CBS ◼ COPENHAGEN BUSINESS SCHOOL
HANDELSHØJSKOLEN

HOW DOES OPENNESS AFFECTS INTERNATIONAL TALENT RETENTION IN COPENHAGEN?

During 2002 the poster with the wording 'Foreigners, please don't leave us alone with the Danes' was put up in the streets as a comment on the increasing harsh climate in Denmark with regards to public debate on immigrants and issues on integration. During the Danish EU Presidency in 2002 this development in the Danish political climate also became a topic in the international press. As part of the exhibition *The Global Complex*, Grazer Kunstverein & O.K. Centrum für Gegenwartskunst Linz in Austria posters were put up in Malmö and Copenhagen. Also in 2002, posters were put up in Odense, Denmark, with connection to*Skulptur i Eventyrhaven & Vollsmose*.[57]

Copenhagen Business School

Master's Thesis

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EXECUTIVE SUMMARY

This paper's core focus is on one of the greatest challenges, cities and urban developers face nowadays - retaining people.
Especially the highly mobile and global experienced talented workers, a class that has seen worldwide efforts to be attracted in order to foster the local economies growth and development. But in order for this goal to be achieved this class has to be retained. The phenomenon of retaining talented people in cities has been approached by the policy makers through improving the place's physical and tangible features and enabling different types of settling in frameworks in order to meet the expectations and intrinsic needs of the people they ought to retain – talented ones.

Rendering on results from various researchers that find that social capital is the most important factor on people's satisfaction with the place they live. And, furthermore the fact that that is also the most important dimension for a happy life to be experienced this paper connects these dots and looks for deeper insights within this dynamics. How much does social capital, ultimately happiness, play a decisive role in retaining international talented people in Copenhagen?

And what better place to test this approach then Denmark? Denmark is ranked repeatedly as the happiest nation worldwide, adding to this fact that, on the other hand, only 2 out of 6 international students decide to stay – be retained.
This research finds that the reason why so few decide to stay it is because of people, namely locals. Easily understandable since the core of social capital is people, people with people. The more people that nurture their connections with other people the closer and thicker the bonds between them become and consequently the higher the individual social capital turns out to be.

Running this research with the openness perspective used by many scholars to assess a place/people's tolerance, welcoming propensity and belonging predisposition this paper succeeded on concluding that Denmark might be the happiest nation in the world but not for the people that attracts, and this is because its community is not open – consequently blocking internationals of obtaining close local relationship ties within the community, having a great impact on their happiness, ultimately deciding to leave. International talent in Denmark gets stuck into very poor or inexistent levels of social capital with locals. Condition determinant for a feeling of belonging and happiness to any place, and reason why Copenhagen fails to retain talent.

Finally, a new approach formula to the openness dimension is proposed, taking in consideration the happiness levels of the individuals and further recommendations are made on the fact that the accurate assessment cannot be made falling on local's inputs but from foreigners. Furthermore, conclusions are supported on the fact the localized scrutiny is the only way to tackle this specific issues, and not wide formatted policies on immigration and integration frameworks. As proved, different local susceptibilities can be spotted by a focused and localized approach to better understand how to confront and solve specific social dogmas.

INTRODUCTION

Cities have been stage of a great deal of attention theses past decades. The focus on urban perspective of social and economic relations, and specially the interactions between key stake actors has had exponential relevance on any field of study and decision-making table.

At the same time there has been a change on the worldwide economic frameworks mostly because of the altered systems that sustained our societies. We have observed a transfer from a structure based approach on natural resources and physical inputs, to a structure driven approach on knowledge, ideas, creativity and innovation (Tinagli, 2009)[3].

And the main driver of this structure is people, especially talented and creative ones. As Irene Tinagli (2009)[3] says, "talent and creativity are the forces behind technological progress, new inventions, new frontiers in science, technology and the arts. These abilities pertain to humans only. Research has shown that the ability of people to contribute to the full development of a real creative economy is closely linked to their knowledge, education, and their daily activity and occupation."(Tinagly, 2009, p. 3)[3]

This is why, as will be explored, international students, in its latest education stages (Master and PHDs) were used as this paper's research sample. Furthermore, using the insights and theories from Richard Florida (2002)[10] on the Creative Class approach, which states that talented workers have a key role as source of success in the creative age, indicating that the more the creative class members are found, the more economically successful the city region will be.

The phenomenon of *talent clustering*, as will be investigated, is seen as retention. In this specific scenario: talent retention.

This thesis aims at bringing a deeper and wider social sciences perspective and understanding of what root factors lay underneath the social and economic structure at play in such a central topic as talented retention dynamics in order to foster places competitiveness on a global scale.

Following C. Mellander et al. (2011)[5] findings, upon the report "Should I stay or should I go?" The importance of social networks for community attachment and satisfaction is a factor seldom included in economics migration studies and of high alarming importance. The author's findings indicate that two factors – beauty or physical setting and the ability to meet people and make friends – have the largest relative effect on the likelihood for individuals to state their preference in staying at current location. Turning to community level economic factors such as job opportunities have the greatest effect on individuals' locational choice. But considerably less than the two highest – "meet people and make friends" and the "beauty and physical setting".

An approach that will require a more social behaviorist/psychological perspective to be involved, specifically on happiness and wellbeing, since that friends and close relationship ties are the determinant dimensions underneath the last mentioned. Furthermore this research paper will investigate this phenomenon by triangulating a multi-mix of data sets on openness and its consequent impact on community satisfaction and happiness.

This paper starts by developing why cities are of such a high relevance topic nowadays bridging it with the rationality of why talent retention as one of the main primacies for their success. The retention of talent serves as the jumping board to a deeper understanding of what talent and it's relation with Richard Florida (2002)[10] Creative Class theory is. This will build the ground to explore and fortify the fact that Openness is between the main location requisites of this targeted niche. Within this knowledge selected researchers and business approaches to assess openness will be presented and a relation between their approaches and assumptions will be showcased in an intertwined combination of three different determinant actors at play: Place, People, and Things. Premises will be constructed to support and guide the further analysis section.

The *actors at play* will be explored and developed for a deeper understanding of their nature and relationship. In order to fully comprehend how happiness is actually the main and most determinant foundation of all, an analysis on openness, retention, and social capital will be given.

Finally, an analysis between the premises and the data collected will be offered, ultimately leading the way to conclusions and tailored recommendations to Copenhagen/Denmark (CPH/DK).

RESEARCH QUESTION

HOW DOES OPENNESS AFFECT INTERNATIONAL TALENT RETENTION IN
COPENHAGEN?

To attest: |What factors or dynamics are being neglect on the problem statement at hand, in order for a horizontal flat relationship between the phenomenon *openness – happiness – retention* be fully consummate in the case of international talented individuals?

PROBLEM STATEMENT

What is openness used for, what is its purpose? How can it be assessed? Is there a relation between other major dimensions which openness is mainly related with? Like happiness?

To attest: Openness affects people because it's what gives them a welcoming feeling towards the place where they choose to locate. It fosters the inner sense of integration, participation, and belonging, ultimately the trigger that allows and makes people happy.

What is happiness? How can it be assessed? Can a correlation exist between people's sense of fulfillment and a places people's climate where they live in order to fortify their decision to stay?

To attest: Social capital is the main originator of a happy life in our modern societies. There is a high correlation between community satisfaction and the decision to stay = retention.

And if all the previous relations are substantiated what in the specific target analyzed – international talent - is not occurring in order for them to stay in retained at CPH/DK. Especially, since CPH/DK is known as the "happiest place in the world" and one of the most open communities in many compared studies and reports…

FACT:

The international students' retention levels are as low as 2 out of 6. (Danish Education Ministry, 2013)

THEORETICAL BACKGROUND

Cities

As already stated, cities have been stage of a great deal of attention these past decades.
The focus on the urban perspective of social and economic relations, and specially the interactions, between key stake actors had exponential relevance on any field of study and decision-making table.

The reason is evident, as *The Economist*[1] points out, "standard population projections show that virtually all global growth over the next 30 years will be in urban areas. The number of people living in the world's cities is growing by nearly 60m every year". (EIU, *Hot Spots 2025*, 2013, p. 2)

This fact has pushed every country to an unprecedented change ever seen so far on our social grid knowledge – the way we work, live and interact with others.

Never have forecasts predicted that so many people would live in one single place at such fast pace. But, even though if space availability and grown population in relative numbers matters, there are many other factors that influence cities success and competiveness. As *The Economist*[1] on the 2025 City Competitiveness Index declares, "There is no major correlation between a city's size and its competitiveness ranking". (EIU, *Hot Spots 2025*, 2013, p. 3)

Which bring us to a big and decisive factor that challenges cities' competitiveness worldwide: talent retention.

People are more and more mobile, specially the talented. "They are globally oriented nomads, extremely mobile, and effortlessly navigate in different cultural conditions" (CIFS, MR "Generation Y", p.45)[2]. Meaning that, in order to guarantee that a talented share of the global and competitive people projections pie move to a specific location in order to spur economic growth, cities need to most of all be, not only attractive, but be as good in attracting as in retaining. Moreover, the rationality behind this paper.

"Talent retention" embraces a bi-polar definition because of the two ways it can be divided. The characteristics of a specific place (externalities) and the personal traits a talent entails to have (internalities) - figure 1.
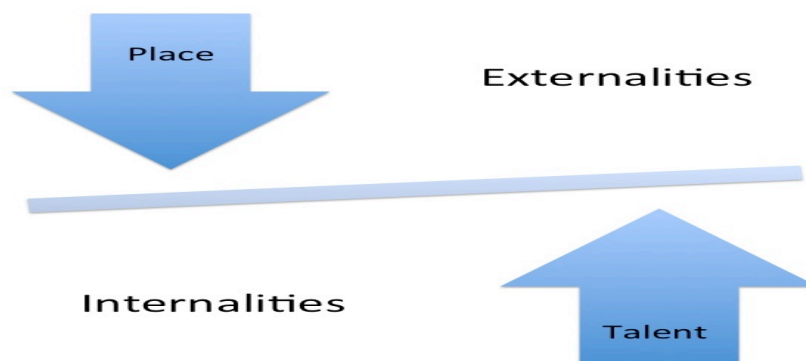

Figure 1 – Bi-polar definition of talent retention

The challenge lies in knowing what the traits of the specific talented people are, that want to be attracted, and create or enhance that same characteristics within a specific place, in this case, a city. "Not only are we required to be more creative and innovative in our jobs and day to day activities, but we, in turn, require the environment around us to support our creativity and our needs by being more functional, stimulating and engaging." (Tinagli, 2009, p. 3)[3].

Following the insight of the Global Talent Index Report[4], "Improving how they educate, attract, train and <u>retain talent</u> ought therefore to remain top of the agenda for countries and businesses alike as they seek to establish long-term competitiveness." (EIU, *The Global Talent Index*, 2011, p. 6)

Cities, countries, businesses alike and researchers from various fields that have been focusing on this great challenge have fostered agendas around city topics such as: sustainability, resilience, creativity, smart, safety, prosperous, diverse, open and many more (figure 2). All of it, under the belief that this approaches will bring the externalities that meet the expected internalities of the people they ought to attract and retain.
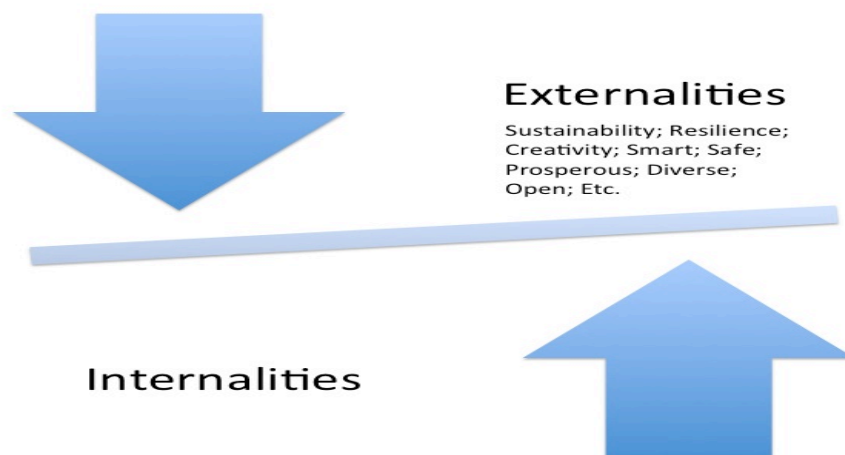
Figure 2 - Bi-polar definition of talent retention + topics at use

Cities are places where opportunities are tangibly available to be done with people. And, as will be explored further, people (or the inherent level of social capital) are what makes community members and newcomers, among other factors (but definitely the most determinant one) to decide to stay. (Mellander et al. 2011)[5]

Following what will be stated in the next chapters, Social Capital is the basis of all that we thrive to accomplish in our modern societies. Following Putnam (2000)[6] the externalities in figure 2. on <u>safety</u>, <u>development and prosperity, "domination"</u>, <u>innovation, mutual learning, and productivity growth</u> are all correlated and influenced by the level of the population social capital.

The goal of this paper is to direct the focus more to this element – social capital - to approach the challenge of retaining talent in cities, by using as a case study Copenhagen and as a sample the international students that are attracted to the city, further developed in the next chapters.

The international perspective assumed by the use of international talent in this paper, is often putted as bi-product of greater initiatives, topics and researches, but is of powerful choice to this paper. According to what *The Economist*[1] briefly points out, "a growing skilled labour force with easy access to quality education and healthcare makes a city attractive for business. The quality of the education and healthcare feeds into firm productivity and growth, and ultimately city competitiveness. (…) Finally we believe that <u>the quality of a city's workforce depends on its ability to attract people from outside de country</u> (…)."(EIU, *Hot Spots 2025*, 2013, p. 27)

Still relevant to point out, as the Global Talent Strategy[56] initiative declares, "particularly the elite and the innovative multi-talents will seek challenges far outside Europe's borders if that is where jobs can be found or where they are best able to create their own companies." (Global Talent Strategy, *Generation Y will be the first on the plane*, 2012)

Moreover as stated at The Global Talent Index[4] report, "It may be assumed that the current surplus of available talent in the West will diminish or even disappear once the developed economies enter a slightly more robust period of growth". (EIU, *The Global Talent Index*, 2011, p. 6)

And the momentum is already here, according to the World of Work Report 2014[7] from the International Labour Organization "between 1980 and 2011, per capita income in developing countries grew, on average, by 3.3 per cent per year – much faster than the 1.8 per cent per capita income growth recorded in advanced economies. This process of convergence has accelerated since the early 2000s, especially since the start of the global crisis in 2007–08". (International Labour Organization, Research Department, 2014, page 6)

But who are these people – talents – which we are so determinant to have around us in order to survive, strive and sustain the necessary competitiveness and growth within cities?

Talent & Creative Class

In the past decades there has been a change on the worldwide economic frameworks mostly because of the altered systems that sustained our societies. We have observed a transfer from a structure based on natural resources and physical inputs to a structure driven by knowledge, ideas, creativity and innovation.

Definition of *talent* in English:

talent

NOUN

Natural aptitude or skill

source: oxforddictionaries

"By 2013 more than half the top 50 companies were talent-based, including three of the four biggest: Apple, Microsoft, and Google. (The other was ExxonMobil.) Only

10 owed their position on the list to the ownership of resources. Over the past 50 years the U.S. economy has shifted decisively from financing the exploitation of natural resources to making the most of human talent." **(**Martin, 2014)[8].

And the main driver of this structure is people, especially talented and creative ones. As Irene Tinagli[3] say, "talent and creativity are the forces behind technological progress, new inventions, new frontiers in science, technology and the arts. These abilities pertain to humans only. Research has shown that the ability of people to contribute to the full development of a real creative economy is closely linked to their knowledge, education, and their daily activity and occupation."

In the global competition era, with so many developing countries growing and becoming great attraction places to the worldwide talent, the developed economies, so called knowledge economies, need to compete above anything else to attract and retain the cream of the creative class from across the globe (Irene Tinagli, 2009)[9].

Talented and creative workers are represented through the Creative Class notion and definition introduced by Richard Florida's (2002) book[10] "The rise of the Creative Class".

Florida's (2002)[10] argument is that talented workers have a key role as a source of success in the creative age, indicating that the more creative class members are found, the more economically successful the city region will become. The essence of the creative class argument is that specific qualities of place attract the creative class to the cities and retain them in them. Accordingly jobs will follow this specifically defined labor force.

Richard Florida (2002)[10] outlines the concept of the Creative Class within 2 main categories. The one he calls the super-creative-core (scientists, engineers, architects, physicians, college professors, etc.), which represents the people who "create" new, in a regular basis, using their intellectual and intangible skills. Their job description is to find solutions that entail relevant creations that can be instantly benchmarked. What distinguish this first category from the next one, creative professionals (business and finance professionals, legal professionals, etc.), is that these people engage in creative problem solving, drawing on complex bodies of knowledge to solve specific problems. And Bohemians (writers, photographers, musicians and the like) – see next diagram.

