights in current trends, developments and characteristics of the Achterhoek, relevant for this research

Components:

General information respondent:

- Name
- Employer
- Function description

Trends, developments and characteristics

- Which demographic developments influence the region its policy-making?
- How has, so far, policy been made up towards demographic development?
- What is the role of the region in the overarching Euregio?
- What is the relation with the region with respect to the province?
- How is the relation between Regio Achterhoek and their mutual municipalities?
- What is typical for the region? What are distinctive features?
- What are expectations about labour force developments?
- What are consequences of these labour force developments?
- Which documents, notes, memos etc. are, with respect to these questions, relevant to use for the elaboration of the identity of the region?

Item list 2

Purpose

Creating additional insights in (activities of) best practices

Components:

General information respondent:

- Name
- Function description

Target group(s):

- What is the vision of the region marketing of the best practice?
- Why?

Strategy:

- Which resources are deployed?
- Which actors are involved in establishing and implementation region marketing?
- Which activities are established and how and why are actors involved?
- How is region marketing financially constituted?
- Singular or embedded policy?

Evaluation:

- How is the policy evaluated?
- What is possible for improving region marketing policy?