



A Results-Driven Talent Attraction Strategy for Kentucky

November 5, 2025



ECONOMIC DEVELOPMENT

— TOURISM

— TALENT ATTRACTION

CITIES

REGIONS

STATES

COUNTRIES

The leader in marketing places



65 YRS

Specializing in marketing places



500 +

Unique places and destinations



80 +

People with a passion for places

A Sampling of Our Talent Clients



Before the end of the decade,
the U.S. will face a shortfall of
roughly **6 million workers.**



\$9.7M



\$20M



\$12.5M



\$50M

Competitor states are investing heavily in proactive talent attraction initiatives.

Our Approach For Kentucky



I Research & Discovery

- Existing Strategy Assessment
- Competitive Assessment
- Target Market ID
- Perception Surveys
- Immersion Tour & Focus Groups
- Data Analysis
- Presentation of Findings

JULY '25-SEPTEMBER '25

II Stakeholder Engagement

- Strategic Planning & Marketing Workshop
- Establish Marketing Taskforce
- Preliminary Report and Budget Delivered

OCTOBER '25 –NOVEMBER '25

III Messaging Framework

- Brand Voice
- Brand Promise
- Messaging Pillars
- Key Messages

NOVEMBER '25-DECEMBER '25

IV Strategy & Action Plan

- Goals & Target Audiences
- Marketing Tactic Recommendations
- Timeline & Project Plan
- Budget
- KPIs
- Final Presentation

DECEMBER '25-MARCH '26

Kentucky's Talent Challenge



47%

of Kentucky residents want to relocate within the next two years—citing low wages, limited job opportunities, and lack of career advancement.

67%

Won't relocate without a job—and external talent is not confident in Kentucky's career and advancement opportunities.

The Cost of Lost Talent

Every professional who leaves takes their spending power, tax revenue, and children (the next generation of workers) with them.

TOP ASSOCIATIONS WITH KENTUCKY:

Bourbon

Horses

Tourism

Agriculture

Rural

Kentucky's Opportunity



96%

of Kentucky college and university students would stay in-state if offered a full-time job.

76%

of external talent familiar with Kentucky would relocate for the right job (vs. 49% overall)—alumni and boomerangs are the key.

Kentucky Employers Are Ready to Grow

72% of HR executives plan to expand staff in the next two years—but they need marketing tools and resources to compete for talent.

KENTUCKY'S TOP-RATED LIFESTYLE FACTORS:

Outdoors

Housing

Cost of Living

Welcoming/Friendly

Quality of Life

Preliminary Recommendations for Kentucky

Note: specific goals, audiences, tactics and KPIs will be outlined in the three-year marketing strategy, to be delivered in early 2026.

01

Target Your "Best Bet" Audiences

Focus resources on those most likely to convert (alumni, students, past visitors) and markets where Kentucky has a compelling value proposition.

02

Own Kentucky's Narrative – Develop a Statewide Brand

Kentucky lacks a cohesive identity among internal and external audiences. Create an overarching brand that positions the Commonwealth beyond bourbon, horses, and tourism to highlight its strengths and fill in messaging gaps.

03

Tailored Regional Messaging and Strategies

Coordinate and support the development of distinctive positioning and strategies for regions that allows communities to leverage their unique strengths while connecting to the statewide umbrella brand.

04

Activate Ambassadors & Champion Success Stories

Kentucky's own residents lack the tools they need to communicate its unique selling proposition, but have the potential to be highly influential in attracting and retaining talent. Create messaging and success stories that humanize the story.

05

Use a Multi-Channel Approach to Drive Awareness & Conversion

Deploy a strategic mix of tactics: digital campaigns targeting best-bet audiences in priority markets, content marketing showcasing career paths and success stories, social media amplification of ambassadors, earned media placements in national outlets, partnerships with Kentucky universities for student retention, and grassroots activation through employers and communities

06

Establish Operation Infrastructure for Long-Term Success

Dedicate funding, a core team, website and digital presence, and governance structure for sustained effort. Establish measurement framework and reporting to determine ROI.