ADD VALUE INFO
<u>Creative Class and Unemployment – In Numbers</u>

"At the peak, a 1% increase in the creative class and a 1% decrease in the working class, ceteris paribus*, are associated with an unemployment rate that is 5.7% lower. Increasing the creative class by 1% and decreasing the service class by 1%, ceteris paribus, would reduce unemployment by 7.1%. Increasing the working class by 1% with a service class decrease of 1%, ceteris paribus, would increase unemployment by 1.4%. The overall impact indicates that a higher share of creative workers is associated with lower unemployment, from the expansion of the crisis through to the current day."
Stolarick & Currid-Halkett, 2012[12]

* One of the disciplines in which *ceteris paribus* clauses are most widely used is economics, in which they are employed to simplify the formulation and description of economic outcomes. When using *ceteris paribus* in economics, assume all other variables except those under immediate consideration are held constant. Source: wikipedia
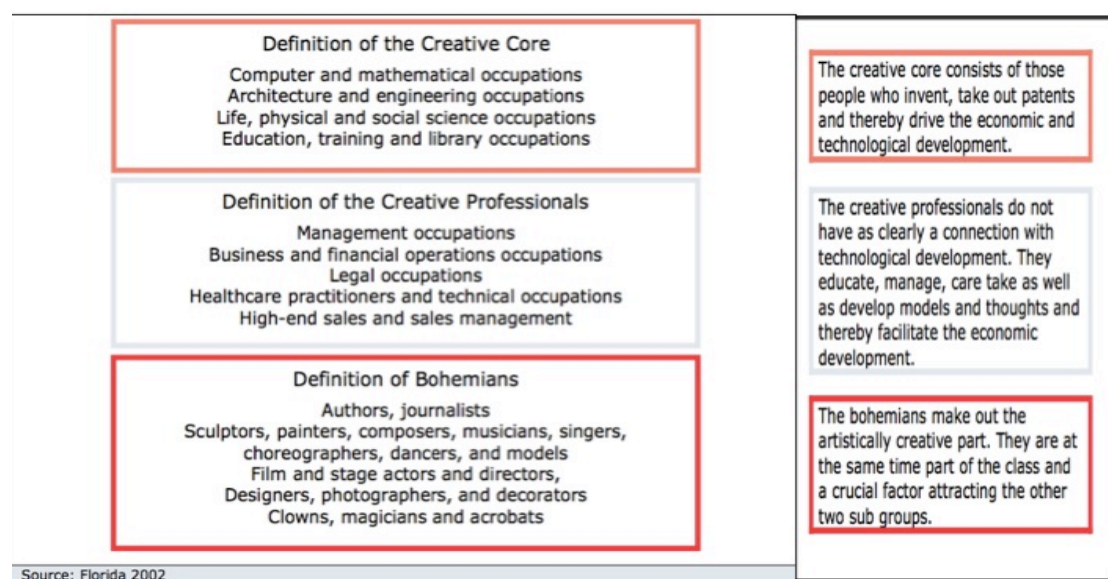
Figure 3 – Diagram – Categories of the Creative Class

"Ever since the Dream Society and the advent of the creative class, there has been increased focus on values like creativity, innovation and personal development. This is a shift in values that e.g. means that the individual's true motivational factors can be said to be immaterial rather than material. In the ideal immaterial life, the normative framework is not to eventually get established in a certain social context driven by economic inducements, actualized by economic opportunities on the job market. Your job is simply a part of life on equal footing with many other realities, and your career is simple a part of life." (CIFS, MR "Generation Y", p.45)[2]

This combination of sociological, psychological, and labour market insights together with economic geography and urban planning brought associates theory on the creative class (Florida 2002) [10] to a worldwide influential position in the field. "Simplified, Florida argues that in a globalized economy where innovation constitutes competitive advantage, it is possible to identify a segment in the labor force that is particularly important because it is engaged with innovating through applying technical, social and/or artistic creativity." (Lorenzen and Andersen, 2011, p.)[17]

Following the worldwide policy making strategies on attracting young talent to "host countries", this paper will have its core focus on the Super Human Capital (represented by the share of population with post graduate degree, Masters and Phds) that will most likely become, if successfully retained, part of the Creative Class described by Florida, both on super-creative-core and/or creative professionals.

STUDENTS ATTRACTION

The attraction of international students has been one of the tools used all over the globe to get a fresh new mass of talent into the host economies. Hoping to retain them or ultimately build a deep bound between their future businesses localized network within the place where they study – future partners.

The use on this paper of international students is the approach chosen to acknowledge the international dimension often putted as bi-product of great initiatives and researches on this topic of creative class - talent attraction and retention.

Florida calls students the "canaries in the Talent Mine". Canaries where used by the mineworkers to measure the level of oxygen inside the mines. When the canaries died it was a sign to leave the mine. " (Florida, 2005, p. 147)[13]

The figures are so striking that it's impossible not to notice them. UNESCO[58], in 2000, pointed to 1.7 million students being educated abroad. Predicting that number to sky rock to more than 8 million by 2025. Florida (2005)[13] makes it crystal clear: "Whatever country manages to attract these highly mobile students will have a huge long-run advantage in the burgeoning global competition for talent that is just beginning to be felt." (Florida, 2005, p. 149)[13]

ADD VALUE INFO
"Scientists and academics.
Scientists and academics compose another brand of talent, related to TT. They may belong to physical sciences such as physics, math, and chemistry as well as social sciences such as anthropologists, sociologists, political scientists, economists and the like. These people are internationally mobile when they have good qualifications, publications record, international contacts and so on. Scientists leave their home countries attracted by higher salaries abroad, by the possibility of increasing their knowledge base and transmit theirs, interact with peers of international recognition and pursue a successful career abroad. This set of factors can be considered as "pulling factors". In turn, "pushing factors" that induce scientists and academics to emigrate are: low salaries at home, limited professional recognition, poor career prospects and the absence of a critical mass of peers in the home country. A vehicle through which future academics and scientists come to foreign countries is as graduate students to get a Master degree a PhD or pursue a Post-doctoral fellowship. Some of those students abroad return back home after graduating abroad while others remain in the host country to work in universities, research centers, and industry. Empirical evidence on foreign students studying and working after graduation in the United States, provided by the U.S. National Science Foundation, seems to show a pattern that combines elements of *"brain circulation"* and "*brain drain*".
(Andrés Solimano, 2005)[15]

Edward Glaeser (2011)[14] in his book "Triumph of the city" goes further into more practical and localized insights about the weight of attracting and create the means for smart and talented to collaborate. He states, "all successful cities have something in common. To thrive, cities must attract smart people and enable them to work collaboratively. There is no such thing as a successful city without human capital. Today, especially in the develop world, skilled people have usually been well educated in traditional schools. (...) The best cities have a mix of skills and provide pathways for those who start with less to end with more." (Glaeser, 2011, p. 223)[14]

The reason why it is so important to create the means for students and talent to collaborate with each other is because that's the trail that builds into them in the decision to stay. That allows them to create close bounds with others, be them-selves, to identify with the place, and to call it home.

RETENTION

Retention is then the hot word - the key and determinant factor for any place success.

It was already highlighted that cities and regions that attract young people/students end up gaining long-lasting advantage in the global competition for talent. But that advantage is only translated into tangible concrete "awards and medals" when they become residents, specially the youngsters in their mid-twenties. As Florida (2008)[16] points out, "Places that lose young people will never be able to recoup, since moving slows down with age. The winning places are the ones that establish an edge early on, by attracting residents in their mid-twenties. These places gain a long-lasting advantage; those that lose out find it all but impossible to catch up." (Florida, 2008, p. 227)[16]

MOBILITY

Mobility was already explored when describing the creative class and talent people. The reason to touch it again now is mainly to fortify why it is important to bare it in mind while we analyze the retention phenomena.

As Florida (2005)[13] points out, "skills and skilled people are an incredibly mobile factor of production; they flow. The key question (...) is: what are the factors that shape that flow and determine the divergent levels of talent and skill across regions?" (Florida, 2008, p. 262)[16]

Findings were spotted among factors of quality of life such as, the presence of cultural and recreational amenities that lowers the out-migration rates of young, college-educated groups. (Mellander et al. 2011)[5]

According to Lorenzen and Andersen (2011)[17] "this 'creative class' has particular preferences for amenities such as high-quality housing, work empowerment and specialized consumption. While the creative class shares these preferences with highly educated labor, Florida is able to demonstrate empirically that the creative class has a more unique trait: it prefers to locate in cities with a particular high level of cultural services, ethnic diversity and tolerance towards non-mainstream lifestyles. Florida further claims that as a result of this preference-driven pattern of locations of the creative class, diverse and ethnically and culturally rich cities prosper economically, as innovation-intensive firms pursue the creative workers to these cities." (Lorenzen & Andersen, 2011, p.124)[17]

All the studies made on the application of the Florida's (2002)[10] creative class theory necessarily investigate the role that openness plays in attracting the creative class. Clearly this happens because Openness is the tool presented by Richard Florida to access one of the three dimensions (3T's: technology, talent and tolerance) he states as being determinant for this class - tolerance.

In Richard Florida's own words **(excerpt taken from an interview with EurActiv, 2009)[18]**:

"For a place to prosper in the Creative Age, communities have to approach the global economy utilizing a comprehensive framework for community and economic development. In *The Rise of the Creative Class*, I presented a 3T approach to economic development that provides communities with a strategy for positioning their community for growth in the global economy.

Talent: The driving force behind any effective economic strategy is talented people. We live a more mobile age than ever before. People, especially top creative talent, move around a lot. A community's ability to attract and retain top talent is the defining issue of the creative age. As the global economy becomes more competitive, European countries, like other peer nations across the globe, will be challenged to attract and retain the brightest talent, as well as provide the necessary skill training and education opportunities to stay competitive.

Technology: Technology and innovation are critical components of a community or organization's ability to drive economic growth. To be successful, communities and organizations must have the avenues for transferring research, ideas and innovation into marketable and sustainable products. European universities are paramount to this and provide the innovation infrastructure necessary for the creativity and technology transfer.

Tolerance: Economic prosperity relies on cultural, entrepreneurial, civic, scientific, and artistic creativity. Creative workers with these talents need communities, organizations and peers that are open to new ideas and different people. Europe has to continue to be a place that is receptive to immigration, alternative lifestyles and new views on social status and power structure."

_____

What approaches are used then to assess places "open to new ideas and different people", Tolerance, Diversity, "welcomeness"?!

The next chapter aims at clarifying this question.

OPENNESS

Openness is a method used by many scholars and businesses to define communities, sort of saying, "welcoming and caring competence" towards newcomers and its own community members.

Even though if the approaches / formulas might differ according to ideologies and data availability they all tend to measure one thing: *How much does the community being measured through openness lengths allow its actors to be themselves, do self-express, ultimately having a sense of belonging and fulfillment, in other words, be happy*?

Figure 4 represents the different approaches that a few selected scholars (Irene Tinagli 2009[3], Kristina Andersen and Mark Lorenzen 2005[53], Richard Florida 2002[10] / 2005[13] / 2008[16] [19]) and the business consultancy BAKBASEL[20] use to measure openness, and each reason why.
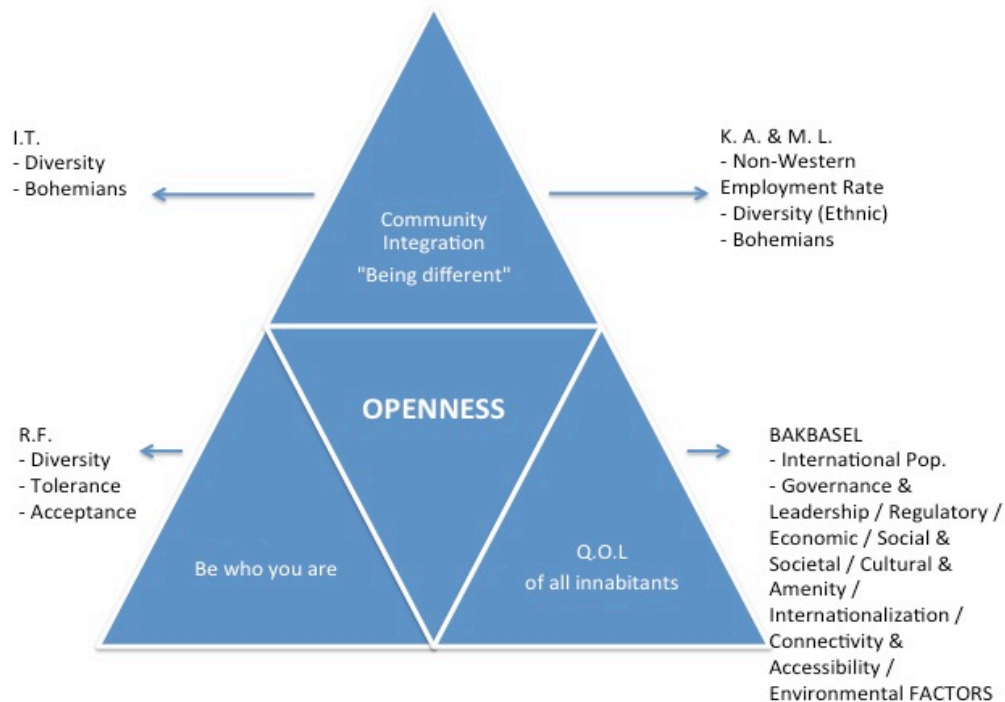
Figure 4 – Different approaches to "openness" by selected references

Richard's Florida (2002[10] / 2005[13] / 2008[16] [19]) builds a close tie between openness and diversity. According to him "Openness is measured by diversity of overall population (immigrants, people living in poverty, families with children, racial and ethnic other countries, senior citizens, etc) and the presence of gays and lesbians. The author claims that tolerance and acceptance is the key element to retain and attract people and that can be measured by the presence of each of the sub-groups mentioned before. He adds that "people in intolerant places are less happy and less fulfilled then those in tolerant and open-minded ones". (Florida, 2008, p. 56)[16]

OPENESS (Florida, 2002[10] / 2005[13] / 2008[16]) = Presence of sub-groups (Diversity) + Presence Gays and Lesbians

TOLERANCE (Florida, 2008[19]) = Presence of individuals employed in the arts, design and related occupations + Presence of Gays and Lesbians

As all that aims at being measurable, Florida's model carries a great challenge in terms of the broaden application of his theory. Other scholars have been trying, according to the data they have available, to build up formulas to benchmark the highlighted framework by setting up indicators as alternatives for whether an environment is tolerant, calculating the statistical effect of them.

Among many others, Kristina Andersen and Mark Lorenzen (2005[53]) approach this matter at the paper "The geography of the Danish Creative Class", by using as 'openness index' the employment rate among resident non-western citizens, since "it indicates the degree to which the community is open to integrating people of different descent and cultural experience into the labor market" (Andersen & Lorenzen, 2005, p. 17)[53.] Adding the diversity dimension, which indicates the degree of different backgrounds among the population in an area. Plus the share of bohemians that indicates, according to their intrinsic characteristics of striving to experience "being different" and being an edgy trendsetters, require a great deal of place tolerance.

TOLERANCE (K.A. & M.L.) = Diversity + Openness + Bohemians

Drawing on various studies made up until now on the investigation of Florida's theory on the Danish context (Andersen & Lorenzen, 2005[53], 2011[17]; Andersen et al. 2010[11]) and the conclusions taken from them it's unanimous that, on one hand "it is hard to put tolerance into a formula and calculate its presence" and on the other hand, tolerance is empirically positively correlated with the localization of the creative class, also in Denmark.

Other scholars, such as Irene Tinagli (2009)[3], while having the unavailability constrain of data on gay and Lesbian communities in Norway, draws the "Tolerance Index" with two main indicators: Diversity index (fragmentation Index based on presence and ethnic background of foreign born population) combined with the "Bohemian Index" (Percentage of workforce engaged in artistic activities).

TOLERANCE (I.T.) = Diversity + Bohemians

Following the business consultancy BAKBASEL on its feasibility study on the Index of Openness (2009)[20] they define Openness as the capacity of a city to attract international populations and to enable them to contribute to the future success of the city. Openness is equivalent to low barriers of entry for good opportunities for integration and participation for international population. They assume that Openness is a multidimensional and complex phenomenon, and measured by a large number of indicators that measure different aspects of openness. Grouped thematically (e.g. into key factors) each of these key factors represents one of the various dimensions of the quality of life of all inhabitants. Special attention is paid to the international population, which are important for the attractiveness and openness of the city.

OPENCities Index (BAKBASEL) = International pop. + Governance and leadership factors + regulatory factors + economic factors + social and societal factors + cultural and amenity factors + internationalization factors + connectivity and accessibility factors + environmental conditions (see appendix 1 for Index Family)

Rendering on the Florida's (2008)[16] preposition on *what really matters to people in the place we live* and the major categories he lists (Appendix 2) this paper will focus furthermore on the openness factor, which is supported by the research question.

HOW DOES OPENNESS AFFECT INTERNATIONAL TALENT RETENTION IN COPENHAGEN?