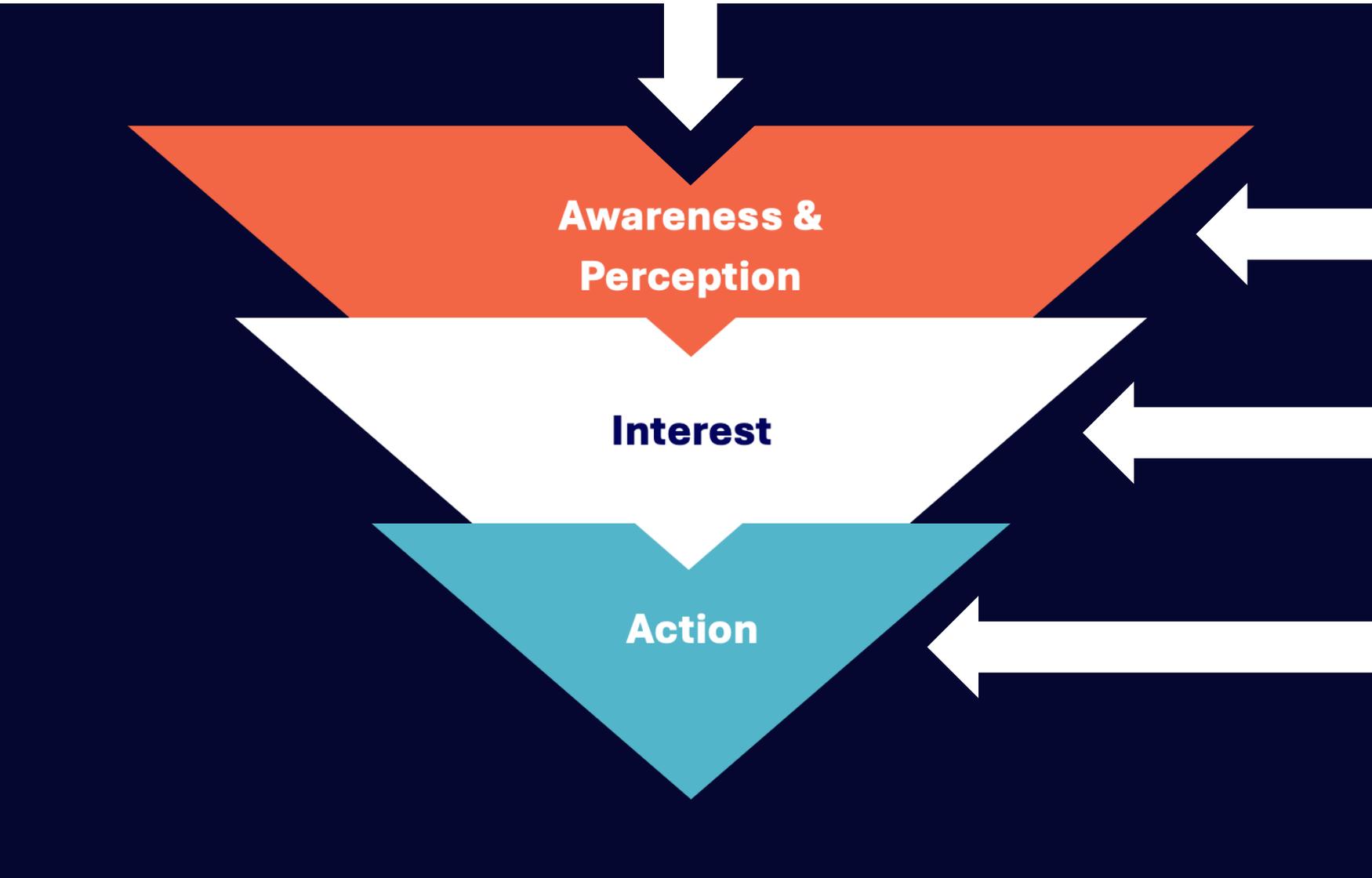
Recommended Investment: \$5M Over 3 Years

Following is a preliminary, ballpark estimate for the Kentucky Talent Attraction Initiative. As part of the development of the three-year marketing strategy and action plan, DCI will develop a line-item budget with “adequate” and “optimal” levels associated with each key tactics to further guide the allocation of resources.