Figure 5 demonstrates the intertwined relations throughout the openness dimension used by the scholars and businesses mentioned before.
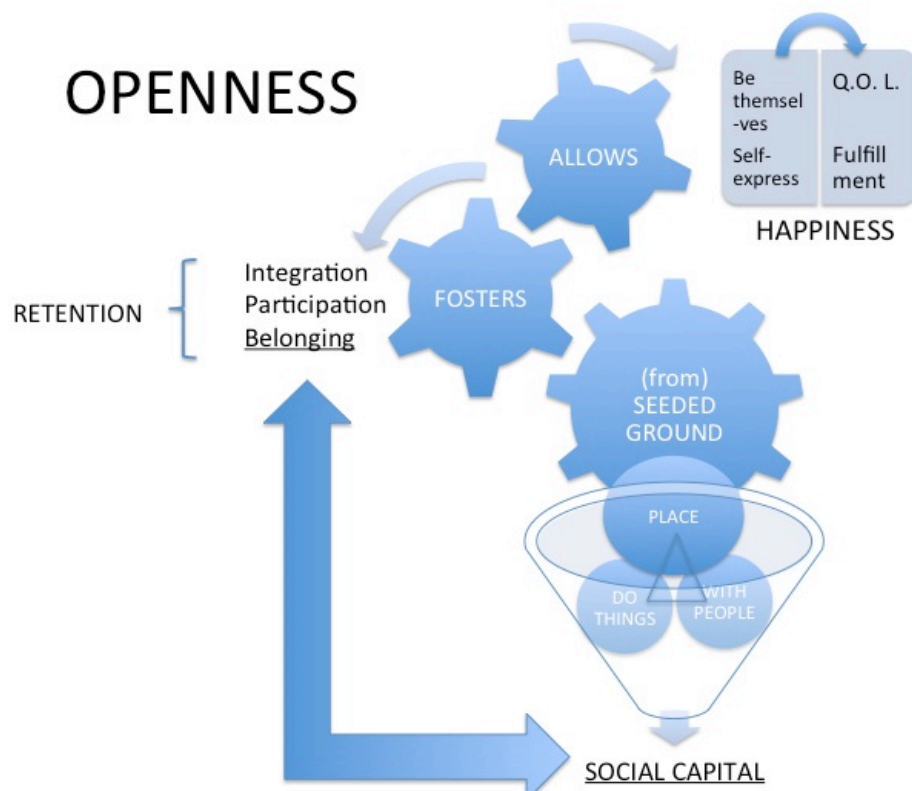
Figure 5 – Intertwined relations throughout the openness dimension

Open Communities allow people to be themselves, by letting them self-express and consequently feel fulfilled, happy and engage in their own Q.O.L. factors.

1.
Being who you are is a consequence of open communities.
Happiness is a consequence of being who you are.

Open communities allow happiness to blossom.

Communities and societies are made of people. But most of all they are grounded in a specific, tangible, physical area. This is a Place. The place is the seeded ground where all materializes. Where things happen, from, with and for people. And it is this triangulation of place, life and people, which ignites the mechanism for social capital to nurture. The main reason of the high degree of integration, participation and sense of belonging falls into the high levels of social capital.

2.
Belonging is fostered by open communities.
A high level of Social capital enhances the sense of belonging.

Open communities exist out of high levels of social capital.

As we will develop further in the next chapters. Social Capital has been found to be the most important dimension on retaining people to places, a great role in the decision of people to stay (Putnman 2000[6]; Richard Florida, 2008[16]; Melander et al. 2011[5], Speare 1975[23]).

3.
High levels of social capital retain people.
Open communities exist out of high levels of social capital.

Open communities retain people.

After this analysis, and rendering on the results from Irene Tinagli (2009)[3] of the correlation analysis between Tolerance (and social openness) and Talent, and the consequent findings that Tolerance (and social openness) strongly correlates with the capability to attract and nurture skilled and talented people. Adding the framework on Openness from BAKBASEL[20] with its dimensions of the quality of life of all inhabitants. And finally, summing up the Florida's (2008[16]) statement that: "people in intolerant places are less happy and less fulfilled then those in tolerant and open-minded ones". It's of reasonable foundation to hypothesize the influence that places openness has in the quality and happiness of life of its inhabitants, by consequently allowing people to be who they are, and its determinant weight on retaining them.

Theoretical Concluding Premises

1.
Being who you are is a consequence of social capital.
Happiness is a consequence of being who you are.

Social Capital allows happiness to blossom.

2.
Belonging is a consequence of open communities.
A high level of Social capital enhances the sense of belonging.

High levels of social capital characterize open communities.

3.
High levels of social capital retain people.
Open communities exist out of high levels of social capital.

Open communities retain people.

PLACE

Indisputably interconnected with the concept of retention it's a physical tangible location. A country, a city, its neighborhoods, becomes places. An office where to work, a home to live in, a park where to meet friends, a theatre, a bar, a shopping area, a garden where to walk the dog. A place to go through days, building memories, creating references, turning it into your own self. Being yourself. Belonging by staying. *Be retained.* (figure 6)
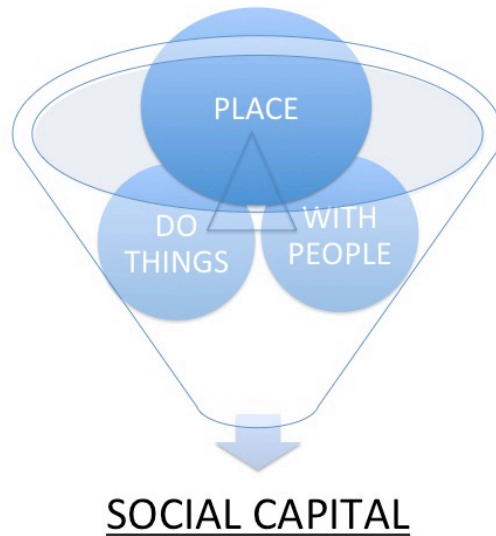
Figure 6 – Social Capital Vs Retention

"Sociologists and psychologists have long pointed out that self-expression is a major source of happiness. A place is a means to that end. It gives us an environment we can adopt and make our own. (…) It might not be conscious, but we seek out place that fit our psychological needs in order to establish ownership over our lives." (Florida, 2008, p. 159)[16]

Moreover, the place is the ground where happy life can be seeded and nurtured. Following Florida (2008)[16] insight, "many elements of a happy life – how much we make, how much we learn, how healthy we are, how stressful we feel, the job opportunities we have, and the <u>people we meet</u> – are in large part determined by where we live. Place plays a fundamental role in our endeavors to be happy. In many ways is the precursor to everything else." (Florida, 2008, p. 148)[16]

If the place where people decide to live provide them with the ingredients pointed out in the previous paragraph Place becomes part of their identity, where they belong with pride and attachment. (figure 6)
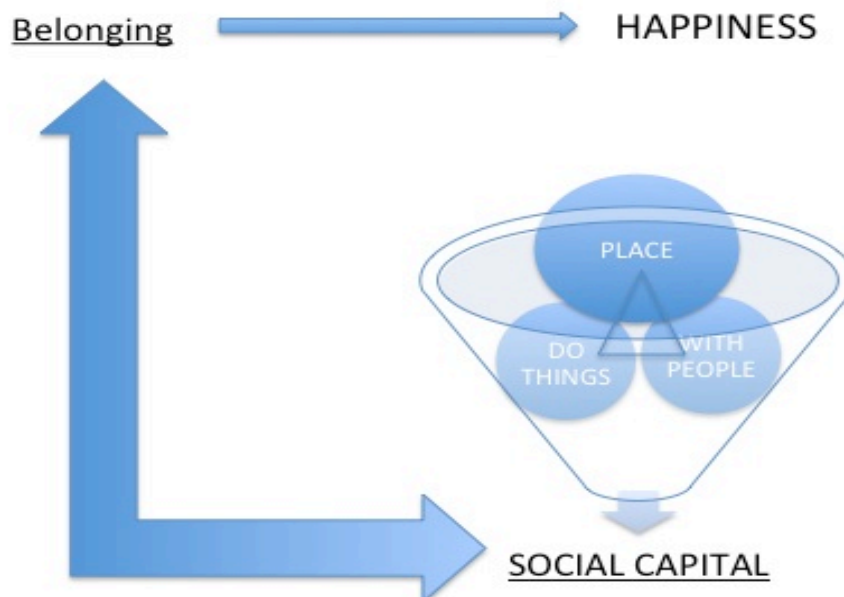
Figure 7 – Relation between Social Capital & Belonging

People's retention by this means, ultimately leads to local economic development, mainly because what drives it in the currently reality (as seen in the previous chapters) is people's creativity and self-expression. That said, place fosters excitement and creative stimulation if by any means fulfills all the elements of happy life. (Florida, 2008)[16]

Richard Florida (2008)[16] is very determined on why decision makers, scholars and individuals should use a superior look at the places where they live. According to his findings there is an "overwhelming importance of place to our happiness. Place forms the third leg in the triangle of our well-being (figure 7), alongside our personal relationships at work, finances, personal life, and place." (Florida, 2008, p. 152)[16.] See figure 6.

The Importance of Place

As we have seen already it is because place is the ground where everything happens. Where things like activities, events, festivals, etc occur. But all in all, this dimension is part of a triangle of wellbeing (Figure 8), as Richard Florida (2008)[16] puts it.
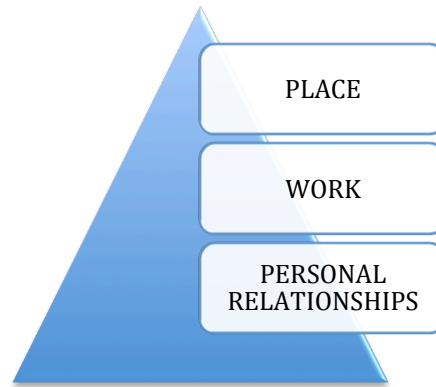
Figure 8 – Triangle of Wellbeing

Meaning that other factors, are not only also important but furthermore correlate and depend on each other.

As it will be explored further on the next chapters, wellbeing is another way of defining happiness. Personal relationships dependence, as it will be demonstrated further, support the fully function and development of the whole triangle. Mainly work satisfaction and community bond/belonging/retention.

Happiness

Wellbeing derives from what places allow us to explore and experience by being ourselves throughout our lives (Fig. 9).
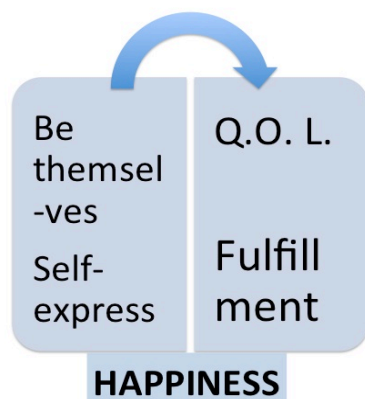
Figure 9 – Happiness – caracteristics Vs relations

Definition of *happiness* in English:

happiness

NOUN

The state of being happy

Definition of *happy* in English:

happy

ADJECTIVE

(**happier**, **happiest**)

1Feeling or

showing pleasure or

contentment

source: oxforddictionaries

Following Florida's (2008)[16] insight, "many elements of a happy life – how much we make, how much we learn, how healthy we are, how stressful we feel, the job opportunities we have, and the people we meet – are in large part determined by where we live.

Interestingly enough many researchers have come to the conclusion that physiological and social factors are of far greater influence to our happiness then economic factors, as it will be further explored in the Community bond chapter.

Great evidence is a study by the PEW Research Center[21] which found that seeing friends or relatives in person almost every day is worth more than six figures of additional income.

Following this insight "The Soul of the Community study" (2010)[22] explored how residents feel about their communities. The three-year study in 26 communities focused on the emotional side of the connection between residents and their communities, examining factors correlated with loyalty to and passionate feelings about place. Respondent perceptions of social offerings - vibrant nightlife, good places to meet people and residents caring for one another, openness, social offerings and aesthetics were consistently correlated with self-reported measures of community satisfaction across the Knight communities in all three years of the study.

Rendering on this study, Richard Florida (2008)[16] writes in his book: "according to the Place and Happiness Survey, urban dwellers (...) put a premium on schools, job opportunities, and safety. They value their ability to meet new colleagues and make new friends; they prize their access to diverse cultural resources such as theaters, museums, art galleries, live music, and vibrant nightlife filled with bars, clubs, and restaurants." (Florida, 2008, p. 156)[16]

Based on what had been said until now, one of the things that make us genuinely happy is a vibrant social life. But vibrant is not only on the sides of quantity of offerings, the enjoyment result of having a vibrant social life lays as well on the perceived experienced quality of such offerings, and a powerful dimension is, as Richard Florida (2008)[16] sets it, "people who do things they enjoy with people they like are happier than others" (Florida, 2008, p. 150)[16].

The value of this double dimension is of very high influence within the understanding of the concept Openness of communities/cultures/ societies.

Communities are made of people. Cultures are created on time fleeting through agglomerates of people. Without people there's no relation with the world and so we can't have societies.

People's influence and impact on theirs and others happiness through openness play a fundamental role that can't be left outside evaluation and awareness when measuring a city's openness.

These answers may help communities better understand ways to attract and keep the talented workers that help cities thrive, among other things fostering their community creative and innovative ability.

> **ADD VALUE INFO**
>
> Communities: a group or network of persons who are connected (objectively) to each other by relatively durable social relations that extend beyond immediate genealogical ties, and who mutually define that relationship (subjectively) as important to their social identity and social practice.
>
> Society: society can mean the objective relationships people have with the material world and with other people, rather than "other people" beyond the individual and their familiar social environment.
>
> Culture: Hoebel describes culture as an integrated system of learned behavior patterns which are characteristic of the members of a society and which are not a result of biological inheritance.
>
> Source: Wikipedia

Richard Florida (2008)[16] ingeniously points out in his book "Who's your City" that, "a large part of happiness hinges on the quality of one's personal bonds. Loving relationships with a spouse or significant other, with children, and a high frequency of meaningful interactions with family members and friends, are essential to one's happiness." (Florida, 2008, p. 150)[16]

Based on this perceptiveness many researchers started already mentioning and approaching this upon their research on Cities Creative Class retention. As Irene Tinagli (2009)[9] states: "people meeting people will be the main focus for future city and business development". (Figure 6.1)

Figure 7 – Relation between Social Capital & Belonging

JOÃO FARIA VAZ PASSOS
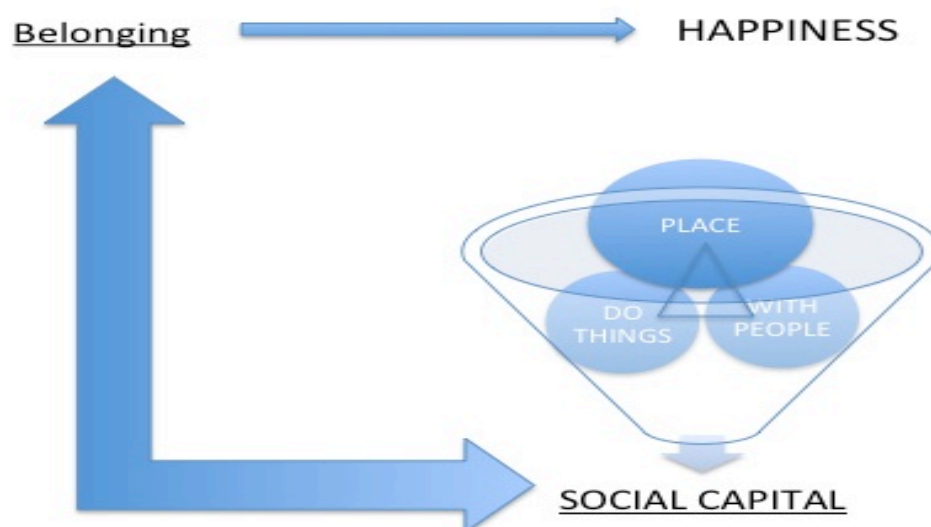
The scope of this paper is to employ the indicators already at use in many researched angles as openness indexes, tolerant & diverse places formulas, social vibrant culture life, etc., by assessing their community attractiveness and welcoming feeling.

The reason why is simple, e.g. when we procure indicators based on the quantity of cultural offerings, there is a very important dimension which withdraws on another very important condition to make that offers agreeable – people -> social capital -> communities.

The purpose of this study is also to motivate the re-thinking of the way indexes on open cities and communities are measure and build, mainly by accounting on the fact that it relies on people, on the levels of the individuals social capital, consequently their level of happiness.

Social Capital And Quality Of Life (Qol)

People meeting people is the greatest determinant factor on how happy we are. It's through people's support, eyes and even resources that we are able to self-express ourselves and truly feel fulfilled with life. Our social capital can be accessed towards our social networks, which we build in the places where we live. The strongest of our social capital is connected to a specific location the bigger the satisfaction with the place where we live and the lower the disposition to move, hence stay retained despite relocate. (Figure 5.1)
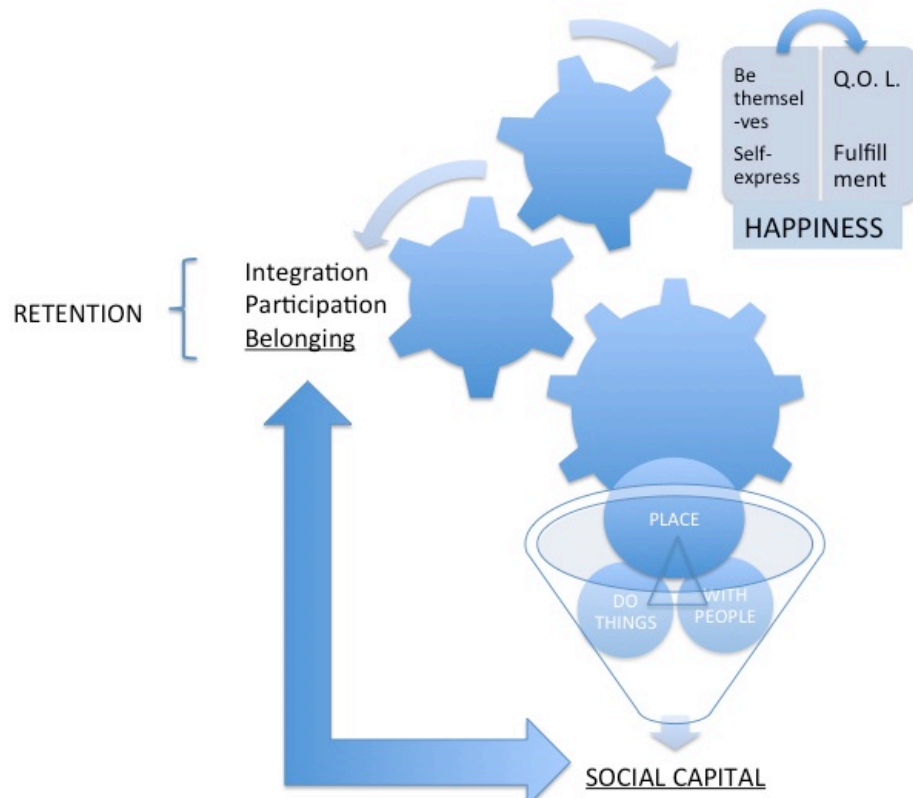
Figure 5.1 - Intertwined relations throughout the social capital dimension

Acording to C. Mellander et al. (2011)[5] the importance of social networks for community attachment and satisfaction is a factor seldom included in economics migration studies and of high alarming importance. Her findings indicate that two factors – beauty or physical setting and the ability to meet people and make friends – have the largest relative effect on the likelihood for individuals to state their preference is to stay in their current location. Turning to community level economic factors, job opportunities had the greatest effect on individual location choice, but considerably less than the two highest – "meet people and make friends" and the "beauty and physical setting".

As Ethan Watters[55] assert in his book "Urban Tribes", that having friends in the place where you live enhances the self-worthiness of what you've got.

Going back to Mellander et al. (2011)[5], "research suggests that a fuller understanding of individual location choice and of migration requires a dynamic understanding of the role of community factors in mitigating the interplay of pull and push factors. The community factors (...) play a considerably larger role then either community-level economic factors or individual-level demographic characteristics". (Mellander et al., 2011, p. 21)[5]

Speare's (1975)[23] model of residential mobility emphasizes on its first model stage the process through which individuals begin to consider moving - residential satisfaction is the proximate determinant of the decision to consider moving. "Satisfaction, in turn, is determined by the characteristics of the individual and household, the characteristics of the residential location, and attachment to the home and local community (social bonds). All serve to increase or decrease subjective satisfaction with the residence; what affects directly actual mobility is the level of satisfaction, and not variables found to be consistently related to mobility in the empirical literature, such as chronological age, stage in the family life cycle, home tenancy, and duration of residence (age, income, and duration of residence). "(Guest & Landale, 1985)[24]

It has been already covered (in the place chapter) that happy people feel more satisfied with themselves because they are allowed to fully self-express, hence fortifying the belonging to where they live, because that's where it derives from.

Putnam (2000)[6] points out that "for most of us, our deepest sense of belonging is to our most intimate social networks, especially family and friends. Beyond that perimeter lie work, church, neighborhood, civic life and the assortment of other "weak ties" that constitute our personal stock of social capital. (Putnam, 2000, p. 274)[6]

Combining Putnam's[6] theory with Richard Florida's[16] it is fair to fortify the preposition that what people belong to is not the place itself, but the people, which the place holds. Place is the ground where people grew roots into because of the social capital they build and have access to. (Fig. 10)
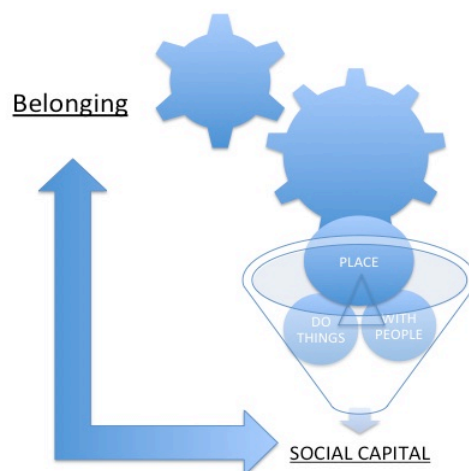
Figure 10 – Belonging Vs People Vs Place

As many researchers (Putnam[6], Florida[16], Mellander[5]) point out there are other factors, such as economic and demographic, that influence greatly peoples retention or feeling of belonging and as a consequence, the decision to stay. But underlining Putnam's theory about the powerful reverse effect that the social capital plays in people's assessment of the decision to go or stay is of determinant relevance to this paper.

As Putnam (2000)[6] states, "Socioeconomic and demographic characteristics do matter – but so does social capital. (…) Social capital is second only to poverty in the breadth and depth of its effects on children's lives. While poverty is an especially potent force in increasing youth fertility, mortality, and idleness, community engagement has precisely the opposite effect." (Putnam, 2000, p. 297)[6]

Putnam (2000)[6] goes further on stating that "civic connections help make us healthy, wealthy, and wise. (…) If one wanted to improve one's health, moving to a high-social-capital state would do almost as much good as quitting smoking. (…) Countless studies document the link between society and psyche: people who have close friends and confidants, friendly neighbors, and supportive co-workers are less likely to experience sadness, loneliness, low self-esteem, and problems with eating and sleeping. Married people are consistently happier than people who are unattached, all else being equal. (…) people themselves report that good relationships with family members, friends, or romantic partners – far more than money or fame – are prerequisites for their happiness. (…) happiness is best predicted by breadth and depth of one's social connections." (Putnam, 2000, p. 332)[6]

But how do people acquire social capital? According to Putnam (2006)[6] "in everyday life, friendship and other informal types of sociability provide crucial support (…) in sustaining social networks." (Putnam, 2000, p. 95)[6]

Social capital is so the basis of all that we thrive to accomplish in our modern societies (figure 2) that it's even closely correlated with our safety, "Jane Jacobs (…) noted that "social capital" is what most differentiated safe and organized cities from unsafe and disorganized ones."; our development and prosperity "where trust and social networks flourish, individuals, firms, neighborhoods, and even nations prosper"; our future, "social commentator Francis Fukuyama has argued that economies whose citizens have high levels of social trust – high social capital – will dominate the twenty-first century."; and the most important factors for our economy, "conversely, (…) Walter Powell and Jane Fountain have shown that social networks that embody a norm of reciprocity – that is, social capital – are "key enablers" of innovation, mutual learning, and productivity growth, as important as physical and human capital, particularly in rapidly evolving fields." (Putnam, 2000, p. 325)[6]
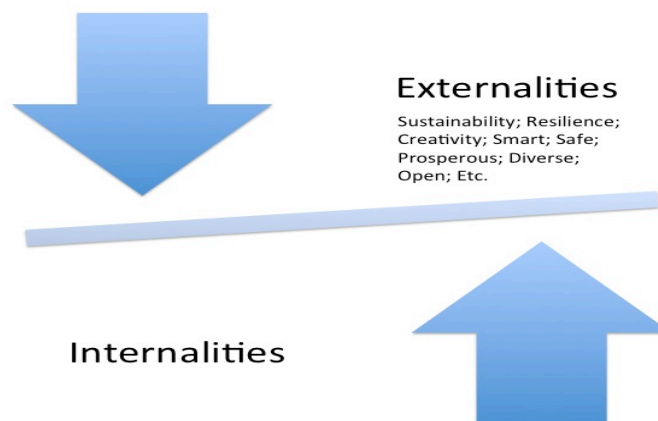
Figure 2 - Bi-polar definition of talent retention + topics at use

METHODOLOGY

Research Approach

The approach chosen to develop the research was the deductive approach, which allows for the testing of causalities and the development of strong conclusions (Saunders et al., 2006)[29]. Relying on the Creative Class theory to fall on the importance of talent attraction, and the factors that influence their decision to stay at a place. Moreover bridging this factors with theories on happiness and social capital to assess their relevance in the environment at scope – Copenhagen. Therefore, the research is related to the confirmation of existing theory than the generation of new concepts. (Dubois & Gade, 2002)[25]

For the sake of legitimacy and reliability within myself as a member in the situation of the research and to avoid a bias in the full scope of the analysis a specific methodological approach was selected: Triangulation.

Triangulation "is a method of rational objectifying of the observed reality by the emotionally and intellectually imperfect, very often lone, researchers. Researchers attempt to adjust themselves to the rules of scientific rationality in order to present the observed reality objectively and intersubjective. They try to employ the means and aims to make them appropriate to the rules of formal logic. Moreover, they attempt to achieve semantic clarity and precision, and to adjust (agree) the definition of the situation to the existing scientific knowledge." (Konecki, 2008, p.15)[30]

The aim of this thesis is to bring a deeper and wider social sciences perspective and understanding of what root factors lay underneath the social and economic structure at play in such a central topic as talented retention dynamics in order to foster this competitiveness on a global scale. Moreover, as Kelle (2001)[25] argues, for those empirical questions about a phenomena, which operate at both macro and micro levels, one method alone cannot offer a sufficient basis for sociological explanation.

Research Design

To understand how much openness affects international talented and creative people on their decision to stay in Copenhagen, seven semi-structured and structured interviews were conducted. This to allow that the interviewees would feel open, allowing new ideas to be brought up during the interview and so a framework of themes was explored. This freedom helped to tailor the questions to the interview context/situation, and to the people being interviewed (Eriksson & Kovalainen, 2008)[27]. The structured interview part was a rigorous set of questions, which does not allow one to divert, built with the aim of testing the applicability and reliability of the "The soul of the Community study"* used as part of the theoretical framework and to get a straightforward assessment of the openness status of Copenhagen. All were asked to range the Gallup Survey factors on a 5-digit Likert scale. (See appendix 3)

"Quantitative study of the data gathered during the interviews is not the most important purpose of the analysis (...) it rather aims at keeping the order in a qualitative study of empirical data, thus is has an ordering function, sometime supporting the qualitative analysis while forming categories and hypotheses" (Konechi, 2008, p.16)[30].

Furthermore, using the same approach Lorenzen & Andersen (2011)[17] do on qualitative interviews in order to build theory elements that go beyond those available and commonly perceived. An interview guide was built and can be found in the appendix.

> * The Soul of the Community study, a project of Gallup and the John S. and James L. Knight Foundation, explored how residents feel about their communities. The three-year study in 26 communities focused on the emotional side of the connection between residents and their communities, examining factors correlated with loyalty to and passionate feelings about place. [22]

Research Strategy

The choice of research strategy should be done before the research initiates and will be guided in the core of the focus of the research question and the objectives of the study (Saunders et al., 2006)[29].

This thesis will be built as a case study, as the focus is on Copenhagen levels of happiness and openness and whether the existing researches from the field can be used to approach the international retention theories for these purpose. A case study is a good strategy when the topic of investigation is contemporary and the research will utilize different data collection methods to uncover the research purpose (Saunders et al., 2006)[29]. Case studies are furthermore especially relevant for studies that seek to explore a certain area and explore the constructs of an existing theory (Saunders et al. 2006)[29].

This study will therefore be conducted as a holistic case study of the impact of openness in the retention of international talent. To explore this impact, this study will conduct qualitative research, covering targeted interviewees, and quantitative research, covering rankings/indexes/ and statistics, ultimately using a triangulation of data method, which involves the employment of data from various sources with the aim of generating more knowledge about a phenomenon (Konecki K., 2008)[30]. (Fig. 10)

Figure 11 – Data Triangulation

Triangulation of Data definition: epistemological claim concerning what more can be known about a phenomenon when the findings from data generated by two or more methods are brought together (Moran-Ellis et al., 2011)[31].

The triangulation method supports the validation of conflicting versions or analysis and the accuracy of the combination of specific terms with and indicator. By using this approach triangulation becomes a legitimacy verification instrument of the links between the elements of analyze. Likewise strengthening the analysis and conclusion authority on the basis of collected data (Konecki K., 2008)[30].

Furthermore, "despite the arguments that triangulation does not necessarily result in improved accuracy, making use of multiple researchers, data sources, methods, and theoretical lenses is still considered valuable by a host of researchers from different paradigms. Multiple types of data, researcher viewpoints, theoretical frames, and methods of analysis allow different facets of problems to be explored, increases scope, deepens understanding, and encourages consistent (re) interpretation." (Tracy S., 2010, p. 843)[32]

Data Description

INDEXES & REPORTS	STATISTICS	INTERVIEWS & CASES
Global Talent Index[4]	Ministry of Education[40]	Interviews
BaskBasel – OPENCities[20]	CphBusinessSchool[41]	Cases:
BostonConsultingGrp[34]	Gallup Survey[5] [22]	- Halifax[42]
Happy Danes report[35]		- HSBC Expat Explorer – Canada[39]
Legatum Prosperity Index 2013[36]		- Internations – Canada[38]
EU International Openness Index[37]		
Internations Survey[38]		
Expat Explorer Report 2014 – HSBC[39]		

Table 1 – Data used for triangulation method. Note: follow bibliography for in-depth knowledge of these sources

Secondary data is data that has already been collected for another purpose. This comprises secondary literature such as books, academic journals, magazine articles, statistics or newspapers (Saunders et al., 2007)[33]. To get a holistic perspective of Copenhagen through the lens at scope in this research, various Indexes and rankings were collected and analyzed. Furthermore, information was gathered about the topic at stake from newspapers, magazines, and reports. Secondary data can be as valuable as primary data and it is less time consuming to be collected (Saunders et al, 2007)[33]. (see table above for detailed description)

INDEX / RANKINGS / REPORTS
The data material was collect through intensive research, investigation and deep relevance analysis to the topic at hand. From academic and journalistic articles, personal contact with key stakeholders/researchers/analysts/experts, and supported by the researcher reasoning and reflection.

STATISTICS
The data material is from the Danish statistical records and covers the topic at hand – international student population still residing in Dk. Some of the data is delivered by the Minister of Education and Copenhagen Business School, the data prevenient from the Minister of Education is customized by Statistics

Denmark to fulfill a request from the Minister itself on this same topic. The Gallup Survey was used from an article of Mellander et al. (2011)[5] which builds a statistical correlation of the creative class with community satisfaction.

INTERVIEWS AND INFORMANTS

The primary data material consists of interviewee's statements that corroborate and build in the assumptions and findings of the data triangulation. The selection of the informants should illustrate the approach at scope by the selection of master students all finished with their first compulsory program year of studies and already in the process of writing the thesis or already recently finished. Thus, the option of staying or leaving Copenhagen is within their likelihoods.

Most interviews took between 30 to 60 minutes and were recorded. And are also available attached as audio appendix. For the sake of honest answers all the interviewees were given a letter to be identified.

Interviewee	Study Status	Location Status
A	To do: One elective and Thesis	Copenhagen
B	Master Completed	Not in Dk
C	To do: One elective and Thesis	Copenhagen
D	To do: One elective and Thesis	Copenhagen
E	To do: One elective and Thesis	Not in Dk
F	To do: Thesis	Not in Dk
G	To do: Thesis	Copenhagen
Total: 7		

Table 2 – Interviewees overall status

CASES

The cases used were individual built in (Halifax (2013))[42] and assessment reports of research indexes (Internations (2014) and HSBC (2014)- Canada)[38][39]. The use of this reports fall into high relevancy when benchmarking its findings with the Danish and Copenhagen research scope of this paper.

Limitations

Access to data was a determinant limitation. First, because limited data is available on the scope of this research in terms of student retention. This happens because the follow up on student living status it is hard to grasp within the systems at use. Which bring us to the next limitation that is the fact that all the tailored statistical research, or through the Statistics of Denmark, or the CPR – the Danish **Personal Identification number** is a national identification number, which is part of the personal information stored in the Civil Registration System – can be held by paying a service fee. Even though if that option would be used, time and confidentiality challenges would be raised.

Additionally, the indexes and reports available use distinctive approaches, hypotheses and data sets on coming up with their indexes. What creates comparability constrains and limits the in-depth use of such information. Adding to it, in some of the cases, the non-disclosure and confidentiality of the methodologies and formulas amplifies the challenge of its use.

Moreover, the dichotomy of country / cities indexes and findings, which enhances the challenge of accurate assessment and analysis.

Finally, the challenge raised by Mellander et al. (2011)[5] stated as the follow, "generally speaking, there is a cleavage between economics and psychological approaches to individual location choice. Economist focus in the main on the interaction between individual characteristics, such as income and local characteristics like job opportunities, housing prices, taxes, and the provision of public goods, while psychologists emphasize the fit between individual needs and the subjective characteristics of places. Economists also focus more on the decision to move to a new location, while psychologists and behavioral scientists look more closely at the conditions of the current location." (Mellander et al., 2011, p. 9)[5]

ANALYSIS

This chapter will present the exploration of the ranks / indexes and reports which validate CPH/DK as a happy and open place and will explore further the relation between these findings and how that affects talented people retention. All stages of this investigation will be supported by statistical data and primary data collected through selected interviews with the target at analysis – students.

Happy Place - CPH / DK

For many years Copenhagen has been ranked, measured, listed and perceived as the happiest place in the world - World Happiness report 2012/2013[43].
It has held the 2# position (on average) on the World database of happiness[44] from 2000 to 2009. The indexes go even further ranking Denmark as the 5# on the OECD Your Better Life Index 2013[45].

According to the "The happy Danes" report 2014 from the Happiness Research Institute, where they explore the reasons behind such high levels of happiness, "happiness has remained at a stable and high level for the last four decades".