| | Year 1 | Year 2 | Year 3 | 3-Year Range |
|--|------------------------|------------------------|------------------------|------------------------|
| Target Best Bet Audiences <i>(audience segmentation, refinement and personalization, database development, alumni, military and other partnerships)</i> | \$85K-\$110K | \$45K-\$65K | \$45K-\$65K | \$175K-\$235K |
| Develop Statewide Brand <i>(brand and campaign development, brand testing, guidelines, initial collateral, image and video asset development)</i> | \$225K-\$300K | \$50K-\$75K | \$40K-\$50K | \$315K-\$425K |
| Regional Messaging & Strategies <i>(regional events, asset development, coordination and funding)</i> | \$45K-\$65K | \$65K-\$90K | \$110K-\$150K | \$220K-\$305K |
| Ambassadors & Success Stories <i>(ambassador program strategy and recruitment, success story development, photo, video, social and blog content)</i> | \$160K-\$210K | \$115K-\$160K | \$110-\$140K | \$385K-\$510K |
| Multi-Channel Marketing <i>(digital campaigns, advertising, PR, social media, grassroots activation)</i> | \$725K-\$925K | \$875K-\$1.125M | \$925K-\$1.175M | \$2.52M - \$3.225M |
| Operational Infrastructure <i>(website design and development, CRM platform, employer toolkit, data analytics and measurement)</i> | \$190K-\$260K | \$120K-\$165K | \$120K-\$165K | \$430K-\$590K |
| GRAND TOTAL | \$1.43M-\$1.87M | \$1.27M-\$1.68M | \$1.35M-\$1.75M | \$4.05M-\$5.29M |

Measuring Success: Charting the Path to Relocation

Our strategy for Kentucky will be designed to be measurable at every stage of the funnel - from awareness and perception of Kentucky's lifestyle and career opportunities to interest in exploring jobs and regions to action. Short-, mid- and long-term KPIs will be defined as part of our three-year strategy and action plan to ensure measurable ROI. Sample metrics follow.



**Awareness &
Perception**

Interest

Action

TALENT MINDSET:

I've never seriously considered Kentucky, but now it's on my radar.

Sample KPIs:

- Website sessions
- Earn media impressions
- Advertising impressions and CTR
- Perception shifts & brand lift

TALENT MINDSET:

Maybe Kentucky could work for me, but I have some questions.

Sample KPIs:

- Cost of living comparisons
- Community & housing research
- Job clicks & applications

TALENT MINDSET:

I'm ready to make my move – how can I make this happen?

Sample KPIs:

- Form submissions
- Program inquiries & direct contact
- Confirmed relocations and/or program participation

Playing the Long Game: Talent Attraction KPIs Over Time

Short-Term

Marketing & Engagement Metrics

- Reach/Impressions
- Earned Media Value
- Engagement Rate
- Keyword Rankings
- SERP Features
- Job/Employer Clicks
- Form Submissions