This worldwide awareness goes so far that as mentioned on "the happy Danes" report[35], "social scientists have begun to use the expression, "getting to Denmark" (Francis, 2011)[46], when talking about successful modernization, and happiness researchers are engaged in trying to understand what they call the "Danish Effect""(Diener et al., 2010)[47].

Drawing from the results within its population investigation on the "The happy Danes" report[35], the main reasons why Denmark scores so high among the world's happiest countries are the following.

TRUST
One of the main reasons that Denmark does so well in international happiness surveys is the high level of trust. The Danes trust each other, and that helps make life a little bit easier.

SECURITY
The Danish welfare state reduces uncertainty and concerns among the population. This has particular significance for those who are less well off, a segment of society which is happier in Denmark than in other wealthy countries.

WEALTH
Denmark's high level of prosperity is part of the explanation for the high level of happiness. Prosperous countries and people are generally happier than those that are less prosperous. But, who we compare ourselves to and what we use our wealth for are also key elements of our happiness.

FREEDOM
To be able to decide over one's life is essential for happiness. The Danes' freedom is enshrined in a number of rights and they experience a sense of being in control of their own lives.

Figure 12 – Reasons why Denmark is a happy country. Source: "The Happy Danes"[35]

By scoping the various dimensions on the reason why Danes are happy, one element comes of repeatedly play, "the Danes trust each other", "Social relations, identity", "greatest levels of social cohesion (...) voluntary work and social relations" – which for a matter of simplifying and focus we will call this element, social capital. Confirmed with the statements of the interviewees:

"Makes you feel valued, trusted and understood, so that you are not alone on the planet. Make you feel loved, your worth (...) feel a purpose in life." 4:09 B

"I'm more self-conscious, by interacting with others I have better understanding of myself, It works like a mirror" 2:49 A

"Having people around and interacting with other people gives me a lot of joy because is helps me understanding who I am" 1:42 E

One of the reasons pointed by one of the interviewees is a sense of uniqueness that consequently creates an inner security in life (Figure 5). As the interviewee mentions, ""if you build a relationship (…) and you share more and more things, that can create a connection that you don't have with everybody. Those special relations, that are unique, also make you feel unique. Makes your life so more special and definitely valued. If I wouldn't have this people I couldn't

Figure 6 – Social Capital Vs Retention

put out all which is in my heart and that is something which is very important, plus the feeling you can always fall back on people, it also is a very good (…) feeling of knowing you are going to be alright, it makes you feel safe." 10:07 B
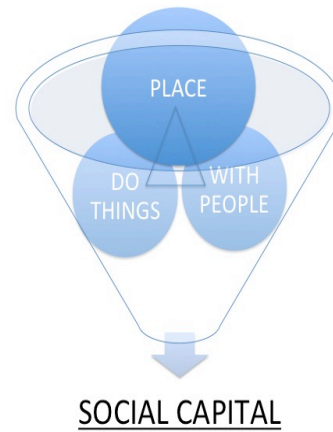
Social Danes - CPH / DK

If social capital allows happiness to blossom (concluding premise 1), so it's reasonable to also assume that there are very high levels of social capital within the Danish citizens. And it is well assumed, since that according to the Social-Capital Index from the Legatum Prosperity Index 2012[36], Denmark occupies the 3# worldwide position.

One of the biggest factors inherent to a high level of social capital is not only the number of acquaintances available to be social, but also the number of times we meet this acquaintances to make "things&stuff", as reported at the "The happy Danes"[35] research "according to the European Social Survey, 60 per cent of Europeans socialized with friends, family or colleagues a minimum of once a week during 2010. The corresponding average in Denmark is 78 per cent."

Leaning on the premise 1 that says that "happiness is a consequence of being who you are" and that "being who you are is a consequence of open communities" it's of rational assumption that Copenhagen / Denmark is an open community. Getting a hold on the concluding assertion out of premise 2, which is that "Open communities exist out of high levels of social capital" it is important to explore the Danish openness indexes.

"If I want to be happy then of course I want to feel like I'm part of the city, that people want me to be there, and that is a part of openness" 14:57 B

This approach will not only allow us to corroborate the statement at hand but will also stimulate the deeper search of hypothesis to the Research Question purpose within this paper.

Open Danes - CPH / DK

On the Baskbasel "The Index of Openness"[20] Copenhagen scores, once more, higher than what is the study reference point, 102,25 from the reference point 100. (In comparison London holds 118,52)

Figure 13 – Copenhagen city profile. Source: Baskbasel "The Index of Openness"[20]

The findings from the Standard Eurobarometer 77 / spring 2012 survey by the European Commission a when the construction of their international openness index[37] places Denmark in the 4# position overall from the 27 Member States of the European Union (EU), the six candidate countries (Croatia, the Former Yugoslav Republic of Macedonia, Turkey, Iceland, Montenegro and Serbia), and the Turkish Cypriot Community in the part of the country not controlled by the government of the Republic of Cyprus.
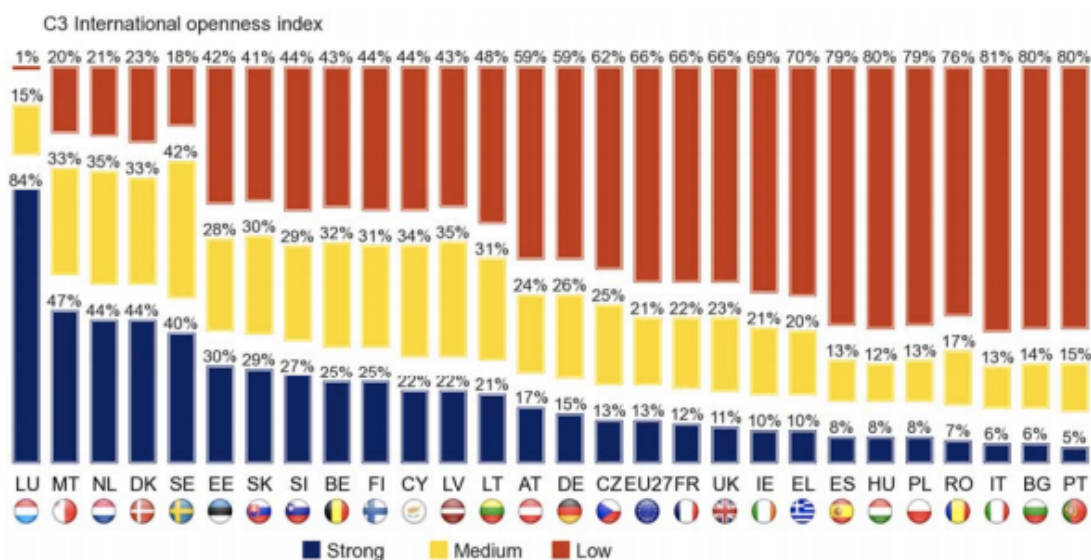
Figure 14 – International Openness Index. Source: European Citizenship Report, Standard Eurobarometer 77 / Spring 2012[37]

If Denmark ranks so high on openness, at the same time that it ranks so high on happiness and its levels of social capital, as consequence we should be able to confirm further that the levels of retention are as well very high.

As stated from the premise 3:

High levels of social capital retain people.
Open communities exist out of high levels of social capital.

                                     Open communities retain people.

And at this stage of the analysis is where the Research Question comes of high relevance.

Reality Check - CPH / DK

Going straight to the evidence available on retention, according to the statistics from the Education Ministry's[40], after graduation the overall international students still living in Denmark after 5 years are 2 out of 6. The value rises significantly when looking at 1 year after graduating jumping towards 1 out of 2, more accurately 59%. (see table 3)

Table 3 – Share of international graduates who remain in Denmark after depreciation connected education (per cent.) 2004-2011

	After 1 year	After 2 years	Efter3 years	After 4 years	After 5 years
EU / EEA countries	55	44	37	32	29
third Countries	68	60	55	50	45
All	59	49	43	38	34

Source: Education Ministry's calculations based on data from Statistics Denmark

One can be optimistic when looking at the 59% at 1 year, which is an apparent better sign, but again if after 4 years it drops to almost half then they were not really retained, were they? The great news about this evidence is that it gives policymakers an almost 3 years time frame to act accordingly.

Important, at this stage, to note that this paper focus on international talent, not on assessments or measures made out of Danish citizens, like most the indexes available. The reason why is because in one hand, the specific scope of the R.Q., on the other hand (the rationality furthermore of the reason why the R.Q. focus on it) because is their happiness and sense of belonging that will retain them, ultimately they are the ones mostly affected by the community openness, moreover best suited to evaluate the sense of welcoming and belonging of a certain community.

Going deeper in the approach mentioned, the share of international talent that would be more willing to "be retained" (as explained in the theory chapter) that is the share of international Master and PHD students. Which when looking at this specific values (still within the same range), gets a bit more prominent, see table 4 below.

Table 4 – Proportion of international graduates who remain in Denmark after depreciation connected education (per cent.) 2004-2011

	After 1 year	After 2 years	Efter 3 years	After 4 years	After 5 years
Erhvervsakademiuddannelser	70	59	53	48	45
Professionsbacheloruddannelser	50	41	38	36	33
Bacheloruddannelser	71	57	45	38	33
Kandidatuddannelser	52	44	39	35	31
Ph.d.-uddannelser	53	47	43	40	38
Alle	59	49	43	38	34

Source: Education Ministry's calculations based on data from Statistics Denmark

Ministry of Science, Innovation and Higher Education

From a sample, kindly provided by the Alumni department from Copenhagen Business School[41], of 157 international graduates that completed their Master degrees within the period 2010 – 2011, only 35% remain in Denmark at the present time, which goes hand in hand with the previous findings from the Ministry of Education.

The reason why it is important to reaffirm this international perspective is because that one can argument that this finding are not accurate towards assessing talent within the country, as according to the "Global Talent Index"[4] written by the Economist Intelligence Unit, Denmark holds a steady 2# position from a list of 60 countries. (See appendix 6)
This paper has not the intention to argue that Denmark is in risk of losing talent. Not whatsoever. Following this previous research, it is full of talent. The argument here falls back on the fact that in order for the talent to be globally competitive it should embrace within itself talent from abroad. As Pascal Zachary in his book "The global ME" (2000) [48] argues, openness to immigration is the cornerstone of innovation and economic growth.

Interesting enough is that this same research mentioned before - "Global Talent Index"[4], and to fortify the previous statement, when it concerns to one of its main sub-indicators measured – proclivity to attracting talent – Denmark occupies the 30# position, 2011; and 36# position on the outlook to 2015. Plus on the sub-indicator – openness - Denmark holds the 11# position (with Poland), 2011; and on the 10# position (with Chile) on the outlook to 2015. (see appendix 4)

The same evidence can be found in the "Decoding Global Talent"[34] conducted research on today's global workforce by the joint venture of The Boston Consulting Group and The Network, where Denmark occupies the 28# position among 189 countries has the most appealing for global talent.
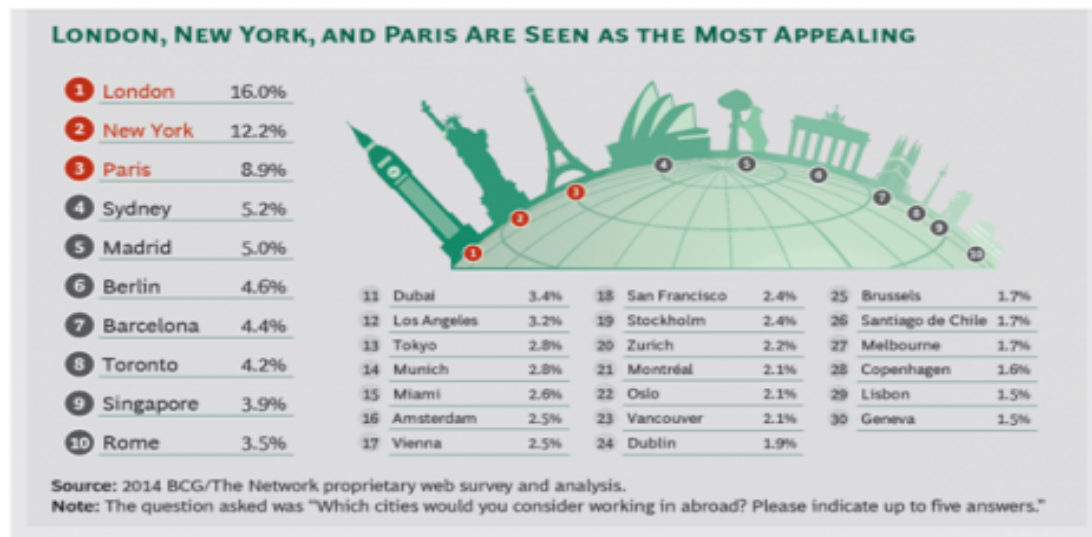
Figure 15 – The most appealing cities for talented people. Source: Boston Consulting Group[34]

This number is indeed good when compared with 189 other countries, but the point to be made here is: why does the top positions on *happiness*, and by consequence/or even isolated *openness* not push Denmark to the TOP rank of all the indexes mentioned before? And furthermore, why are only 2 out of 6 students – talent analyzed – remains in the country?

If according to the premises:

1. Social Capital allows happiness to blossom
      2. High levels of social capital characterize open communities
           3. Open communities retain people

Does this mean that the share of talent analyzed isn't being happy; does it have anything to do with the openness of the community? What is failing on these concluding premises when applied to the context at scope towards the feeling of belonging if Copenhagen is the "place to be" in terms of Openness and Happiness?

Rendering on the quantitative sample from the interviews made, all of the interviewees position as 1# (4 out of 10) and 2# (3 out of 7) "a good place to meet people and make friends" as the most important factor on their decision to stay, and the majority assess Copenhagen as bad place in terms of their satisfaction with it. (Appendix 3, page 3)

"From all the countries I've been living in I can definitely say I was looking for places I can belong to, and I consider that a natural human instinct, and this belonging I would gain through it's peoples openness." 7:33 A "I belong to a place where I can exchange my ideas, or emotions with others, where you know you can be different, get to know and experience yourself." 8:05 A

Accountable Dynamics & Factors at play

Following Mellander et al. (2011)[5] on her research on community satisfaction, the author is able to demonstrate that the factor "meet people and make friends" has the highest effect on individual locational choice. Factor that is also listed by the report published by the Danish Agency for International Education, 2011, which identifies the factors that are important for the retention of international students after graduation. Factors represented on the table 5.

IMPORTANT	NOT IMPORTANT
Length Of Stay	Discipline (field of expertise)
Education Satisfaction	Domestic Labour Market Situation
Knowledge Of The Labour Market	Origin (country)
Career Guidance	Danish Language Skills
Danish Network	

Table 5 – Factors important for the retention of international students after graduation

As explained by this same report[49], *Danish Network* definition goes further in stating that, "students who socialize with Danes are more inclined to look for work in Denmark".

"I can stay in a place even if I don't have the best conditions, just by having close friends it gives me a huge confidence in life" 10:02 A

Mellander et all (2010)[5], on her research, focus on the factors that affect the intentions of individuals to stay in their current location probes the effects in three classes of factors – individual demographic characteristics, local economic conditions and the supply of public goods, and the community or place-based characteristics that shape community satisfaction on the decision to stay or to move. The results suggest that community quality-of-life characteristics – such as beauty or physical setting and the ability to meet people and make friends - matter considerably more than either community economic conditions or individual economic or demographic factors in the decision to stay. This finding goes hand-in-hand with the behavioral science researcher's arguments as Putman (2000) whose work highlights the role of social capital, social engagement and the role of trust.

"I want to stay in a place where I feel good, I feel I belong, I have friends, job, hobbies, with which I can fulfill myself." 9:42 A

"Opportunities are based on your network, if you don't have a network you don't have much opportunities (…) it's one of the heaviest decision point when deciding to stay" 18:12 C

From this point on, it is the intention of this paper to focus on a very fortifying point of view: The determinant factor of the outsiders look to assess accurately the inner openness characteristics of the community and place, from within.
For this purpose the Internations Survey[38] will serve to initiate this venture.

Summarizing the findings from the Internations Survey[38], from 61 countries worldwide Denmark scored significantly low, 58# in the index EASE OF SETTLING IN, and in its subcategories including the ease of the local language (46th place), the ease of making friends with the locals (59th place) and the cost of living (53rd place). The full complete list is shown below.

Ease of Settling In Index

Expat Insider
The InterNations Survey

RANK	OVERALL RANK	SUB-CATEGORIES			
1-61	Ease of Settling In *	Feeling Welcome	Friendliness	Finding Friends	Language
41	Greece	Kenya	Senegal	United Kingdom	Switzerland
42	Netherlands	Ghana	Greece	China	Italy
43	Poland	Germany	Panama	Egypt	Egypt
44	Kazakhstan	Netherlands	India	UAE	Chile
45	South Korea	Austria	South Korea	Greece	Greece
46	India	Egypt	Hungary	Luxembourg	Denmark
47	Hungary	Switzerland	South Africa	Ireland	Austria
48	Norway	South Korea	Belgium	Czech Republic	Thailand
49	Sweden	Israel	Norway	Belgium	Vietnam
50	Germany	Norway	Germany	France	Brazil
51	Qatar	Kazakhstan	Sweden	Germany	South Korea
52	China	Sweden	Singapore	Japan	Germany
53	Switzerland	Japan	France	Netherlands	Kazakhstan
54	France	Russia	Denmark	Austria	Turkey
55	Japan	Denmark	Switzerland	Switzerland	France
56	Czech Republic	China	Qatar	Qatar	Czech Republic
57	Austria	Nigeria	Austria	Saudi Arabia	Poland
58	Denmark	Qatar	Russia	Norway	China
59	Russia	India	Czech Republic	Denmark	Japan
60	Saudi Arabia	Saudi Arabia	Saudi Arabia	Sweden	Hungary
61	Kuwait	Kuwait	Kuwait	Kuwait	Russia

Figure 16 – Ease of Settling In Index. Source: Internations Survey report[38]

As one of the interviewees pointed out when questioned about the openness of Copenhagen: "it's a complex question because I see so many international people (…) but next to it you have locals who don't really make an effort to integrate, and many people would say that sometimes you don't feel welcome here. Even if I lived here for 2 years I still don't feel welcome, I still feel like a stranger." 16:21 A

As published in an article from thelocal.dk[50] about the same previous report, "Expats in Denmark are also more likely to live within the 'expat bubble' than in other countries. Fifty-one percent of Denmark respondents said that they mostly had expat friends, compared to the global average of 35 percent."

"When you're a foreigner you get into niches of the society (…) you're not introduce into Danish families, you meet other foreigners mostly. (…) You're treated secondary if you don't master the language" 22:22 E "I was there for 6 years I made a lot of Danish friends but I can't remember a single one that I got close to" 25:06 E

And this is not a new fact. As a paper published by the Danish Chamber of Commerce and Oxford Research in 2010, entitled *Living And Working In Denmark, An Expat Perspective*[51], "Danes do have a reputation for being reserved and difficult to get into contact with outside of work. Expats experience a great difference in the amount of social contact they have with Danes before and after 4 o'clock. At work Danes are friendly and supportive. After work, they are content to spend time socializing with their family and close friends at home. Meeting in cafes or bars is not part of the lifestyle of the average Dane.

Corroborated by one of the interviewees: "- Danes are really receptive (…) but really tuff to integrate into the society" 26:54 F

And they continue asserting in the report[51] above mentioned, "In some countries it is common to go out with colleagues after work. While not unheard of in Denmark, it isn't very common. (…) Some expats describe Denmark as a culture where there is a clear division between work and social life."

"Even when I had a good job, school, etc I always felt I was not welcome in the same way as locals, I was always like an extra" 23:43 E

Finally, the Danish Chamber of Commerce[51] reports, "The Danes and other Scandinavian cultures tend to be less spontaneous and are less likely to 'pop by' then people in other countries might be." Page 11 "Social life and integration – an expat perspective." Published by Danish Chamber of Commerce and Oxford Research, 2010.

Feature explained in the psychographic positioning map from the Internations Survey[38], which positions Denmark among the "dynamic, but distant" quadrant.

"What I miss is a random conversation in shops, on the street…" 26:16 D

 Figure 17 – Psychographic positioning of host countries Source: Internations Survey report[38]
Note: According to the respective place in the coordinate system, you can see at a glance how expats **perceive** their destination. This chart does not present any objective facts about those countries, but rather their **subjective** image among expatriates living there.

Other countries and cases can be benchmarked, preferably TOP ranked expat destinations, to support the further development of this analysis.

Looking at "Top Expat Destinations 2014" Map from the Internations survey[38] one can find Canada occupying the 14# position way ahead from Denmark that holds the 32#.

The Top Expat Destinations 2014

Rank	Country		Rank	Country		Rank	Country		Rank	Country		Rank	Country
1	ECUADOR		11	Costa Rica		21	United Kingdom		31	Peru		41	Portugal
2	LUXEMBOURG		12	Germany		22	Thailand		32	Denmark		42	Brazil
3	MEXICO		13	South Korea		23	Netherlands		33	UAE		43	Ireland
4	SWITZERLAND		14	Canada		24	Panama		34	Sweden		44	South Africa
5	USA		15	Poland		25	Malaysia		35	Kazakhstan		45	Senegal
6	SINGAPORE		16	New Zealand		26	Vietnam		36	Chile		46	Argentina
7	SPAIN		17	Czech Republic		27	Colombia		37	Kenya		47	Japan
8	PHILIPPINES		18	Norway		28	Hungary		38	China		48	Bahrain
9	AUSTRALIA		19	Austria		29	Belgium		39	Cyprus		49	Turkey
10	HONG KONG		20	Indonesia		30	Oman		40	France		50	Israel

Rank	Country
51	Uganda
52	Egypt
53	Italy
54	Russia
55	India
56	Nigeria
57	Ghana
58	Qatar
59	Greece
60	Saudi Arabia
61	Kuwait

Figure 18 – The top expact destinations 2014. Source: Internations Survey report[38]

The main reason why it ranks among the Top 15, as indicated in their report, is because "in many ways, Canada is seen as the new melting pot nation, a space where cultures can come together and become one. This notion is reflected in the survey results as 14% of expats identify as Canadian, which might be the highest percentage of naturalized foreigners throughout the entire study. (Canada country report[38])

"It's important to feel integrated because like that you're in the "zone of people", (…) makes you being part" 13:45 C

The Internations survey report[38] further evolves into, "also, over one in four expats feel completely at home in their adopted country, as compared to a worldwide percentage of less than 20%. Moreover, while 60% of participants say that there's a large community of expats within the country, an even greater number (71%) either strongly or completely agree that local residents are friendly to their foreign neighbors.

"Danes they are very closed off, difficult to get in (…) wary of foreigners" 24:13 E

"This friendliness is highlighted by the fact that expats in Canada have more diverse social circles; 62% say that their social circles are fairly mixed between expats and local friends, measured against a worldwide average of 48%." (Canada country report[38])

"I never saw a mixed friends circle here. (…) In my hometown there was this spot where we always met people and always about 5 to 30 people. On average up to 15 nationalities mixed, and that was completely normal. Here I'm the only foreigner, and I'm just German – neighbor." 44:02 D

One of the hypotheses of this paper is the approach, scalability and replication to assess countries and cities. And that's why the use of the case study on social integration in Halifax, Canada (Jill Grant & Karin Kronstal, 2013)[42], comes of such relevance.

At this same paper Grant & Kronstal (2013)[42] account that "immigrant service providers described Nova Scotians as closed to newcomers: an attitude that can protect social privilege." (Grant & Kronstal, 2013, p. 210)[42]

"I know some of my friends (classmates) they came here and they didn't have that good experience because they didn't meet new people (locals). I didn't have the need since I already had previously a circle of local close friends." 24:20 D

Furthermore, Grant & Kronstal (2013)[42] report that "when defining the character of the community, their findings closely relate with the fact that "high levels of collaboration facilitated by thick social networks prove effective for those working in the city (Grant, Holme, and Petttman 2008; Grant and Kronstal 2010). At the same time, however, respondents recognized that newcomers may be excluded from pre-existing social and professional circles. (…) Interviews with immigrant cultural workers reported that some migrants found local social networks hard to penetrate." (Grant & Kronstal, 2013, p. 211)[42]

Evidence corroborated by interviewee A which states that, "they (Danes) socialize mainly with their old friends. They grew up together, it's highly possible they will go together to university, if not they still hang out together, and it will stay like that. They stick to each other, what makes it super difficult to enter these circles, because no one is willing to invite you there, not even (when you do) to make a conversation. I've never seen anything like that." 22:36 A

Another point made by Grant & Kronstal (2013)[42] report is that, "while many respondents described the city as tolerant and inclusive, others identified discriminatory sentiments and actions" (Grant & Kronstal, 2013, p. 212)[42]

Evidence corroborated by interviewee C which states that, "I get discriminated because I'm dark hair and my boyfriend is blond (he looks Danish) (…) people stared at the beginning. And I learned to shut it down; I don't notice it anymore (…) the same happened with the side-society (Muslim community) it's from both sides." 28:50 C

One justification given by Grant & Kronstal (2013)[42] report is that, "Halifax tight and overlapping local social networks that facilitate trust and collective action between long-term residents, and often effectively absorb Canadian-raised or native English-speaking newcomers into the city-region, may limit the ability of immigrant and visible minority newcomers to integrate quickly. Immigrant and visible minority newcomers are systematically defined as "culturally diverse" others, valued in an abstract way for their potential economic, cultural, and social utility but set apart by their differences." (Grant & Kronstal, 2013, p. 216)[42]

Evidence corroborated by interviewee C which states that, "You don't see them (immigrants) being integrated that much, they stay for themselves like a side-society" 28:16 C

In Putnam's (2000)[6] terms, they develop bridging social capital across social differences.

Bridging Canada (Country) / Halifax & Copenhagen (Cities)

Statistics on immigration to Canada indicate that the three largest cities – Toronto, Vancouver, and Montreal – take over two-thirds of newcomers (Chui, Tran, and Maheux, 2007)[52].

City	Category	Population
Toronto	Inner	2,8 millions
	Metropolitan	6,1 millions
Copenhagen	Inner	**557,920 thousand**
	Metropolitan	2 millions
Halifax	Inner	**400,000 thousand**
	Metropolitan	N.A.

Table 6 – Cities and population sizes. Source: Wikipedia

Grant & Kronstal (2013)[42] report that "studies of Canadian cities showed a relatively weak relationship between measures of talent and diversity, at least embodied in the mosaic index which measures the proportion of foreign-born residents (Gertler et al. 2002). Immigrants to Canada have overwhelmingly located in the largest urban centers (Ley and Germain 2000), contributing to ethnic diversity in those cities. Smaller city-regions inevitably score poorly on the mosaic index even though their economic performances and their ability to attract talented workers may prove strong." (Grant & Kronstal, 2013, p. 207)

This evidence corroborates the analysis concerns of many scholars on the carefulness that should be carried on applying standardized measurement approaches to very different and distinctive locations / scenarios, specially in this case in terms of populations sizes, as seen from table above.

CONCLUSIONS

HOW DOES OPENNESS AFFECT INTERNATIONAL TALENT RETENTION IN COPENHAGEN?

After been demonstrated that, in order for a horizontal flat relationship between the phenomenon *openness – happiness – retention* be fully consummate in the case of international talented individuals, the factors or dynamics being neglect on the problem statement at hand are the understanding that people belong in places because of other people. That place is the ground where people grew roots into because of the social capital they build and have access to.

This thesis expects to bring a deeper and wider social sciences perspective and understanding, in the challenge of talented retention dynamics, on the concept of *openness*, especially on what it lays underneath this social and economic structure at play – happiness.

Openness does have a tremendous impact in the retention of international talent.

Mainly, as proved in the previous chapters, because it is by having an open community that social bond and high levels of social capital are accomplished and so the individual satisfaction, aka happiness, towards the community is achieved. Ultimately retaining the individuals, creating a sense of attachment and satisfaction with the place where they choose to establish themselves. Has one of the interviewees puts it, "The reason why I want to feel welcome somewhere is that if you go to a place that you're unwelcome, it feels hostile, against you. It will make me feel sad, make me feel bad. I will become insecure because I feel that someone doesn't want me there. I will not want to start something, go to a café (…) I really don't feel that that is a place where I should be spending my time" 9:52 E

Furthermore, this conclusion strengthens the basis of understanding that the indexes available on openness aren't suited to the purpose it intends to serve. Which is, to represent the place / community acceptance and integration of people from different backgrounds, cultures and habits.

Mainly because it might not really stage the length of a community willingness to welcome and embrace newcomers (foreigners) in order to foster that sense of belonging, integration and participation within itself. Hence, diversity, tolerance, bohemians and non-nationals employment, and foreign-born rates might not accurately represent, only by themselves or combined, the purpose of what Openness aims to measure. Something that follows one of the sub-purposes' of this study, to motivate the re-thinking of the way indexes on open cities and communities are measure and build, mainly by accounting on the fact that it must rely on people's levels of social capital, and consequently their level of happiness.

Something that it is also of focus and pint-pointed upon mapping and analyzing the Danish Creative Class (Andersen & Lorenzen, 2005)[53] when the authors acknowledge that the openness indexes available and at use are "quite simple measure and might be insufficient (…) the operationalization of openness needs improvement". (Andersen & Lorenzen, 2005, p. 51)[53]

The conclusion of this paper heads towards supporting that the statement above mentioned might happen for two main reasons:

1st - The fact that openness must be evaluated from within the place, but by foreigners/newcomers, not by locals.

Important, at this stage, to note that this paper focus on international talent, not on assessments or measures made out of Danish citizens, like most the indexes available. The reason why is because in one hand, the specific scope of the R.Q., on the other hand (furthermore the rationality why the R.Q. focus on it) because is their happiness and sense of belonging that will retain them, ultimately they are the ones mostly affected by the community openness, moreover best suited to evaluate the sense of welcoming and belonging of a certain community.
Conclusion that upholds the mismatch between the local awareness and assessment of specific communities openness and happiness, e.g. Copenhagen/Denmark that holds very high rankings worldwide, and the failure to spread that "environmental condition" thru ought the international community.

2nd - The main indicator of openness is the level of happiness of the target analyzed. The conclusion of this paper is that Happiness must be used as the foundation, and most relevant indicator, when joining the already at use factors, such as Tolerance, Diversity, etc. (Figure 11)
An assessment formula can also be purposed; happiness within this context should be easily measured by the levels of individual's social capital, in other words, the share of local, meaningful and close relations with locals. This evidence is validated by Andersen et al. (2010)[11] in the paper "Applying the Creative Class Thesis onto a Nordic Context" when saying that "the degree that the capital regions compete on an international level with other large cities, a prime focus on people climate may be justified". (Andersen et al., 2010, p. 1605)[11]
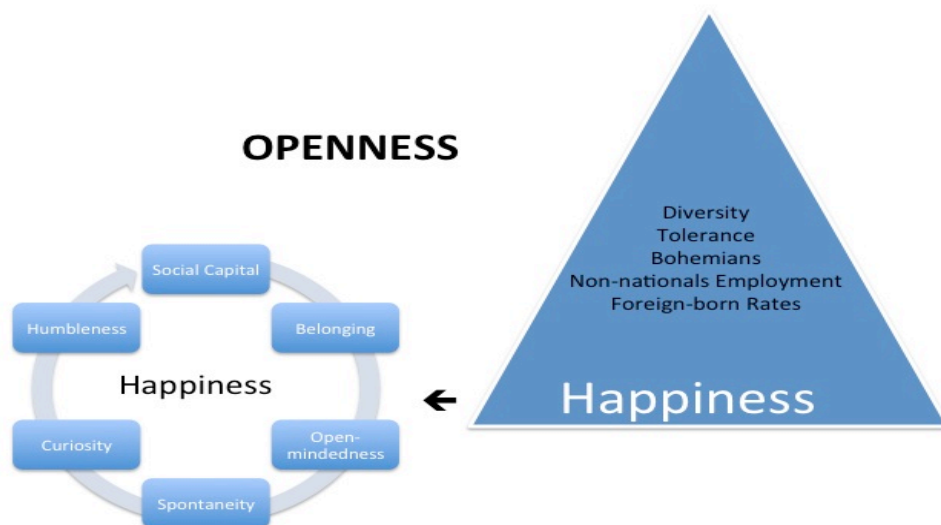

Figure 19 – Openness suggested formula

Furthermore, of a consensus among researchers, caution should be used when directly replicating formulas and theories. As Andersen et al. (2010)[11] states, "The role of social capital may, in fact, be an important division between small, semi-peripheral regions and larger regions. Large regions have a large number of companies, knowledge organizations and "meeting places". Here, weak ties between large numbers of economic actors may stimulate the generation and diffusion of new ideas and increase innovation activities. In contract, economic development in semi-peripheral regions may rely more on joint action among smaller number of relevant actors stimulated by socially embedded networks. This illustrates the need to unpack and diversify the creative class approach, as the approach is rarely directly applicable to all types of regions (Asheim & Hansen, 2009)" (Andersen et al., 2010, p. 1604)[11].

This paper hopes to further enlighten the concerns that Andersen et al. (2010)[11] raises in it's final conclusion about the application of the creative class approach (Florida 2002)[10] beyond large city regions on the perceptions of the people climate specifically for international talented and skilled people in order to improve the understanding of the location patterns of this highly skilled category of people.
Concept that brings with it certain limitations mainly brought by the cleavage between social & behaviorists theories and approaches and the classic economic measurement and numbered focus approaches.

These limitations have been observed already and are being, at slow but steady pace, of more and more awareness in some of the most influential economies in the world. Taking the case of Great Britain, as written in the Independent.uk by Dan Holden (20/10/14)[59]: "Happiness might seem like something of a niche issue, pursued only by hippies, but the movement to go beyond GDP and engage with well-being (the think-tankers synonym of choice for happiness) is a serious political force. Work is being done on this by the OECD, the Green Party, the EU Commission and the New Economics Foundation is working with the All-Party Parliamentary Group on Well-Being Economics. Even the Nobel prize winning economist Joseph Stiglitz is getting in on the act. When David Cameron came into office, back in the hazy past of compassionate conservatism, he instructed the Office for National Statistics (ONS) to begin a £2 million project into measuring happiness. If happiness matters then surely we have a duty to try and measure it and frankly, who on earth does happiness not matter to? After the project was launched, the Cabinet Secretary at the time, Gus O'Donnell, summed up this idea perfectly; "if you treasure it, measure it"."

Further literature on wellbeing, happiness and people's satisfaction would be of deep and strong contribution to the advance development of this topic. Specially within the field of hedonic psychology and its role on the social dynamics of talent, creative cities and innovation.