Employer & Regional Partner Engagement

Brand Adoption & Lift

Mid-Term

Increase Interest in Relocation to KY

Decrease Desire to Move Out of KY

Improve Ratings of KY on Select Lifestyle and Career Factors

Confirmed Relocations/ Success Stories

Long-Term

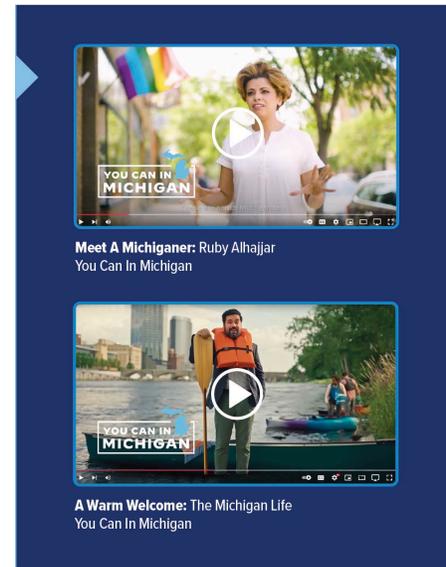
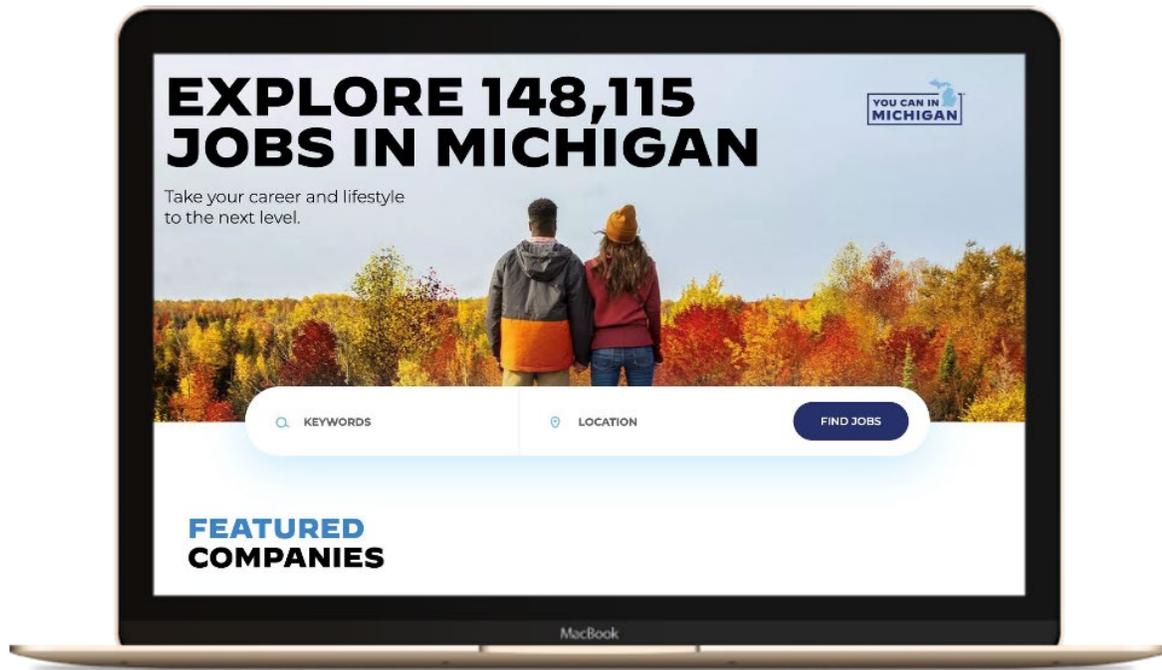
Growth in Working Age Population (Natural Change and Migration)

Growth and Retention in Key Occupation Segments

Increase in Gross Wages

Increase in Tax Revenue

Improvement on Secondary Economic and Demographic Outcomes



WONDERFL



✓ GROCERIES COST **12% LESS** IN JACKSONVILLE FL.

^ HOUSING COSTS **83% LESS** IN JACKSONVILLE FL.

| HOUSING TYPE | NEW YORK (MANHATTAN) | FL JACKSONVILLE | NATIONAL AVERAGE |
|----------------|----------------------|-----------------|------------------|
| Apartment Rent | \$5,703.00 | \$1,690.00 | \$1,559.00 |
| Home Price | \$2,838,182.00 | \$384,019.00 | \$518,961.00 |

Settle down in Jacksonville FL, where housing costs are lower and quality of life is better.



BUSINESS INSIDER

REAL ESTATE

Why an entrepreneur has no regrets about moving from Hawaii back to her Kansas hometown

Madison Hoff Nov 16, 2024, 4:00 AM EST



love **KANSAS**

All That's Missing is You.
LoveKansas.com

A tablet displaying the Love Kansas website. The top navigation bar includes "WORK HERE", "LIVE HERE", "love KANSAS", "PLAY HERE", and "CONTACT US". The main content area features a video player with the text "LOVE, KANSAS" overlaid. Below the video is a section titled "All That's Missing Is You" with a sub-header "Ready for a fresh start?" and a paragraph of text. The "love KANSAS" logo is visible in the bottom right corner of the tablet screen.

WORK HERE LIVE HERE **love KANSAS** PLAY HERE CONTACT US

LOVE, KANSAS

All That's Missing Is You

Ready for a fresh start? Kansas is here for you. The state has put in the effort and is now home to hundreds of new and innovative employers investing in jobs from aerospace to bioscience to tech. Living well costs less but offers so much more. Surround yourself with enlivening culture, recreation and convenience. Give it a chance - you're going to Love Kansas.

love KANSAS



Thank you!

Q&A