In the next chapter, few recommendations will be presented in order to approach and hopefully tackle the challenges identified in the specific case of CPH/DK.

RECOMMENDATIONS

The great news about the evidence is that it gives policymakers an almost 3 years time frame to act accordingly, and this report, the confirmation that all the other elements of happiness are fulfilled except one – social capital.

Table 1: Share of international graduates who remain in Denmark after depreciation connected education (per cent.), 2004-2011

	After 1 year	After 2 years	Efter3 years	After 4 years	After 5 years
EU / EEA countries	55	44	37	32	29
third Countries	68	60	55	50	45
All	59	49	43	38	34

Source: Education Ministry's calculations based on data from Statistics Denmark

This because people in general (locals or internationals) in Copenhagen already perceive satisfaction through other factors such as, economic factors where there's a well functioning, equalitarian and of easy access social welfare state in place. Additionally community factors, such good public health and education, vibrant social activities offered and Copenhagen is known as a picturesque, convenient and lively place.

Even on evidence of commuting time, where it is well known that Copenhagen holds the lowest commute average time because of there is a well working public transportation system summing the fact that almost 60% of the population uses bikes to move around on a daily basis.[54]

This already plays a fundamental role on the community satisfaction and involvement, as Putnam (2000)[6] unfolds, "the car and the commute, however, are demonstrably bad for community life. In round numbers de evidence suggests that each additional ten minutes in daily commuting time cuts involvement in community affairs by 10 percent (…) and time diary studies suggest that there is a similarly strong negative effect of commuting time on informal social interactions." (Putnam, 2000, p. 213)[6]

The only real thing missing is meaningful social capital. As one of the interviewees declared: "Education is good, my work situations is getting better, and the thing which is missing is friends" 25:30 C

So the recommendations necessarily move towards a plan of action to sensibilize the local community, through community activities, communication campaigns, even though specialized regulations, for the importance of having a competent and talented share of international people feeling welcome in the community, and how important is locals' role in making this happening.

As stated in the Halifax case study[42] caution should be taking into account because many programs have been built in order to fight discrimination. However weak integration dynamics, low involvement and practiced adaptation haven't been taking into account. "Immigrants produce diversity and simultaneously enhance the consumer experience in the city" concluding that

"development officials appreciated the benefits newcomers bring without acknowledging the need of the host society to adapt its practices and processes to accommodate", (Rodriguez-Garcia 2010). Furthermore, "in characterizing integration as an exchange of cultures, officials did not envision parties of equal standing. For example, describing the ideal cultural exchange in a 2006 interview, a social development staff member positioned the immigrant in a passive stance relative to the host society: "It isn't sufficient to just teach them about our culture, and integrate them into our culture – I think we need to give them a sense of belonging by allowing them to contribute to the community". By virtues of their differences in language and culture immigrants were socially constructed as outsiders needing to be admitted to local networks and thought "our culture". Immigration policies and programmes developed in recent years have acted on that perception by trying to find ways to make immigrants more visible, to convince local residents that immigrants are desirable, and to connect immigrants directly to community members, businesses, and organizations." (Grant & Kronstal, 2013, p. 210)

"My experience is that Danish people don't know much about my country of origin. And there is a prejudice against my nationality, I understand why (historically) but what I don't understand is the ignorance in this topic, which is the basis of the prejudices. Being open allows to get rid of such things" 17:40 A

Other niche communities, like it happens in the art community, might serve as an inspiring panel to understand how to approach or strategize the actions recommended. Example found in the Halifax case[42] where it is stated that, "Integrating with communities of interest may be critical to those who stay. For instance, although the city does not have large ethnic communities, the occupational community involved in the music scene in Halifax provides integrative functions, helping migrant musicians find accommodations, playing gigs, and other opportunities (Morton 2008)." (Grant & Kronstal, 2013, p. 215)

This paper attempt was to clarify and enlighten the need for a special focus on the uniqueness of each and every place in order to develop tailor made and accurate reasoning for future action plans. There's an identified latent dangerous on the replication of immigration strategies since they've proved ineffective on the long run. As Halifax case[42] puts it "planners working with smaller cities to produce policy designed to attract and retain immigrants need to understand the local assets they have and work with residents to identify the factors which may support immigrants in that place. In Halifax that seems to mean helping to find work and connect with communities of interest. The common practice whereby local governments replicate immigration strategies holus bolus across and between cities is unlikely to prove effective for smaller cities over the long run. In planning for immigration as in other kinds of planning, the character of place and community still maters. "(Grant & Kronstal, 2013, p. 217)

One of the identified uniqueness of Copenhagen place is the fact that locals, feeling protective of their way of life and social frameworks, escalate the worry about the perception that non-locals come to Denmark mainly to abuse the welfare state. As one of the interviewees points out, "People (locals) feel internationals exploit their resources and welfare" 28:05 F.

Special and focused research needs to be brought into light in order to clarify these dogmas. As recently a published research by Christian Dustmann of University College London and Tommaso Frattini of the University of Milan that focus on the extent to which immigrants, in particular those from countries within the European Union who are free to move around at will, take from a system to which they have contributed little[55]. Concluding that, "The contributions of those who stay in Britain may well increase. It is a new form of foreign direct investment." (The Economist Britain, *What have the immigrants ever done for us?,* 2014)

Additionally enlightenment can be forecasted within special awareness campaigns that it is the open welcoming and belonging of new comers that builds up within themselves good character traits ultimately used in the rest of the society. Following Putman's (2000)[6] statement, "Social capital improves our lot by widening our awareness of the many ways in which our fates are linked. People who have active and trusting connections to others - whether family members, friends, or fellow bowlers - develop or maintain character traits that are good for the rest of the society. Joiners become more tolerant, less cynical, and more empathetic to misfortunes of others. When people lack connections to others, they are unable to test the veracity of their own views, whether in the give-and-take of casual conversations or in more formal deliberations. Without such an opportunity, people are more likely to be swayed by their worst impulses." (Putnam, 2000, p. 288)[6]

Inspired by Putnam's words on one of the closing chapters of his book "Bowling alone", naming the challenges – and "even gauging its dimensions, diagnosing its origins, and assessing its implications, as I have sought to do in this book" – is but an earliest stage of a much harder challenge. "Like most social issues, this one has two faces – one institutional and one individual. To use convenient market metaphor, we need to address both the supply of opportunities for civic engagement and the demand for those opportunities." (Putnam, 2000, p. 403)[6]

Finally following the inspiring words of Grant & Kronstal (2013)[42] to conclude this paper, "in an era when large cities, such as Toronto and Vancouver boast about the high proportion of foreign born and visible minorities, smaller cities feel diversity-challenged and inadequate" (Halliday 2006; Lewis and Donald 2010). In adapting to the discourse of the prevailing creative city and multiculturalism paradigms, those responsible for economic development may inadvertently undervalue their own assets, and may fail to recognize the opportunities and the challenges around them. "(Grant & Kronstal, 2013, p. 217).

> ### *Flags and mascots*
> *They are tribal symbols. They're a beacon, a way we know where to assemble and where to hang out.*
> *But they are not us. They are not real. Just symbols.*
> *Don't win the game for the wolverine, don't root for one side because of the orange stripes on their flag. That's obvious. But sometimes, a human being is a stand-in for a mascot, and when he misbehaves or disappoints, we confuse his role with what we stand for. We defend him as if we're defending ourselves, because he's a symbol.*
> *Symbols don't do anything. People do. We do.*
> *SETH GODIN[56]*

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APPENDIX 1 - BASKBASEL INDEX FAMILY
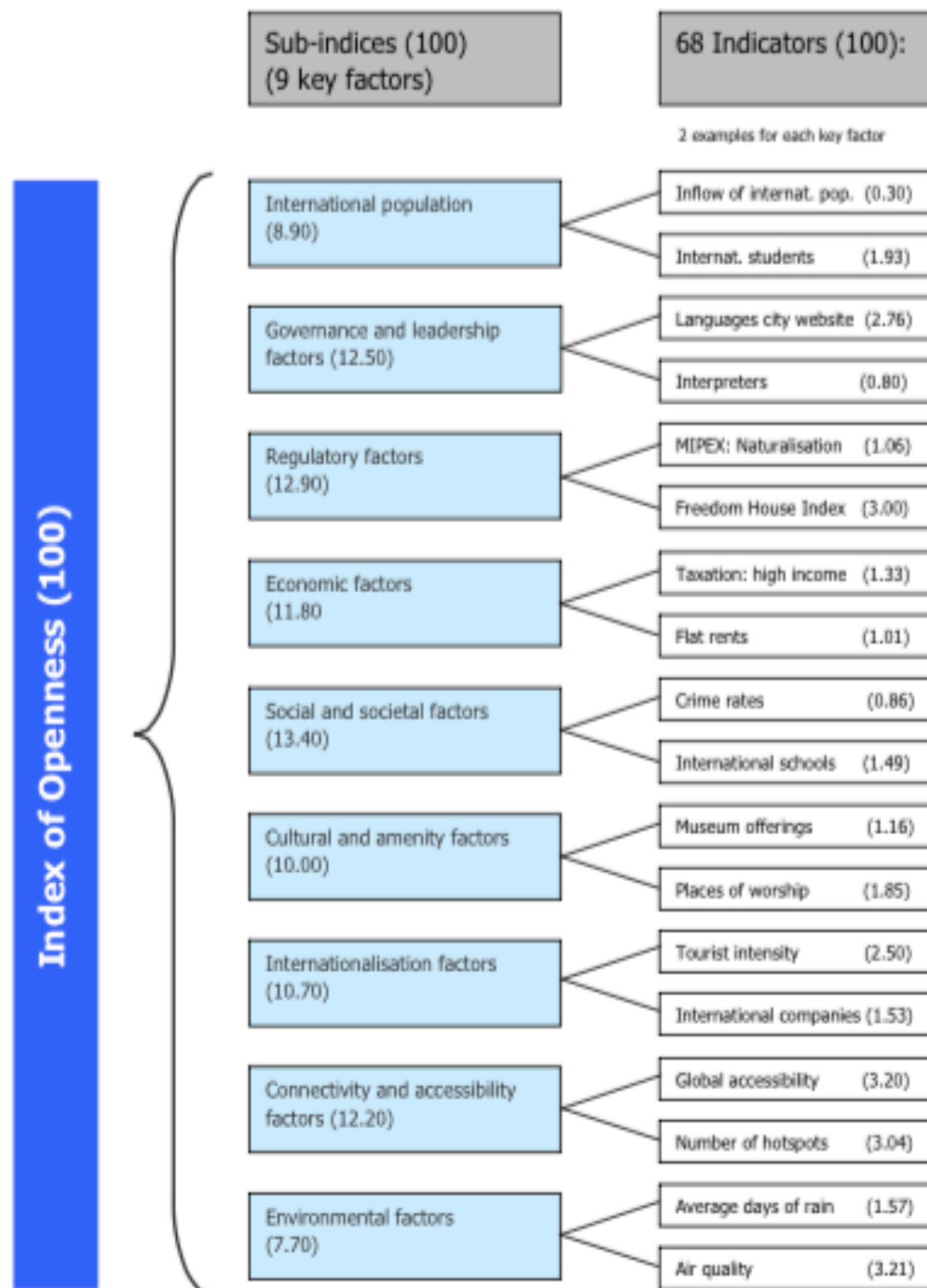
Notes: Numbers in parentheses indicate the weights of the different variables. The weights of all 68 variables add up to 100 for the nine sub-indices. The weights of the indicators shown above do not add up to 100 because only a sample and not all 68 indicators are shown.

Source: BAKBASEL

APPENDIX 2

5 MAJOR CATEGORIES OF WHAT REALLY MATTERS TO PEOPLE IN THE PLACE
WE LIVE, BY RICHARD FLORIDA (2008)[16]

Physical and Economic Security	Perceptions of crime and safety, the overall direction of the economy, and availability of jobs
Basic Services	Schools, health-care, affordable housing, roads and public transportation
Leadership	The quality and efficacy of elected and unelected (business and civic) leadership and the opportunity for public and local engagement
OPENNESS	The level of tolerance for and acceptance of diverse demographic groups including families with children, ethnic and racial minorities, senior citizens, immigrants and gays and lesbians
Aesthetics	Physical beauty, amenities and cultural offerings

Source: "Who's your city?"[16]

Appendix 3 - INTERVIEWS

INTERVIEW GUIDELINE

- o Individual characteristics

- • ELEMENTS OF HAPPY LIFE
    - o What are your elements of happy life?

    How can you be yourself? - Correlations between meeting new people / be themselves

"ability to meet people and make friends is one of the most important factors in determining how happy we are with our communities.""Many people are drawn to open communities on the assumption that it is in those places where they can most easily be themselves."

- o Do you consider yourself happy? Why? What would you change if anything could be changed for you to be happy?
    - o What would increase your happiness?

- • OPENness Communities
    Tolerance and acceptance towards immigrants, people living in poverty, families with children, racial and ethic other countries, senior citizens, etc and the presence of gays and lesbians.

    - o What are your elements of openness?
    - o Do you think its important for a place to be open? Why? How does that affect/affected you - look for communities that will accept them for who they are.

- • RETAINTION
    - o What does retain you in a place? Can you enumerate at least 5 elements?
    - o How do you verify if that elements exist and it's quality? – level of community satisfaction.
    - o SCALE FROM 1=very bad; 5=very good
    Likelihood to stay;
    Quality of the public schools;
    Quality of colleges and universities;
    Cultural opportunities;
    Job opportunities in your field;
    Religious institutions that meet your needs;
    A good place to meet people and make friends;
    Vibrant nightlife;
    Affordable housing;
    Public transportation;
    Being able to get from place to place with little traffic;
    Quality health care;
    Climate;

Air quality;
Beauty or physical setting;
Outdoor parks. playgrounds. and trails;
Current economic conditions;
Future economic conditions;
GALLUP SURVEY

- CPH
    - Why CPH? What were your expectations? - Describe context and opportunities
    - Elements of happy life - What about in CPH?
    - Openness - Do you find Copenhagen Diverse in terms of different ethnic cultures? - ould it be described as uni-cultural.
    - Is Copenhagen racially and culturally homogenous?
    - Do you feel discriminatory sentiments and actions while you lived here? Did you ever experience racial prejudice?

    (haliflax case)
    - Retention - What about in CPH?
    - How you find CPH community? How do you perceive CPH social structure? - to be close-knit; pre-existing social and professional circles; are those circles hard to penetrate; do you feel a lot of people know each other, grew up together; What nationalities were your relationships mostly with? Were they locals? - Are CPH citizens "friendly at a distance" – very friendly but with lack of open arms.
    - What's the best way to get a job in CPH? What is/was your experience?- social networks play a decisive role.
    - How likely are you to stay? Why didn't you stay?

    (haliflax case)
    - Were your expectations met?

RESULTS - 5 digit Likert scale

Interviewee	A	B	C	D	E	F	G
Likelihood to stay;	3	2/3	4	4	3	3 / 4	4
Quality of the public schools;	4	4	4	5	3	5	3
Quality of colleges and universities;	4/5	4	5	4	4	4	4
Cultural opportunities;	3 / 4 #2	4 #3	4	3	3 #4	5	4
Job opportunities in your field;	2 #3	1 #1	3 / 4 #2	2	4 #1	2 #2	3 #1
Religious institutions that meet your needs;	1	1	1	0	0	4	2
A good place to meet people and make friends ;	3 #1	4 #2	2 #1	2 #1	3 #2	2 #1	3 #2
Vibrant nightlife;	3	3	3	3	4	3	3
Affordable housing;	1	2	2	2	5	3	2
Public transportation;	3	4	3	4	5	5	5
Being able to get from place to place with little traffic;	5	4	5	4	3	5	5
Quality health care;	3	4	4	3	3	4	5
Climate;	4	3	3	3 #3	3	4 #3	3
Air quality;	4	4	5	4 #2	4	4	5
Beauty or physical setting;	4	4 #4	5	4	5	5 #4	4 #3
Outdoor parks. playgrounds. and trails;	4	5	4 / 5 #3	5	5	5	5
Current economic conditions;	5	5	4	3	4	5	5
Future economic conditions;	5	4	5	3	4	4	4 #4
CPH OPEN	NO	NO	NO	NO	NO	NO	NO

Quotes & Statements

"Literally for me I don't like to be alone, actually enjoy company of other people, that the main source where I can get my happiness from" 2:15 A

"I'm more self-conscious, by interacting with others I have better understanding of myself, It works like a mirror" 2:49 A

"I do believe that the communication and interaction with others make me feel better as an individual, rather then only with myself" 4:14 A

"Openness is something connected with showing and expressing your emotions" 5:42 A

"From all the countries I've been living in I can definitely say I was looking for places I can belong to, and I consider that a natural human instinct, and this belonging I would gain through someone's openness." 7:33 A

"I belong to a place where I can exchange my ideas, or emotions with others, where you know you can be different, get to know and experience yourself." 8:05 A

"I want to stay in a place where I feel good, I feel I belong, I have friends, job, hobbies, with which I can fulfill myself." 9:42 A

"I can stay in a place even if I don't have the best conditions, just by having close friends it gives you a huge confidence in your life" 10:02 A

Expectations were: "that I can set here my life…" 15:03 A
Requirements: "obviously I need all the basic needs covered, but on the top of that I would like to: get satisfaction from a meaningful job: have a group of people from whom I get support and are loyal to me, and that I feel they are not coming and going – which is more lasting longer." 15:15 A

CPH openness: "It's a complex question because I see so many international people (…) but next to it you have locals who don't really make an effort to integrate, and many people would say that some times you don't feel welcome here. Even if I lived here for 2 years I still don't feel welcome, I still feel like a stranger." 16:21 A

"My experience is that Danish people don't know much about my country. And there is a prejudice against my nationality, I can understand why (historically) but what I don't understand is the ignorance in this topic, which is the basis of the prejudices. Being open allows to get rid of such things" 17:40 A

"There is something in the society to be the same, in terms of what you do, how you dress, behave (…) what makes them be so standardized, uni-cultural" 20:00 A

"Danes are polite, they are very much into "I don't want to bother you" (…) and that limits the interaction, the openness" 21:30 A

"They socialize mainly with their old friends. They grew up together, it's highly possible they will go together to university, if not they still hang out together, and it will stay like that. They stick to each other, what makes it super difficult to enter these circles, because no one is willing to invite you there, not even to make a conversation. I've never seen anything like that." 22:36 A

The Danes that go abroad they behave differently because they have to adjust, see different behavior, and see that is ok to be different. And they do it because otherwise they would be left alone." 29:40 A

"Danes like to say: "This is well done, but we would do it better" in terms of everything" 32:30 A

"Makes you feel valued, trusted and understood, so that you are not alone on the planet. Make you feel loved, your worth (…) feel a purpose in life." 4:09 B

"Doing music with people (…) interactions make me more motivated to become better" 6:10 B

"If you build a relationship (…) and you share more and more things, that can create a connection that you don0t have with everybody. Those special relations, that are unique, also make you feel unique. Makes your life so more special and definitely valued. If I wouldn0te have this people I couldn't put out all wich is in my heart and that is something which is very important, plus the feeling you can always fall back on people, is talso a very good (…) feelilng of knowing you are going to be alright, it makes you feel safe." 10:07 B

"If I want to be happy then of course I want to feel like I'm part of the city, that people want you to be there, and that is a part of openness" 14:57 B

"If people are not open towards me they probably say "I do not care about you" (…) and therefor I feel undervalued becayse they see me as something inferior they don't care about me" 16:31 B

"Open communities simple don't judge you and would always show a honest interest in you" 17:31 B

"Job situation was bad, because I was a foreigner. (…) they are just very focus on having Danish people in the companies, (…) based on conservative guess (…) and they seem to don't really thingk about it (…) the most important thing is that you actually fit in a particular way (…) being a foreigner in general is not a plus (…) because Danish culture is very strong and valued among locals" 33:50 B

"There are particular normos of bring Danish and Non-Danish, people like to have the traditions" 37:18 B

"You shouldn't brague about yourself, but everybody brages about the country" 38:24 B

"Danish people whom became my friends they are not the typical Danes, but even them they were never like acting they were your best friends (…) they kind of be open very slowly" 39:28 B

"Open to approached and to approach – it works both ways" 12:46 C

"It's important to feel integrated because like that you're in the "zone of people", (…) makes you being part" 13:45 C

"Opportunities are based on your network, if you don't have a network you don't have much opportunities (…) it's one of the heaviest decision point when deciding to stay" 18:12 C

"Education is good, my work situations is getting better, and the thing which is missing is friends" 25:30 C

"Because the society is not open, people are not engaging and if they are it's not going to be long lasting establishments of contact, of staying in touch with the person, and the only local friends I have is because I met them outside of DK before" 26:26 C

"You don't see them (immigrants) being integrated that much, they stay for themselves like a side-society" 28:16 C

"I get discriminated because I'm dark hair and my boyfriend is blond (he looks Danish) (…) people stared at the beginning. And I learned to shut it down; I don't notice it anymore (…) the same happened with the side-society (Muslim community) it's from both sides." 28:50 C

"I feel good because it's international. There are locals but they are forced to be open because they don't even think the organization is DK, we belong to an international ground (…) it makes everyone interest in other cultures and want to know" 33:51 C

Elements of openness "being spontaneous, open-minded towards political issues, different nationalities, your surroundings, talk to strangers" 9:16 D

"Important so that you feel welcome, secure the way you spend your time. You don't want to seat somewhere where it's unpleasant to be yourself or you don't want to engage (…) it seems like the place or the person doesn't want you to be there so its also against yourself, your own pride" 10:57 D

"I know some of my friends (classmates) they came here and they didn't have that good experience because they didn't meet new people (locals). I didn't have the need since I already had previously a circle of local close friends." 24:20 D

"What I miss is a random conversation in shops, on the street…" 26:16 D

"If you are with people who know you, and they belong to the same social circle, then they are very open (…) they are not shy to approach you, easy-going." 27:51 D

"If you meet Danish people somewhere outside DK they are more open and once you have a certain level of trust or connection they take you in, if you don't that… it's hard" 32:19 D

"I never say a mixed friends circle here. (…) In my hometown there was this spot where we always met people and always about 5 to 30 people. On average up to 15 nationalities mixed, and that was completely normal. Here I'm the only foreigner, and I'm just German – neighbor." 44:02 D

"Meeting a lot of people because having people around and interecting with other people gives me a lot of joy because is helps me understanding who I am" 1:42 E

"Because it helps me grow towards figuring out who I am, finding myself. I'm constantly re-inventing myself" 2:26 E

"The reason why I want to feel welcome somewhere is that if you go to a place that you're unwelcome, it feels hostile, against you. It will make me feel sad, make me feel bad. I will become insecure because I feel that someone doesn't want me there. I will not want to start something, go to a café (…) I really don't feel that that is a place where I should be spending my time" 9:52 E

"When you're a foreigner you get into niches of the society (…) you're not introduce into Danish families, you meet other foreigners mostly. (…) You're treated secondary if you don't master the language" 22:22 E

"Not open society because it's pretty exclusive, it's difficult to make Danish friends" 23:26 E

"Even when I had a good job, school, etc I always felt I was not welcome in the same way as locals, I was always like an extra" 23:43 E

"Danes they are very closed off, difficult to get in (…) wary of foreigners" 24:13 E

"I was there for 6 years I made a lot of Danish friends but I can't remember a single one that I got close to" 25:06 E

"If you can be part of the community that accepts you and embraces you it gives you an identity and by doing so you have the social security to define yourself better" 9:32 F

"I didn't really make deep relationships with locals, which was something I liked the least (…) and that affected my happiness" 25:45 F

"Danes are really receptive (…) but really tuff to integrate into the society" 26:54 F

"People (locals) feel internationals exploit their resources and welfare" 28:05 F

APPENDIX 4 – The Global Talent Index Report – sub categories

2011 INDEX							
	Overall score	Demographics	Compulsory education	University education	Quality of the labour force	Talent environment	Openness	Proclivity to attracting talent
Category weight		*11.1%*	*11.1%*	*22.2%*	*22.2%*	*11.1%*	*11.1%*	*11.1%*
United States	74.2	30.8	81.1	82.9	88.8	100.0	50.5	62.2
Denmark	64.7	13.4	85.2	61.1	92.2	93.1	53.9	30.5
Finland	63.2	9.6	80.7	61.4	91.8	81.9	53.5	36.4
Norway	61.9	22.0	84.3	53.8	81.7	73.6	52.8	53.0
Singapore	60.2	21.0	55.9	38.2	83.5	81.9	71.6	68.4
Australia	60.1	22.2	70.9	50.6	83.2	73.6	51.8	54.5
Sweden	59.5	19.4	84.4	49.2	86.3	69.4	54.8	36.4
Hong Kong	59.1	20.9	62.8	37.6	74.2	77.8	83.3	63.8
Switzerland	58.5	15.8	78.0	39.6	84.0	87.5	39.4	58.7
Netherlands	58.3	12.0	81.2	46.9	81.9	75.0	57.7	41.6
Israel	58.3	28.8	77.0	37.0	92.2	79.2	36.3	45.0
United Kingdom	58.2	22.2	80.0	47.3	73.6	86.1	52.7	41.0
Germany	57.9	10.0	80.8	47.3	81.9	75.0	53.6	43.2
Canada	57.8	21.8	77.5	43.1	79.5	73.6	53.1	48.9
New Zealand	57.7	22.5	81.2	52.7	73.8	75.0	53.2	34.3
Ireland	57.4	23.2	76.5	36.9	74.3	75.0	72.9	46.6
Austria	55.7	16.0	80.0	42.7	74.0	87.5	39.1	45.2
Belgium	55.5	12.5	87.7	43.4	68.2	69.4	63.1	43.5
France	55.1	12.0	77.8	41.6	77.1	75.0	52.6	41.3
Taiwan	54.5	17.6	74.8	47.7	72.0	80.6	38.4	40.1
Spain	49.7	20.2	75.6	41.9	60.0	51.4	52.6	43.6
South Korea	48.4	18.6	68.5	48.2	62.7	73.6	19.9	33.6
Italy	46.7	13.7	78.1	39.0	51.8	56.9	51.8	38.3
Greece	46.7	11.1	75.3	54.1	49.3	50.0	34.3	42.7
Czech Republic	45.9	8.8	75.7	40.1	55.9	66.7	41.2	28.3
Portugal	45.4	10.6	78.3	35.0	51.4	66.7	53.4	26.7
Japan	45.0	6.6	73.8	37.8	64.3	69.4	17.0	33.4
Argentina	44.6	29.5	70.4	37.0	54.5	37.5	51.8	28.9
Poland	44.0	6.0	75.3	38.1	46.7	55.6	53.9	36.3
Hungary	43.8	5.9	77.4	38.8	49.3	59.7	57.6	17.4
Chile	43.7	28.9	66.5	26.5	50.3	59.7	54.7	29.3
Slovakia	43.3	10.2	70.2	29.7	47.5	62.5	58.4	34.4
China	41.1	68.6	64.0	24.4	40.4	58.3	35.5	13.6
Russia	40.8	5.9	71.7	39.4	49.4	55.6	35.0	21.0
India	40.5	75.4	32.0	15.2	64.0	44.4	34.3	19.7
Malaysia	40.1	37.7	53.7	30.0	54.2	51.4	25.7	24.3
Romania	40.1	4.0	69.2	38.9	48.2	43.1	53.5	16.5
Mexico	39.7	35.4	62.9	19.2	44.1	55.6	52.8	23.7
Venezuela	39.4	36.7	65.8	38.4	39.1	16.7	52.1	28.5
Colombia	39.1	34.7	58.9	24.3	43.5	44.4	51.5	26.5
Saudi Arabia	39.0	47.4	63.5	38.3	23.0	43.1	20.7	54.1
Brazil	38.2	33.6	66.5	25.5	39.4	50.0	34.0	30.3
Ukraine	38.0	4.6	81.4	47.8	37.5	41.7	37.3	6.3
Philippines	37.6	44.6	42.7	14.2	49.0	51.4	53.3	20.0
South Africa	37.4	20.6	62.2	21.1	45.2	59.7	36.1	25.7
Thailand	36.8	19.7	62.2	28.3	44.0	45.8	39.7	19.1
Peru	36.4	35.7	59.7	16.3	34.5	48.6	52.0	29.8
Turkey	35.0	35.6	53.7	28.0	40.1	47.2	34.9	7.0
Bulgaria	34.7	0.3	67.7	27.7	41.5	48.6	41.2	16.5
Ecuador	33.5	33.9	61.3	26.7	29.7	20.8	52.8	19.5
Egypt	32.8	41.0	44.4	19.1	25.7	47.2	36.1	36.7
Vietnam	30.7	40.5	59.8	24.4	24.2	36.1	24.7	17.7
Kazakhstan	30.5	21.0	71.0	17.6	20.1	41.7	38.0	27.5
Azerbaijan	29.8	32.4	66.3	6.1	16.5	37.5	54.9	32.0
Iran	29.7	38.1	55.1	26.6	27.3	29.2	18.3	18.7
Pakistan	27.0	55.3	9.8	5.4	29.9	36.1	51.1	20.2
Algeria	27.0	39.8	53.0	19.6	19.7	26.4	19.1	25.8
Indonesia	26.5	38.8	58.3	11.7	25.4	29.2	18.6	19.0
Sri Lanka	26.3	15.4	54.1	0.0	44.5	41.7	35.3	1.2
Nigeria	23.1	50.7	14.4	4.3	25.2	25.0	36.4	22.0

APPENDIX 5 – supplementary material - audio

Full Interviews provided through audio file (usb).

APPENDIX 6 – Global_Talent_Report – Ranking

GLOBAL TALENT INDEX 2011

CHART 1: A

2011 RANK	COUNTRY	SCORE/100	2011 RANK	COUNTRY	SCORE/100
1	United States	74.2	31	Chile	43.7
2	Denmark	64.7	32	Slovakia	43.3
3	Finland	63.2	33	China	41.1
4	Norway	61.9	34	Russia	40.8
5	Singapore	60.2	35	India	40.5
6	Australia	60.1	=36	Malaysia	40.1
7	Sweden	59.5	=36	Romania	40.1
8	Hong Kong	59.1	38	Mexico	39.7
9	Switzerland	58.5	39	Venezuela	39.4
=10	Israel	58.3	40	Colombia	39.1
=10	Netherlands	58.3	41	Saudi Arabia	39.0
12	United Kingdom	58.2	42	Brazil	38.2
13	Germany	57.9	43	Ukraine	38.0
14	Canada	57.8	44	Philippines	37.6
15	New Zealand	57.7	45	South Africa	37.4
16	Ireland	57.4	46	Thailand	36.8
17	Austria	55.7	47	Peru	36.4
18	Belgium	55.5	48	Turkey	35.0
19	France	55.1	49	Bulgaria	34.7
20	Taiwan	54.5	50	Ecuador	33.5
21	Spain	49.7	51	Egypt	32.8
22	South Korea	48.4	52	Vietnam	30.7
=23	Greece	46.7	53	Kazakhstan	30.5
=23	Italy	46.7	54	Azerbaijan	29.8
25	Czech Republic	45.9	55	Iran	29.7
26	Portugal	45.4	=56	Algeria	27.0
27	Japan	45.0	=56	Pakistan	27.0
28	Argentina	44.6	58	Indonesia	26.5
29	Poland	44.0	59	Sri Lanka	26.3
30	Hungary	43.8	60	Nigeria	23.1

Source: "Global Talent Index"[4] Economist Intelligence Unit

GLOBAL TALENT INDEX 2015

CHART 1: B

2015 RANK	RANK CHANGE	COUNTRY	SCORE/ 100	2011-2015 CHANGE	2015 RANK	RANK CHANGE	COUNTRY	SCORE/ 100	2011-2015 CHANGE
1	--	United States	74.5	+0.3	31	+2	China	46.3	+5.2
2	--	Denmark	65.4	+0.7	32	-4	Argentina	46.2	+1.6
3	--	Finland	64.2	+1.0	33	-10	Greece	45.7	-1.0
4	+3	Sweden	63.4	+3.9	34	--	Russia	43.1	+2.3
5	-1	Norway	62.3	+0.4	=35	--	India	42.2	+1.7
=6	--	Australia	61.9	+1.8	=35	+3	Mexico	42.2	+2.5
=6	-1	Singapore	61.9	+1.7	37	-1	Romania	41.8	+1.7
8	+6	Canada	61.3	+3.5	38	+4	Brazil	41.7	+3.5
9	--	Switzerland	60.9	+2.4	=39	-3	Malaysia	41.1	+1.0
10	-2	Hong Kong	60.8	+1.7	=39	+2	Saudi Arabia	41.1	+2.1
=11	+2	Germany	59.9	+2.0	41	-1	Colombia	40.8	+1.7
=11	-1	Israel	59.9	+1.6	42	+1	Ukraine	40.3	+2.3
13	-3	Netherlands	59.4	+1.1	43	+5	Turkey	39.9	+4.9
14	-2	United Kingdom	59.3	+1.1	44	--	Philippines	39.8	+2.2
15	--	New Zealand	59.1	+1.4	45	+1	Thailand	39.0	+2.2
16	+3	France	58.1	+3.0	46	-1	South Africa	38.7	+1.3
17	-1	Ireland	58.0	+0.6	47	--	Peru	37.8	+1.4
18	--	Belgium	57.2	+1.7	=48	+1	Bulgaria	37.3	+2.6
19	+1	Taiwan	54.3	-0.2	=48	+3	Egypt	37.3	+4.5
20	-3	Austria	53.5	-2.2	50	--	Ecuador	36.7	+3.2
21	+1	South Korea	51.6	+3.2	51	-12	Venezuela	36.0	-3.4
22	-1	Spain	49.5	-0.2	52	+1	Kazakhstan	33.2	+2.7
23	--	Italy	48.1	+1.4	53	-1	Vietnam	32.7	+2.0
24	+3	Japan	48.0	+3.0	54	+2	Pakistan	30.8	+3.8
25	--	Czech Republic	47.6	+1.7	55	--	Iran	30.3	+0.6
=26	+5	Chile	47.1	+3.4	56	+2	Indonesia	30.2	+3.7
=26	--	Portugal	47.1	+1.7	57	+2	Sri Lanka	29.2	+2.9
28	+1	Poland	46.7	+2.7	58	-2	Algeria	28.0	+1.0
29	+3	Slovakia	46.6	+3.3	59	+1	Nigeria	27.7	+4.6
30	--	Hungary	46.5	+2.7	60	-6	Azerbaijan	26.3	-3.5

Source: Economist Intelligence Unit, 2011

Source: "Global Talent Index"[4] Economist Intelligence Unit