

Together, we own the future



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Preface

The new strategy document for the Eindhoven365 foundation lies before you. It is the result of over a year of research, interviews and analyses that the entire Eindhoven365 team worked on. I am very proud of this team effort. But I am just as proud of the results we achieved together because I believe that this will provide the necessary and deserved push to take Eindhoven to the next phase.

At Eindhoven365, as 2019 drew to a close, we could see it was time for a new narrative for the city. A story to which everyone in Eindhoven could relate and which would continue to have a magnetic attraction for talented newcomers. As you read our strategy document, it might strike you as an oversized story, considering the size of Eindhoven365's playing field. A fair point. However, we believe we ought to take responsibility for formulating this new narrative for the city. So consider it, if you will, as proposal. A proposal for a city that has human well-being and creative technological innovation balanced in perfect harmony.

The strength of our city and surrounding region was shaped in the past. If you were to plot the long-term economic development of Eindhoven in a graph you would see an S-curve. No, it has not always been a straight ascending line, but the setbacks have made us exceptionally strong and resilient. However, if you zoom out, an upward line is revealed in economic development. With our 'the glass is half full' mentality, an enviable optimism that our city cannot help but radiate. Not bragging, just getting on with it. In the meantime, the Eindhoven region has earned international presence and recognition. You don't need to be big to have impact! Providing you glow with ambition. This paradox fascinates us: that our relatively

small region has such , in fact, this region actually dictates this world's technological progress.

Considered from a city marketing perspective, we believe this to be an almost unfair advantage: such a relatively small and close-knit community where knowledge is shared freely is what makes Eindhoven one of the world's top regions in technology and design. At the same time not forgetting those who are in danger of being excluded and the social issues faced by the city. After all, a metropole faces metropolitan challenges, so as well as the economy, the social infrastructure needs to be bolstered. As the city marketing organisation we also contribute here. It is all about prosperity and well-being. Our role is increasingly geared towards retainment, even though attracting talent and visitors to our city remains an important objective and has become more of a balancing act during the pandemic. Between balancing acquisition and conservation, crowds and safety. Focused more on our neighbouring countries, as travel has lost its innocence, tourism is becoming more sustainable.

In 2022, we will share the vision and insights we have developed with the city and its administrators. I look forward to the dialogue with the city and its stakeholders and see the Eindhoven brand and our urban mindset as the connecting factor. It creates pride and individuality. In tune with Eindhoven as the central city for a dynamic and ambitious region.

Warm regards,

Peter Kentie

— MANAGING DIRECTOR EINDHOVEN365



Summary

As a city marketing organisation, we are responsible for promoting the city. So you might expect that we would formulate a new plan for attracting more talent and tourists to Eindhoven. That is not what this strategic document has become. What lies before you is a proposal for a new vision for the city of Eindhoven as a whole. A plan that extends well beyond the scope of our organisation. Within our organisation, but also among the many partners in the city, we picked up on the need for a bigger story, a new direction. These challenging times demand it. Economically, this region has the wind in its sails. However, the great paradox of our time is that economic growth goes hand in hand with depletion of the earth's resources and it also leaves parts of society suffering poverty. In Eindhoven, this goes to the heart of the discussion about welfare across the board. How can we include everyone? What kind of city do we want to pass onto future generations? As Eindhoven's city marketing organisation, we want to make a meaningful contribution to tackling issues.

Eindhoven's strength lies in cooperation. The Brainport approach is an excellent example of how the region reinvented itself economically. Now it is time to take joint action on the major societal challenges that lie ahead. Where residents, institutions and businesses can all contribute in their own way. We see five key challenges for the coming decade: unravelling the social fabric, magnet for bright talent, climate change is not a choice, the paradox of scale and mission-driven connecting. And with that a new moonshot, a shared ambition for the city that creates a better balance between people and innovation.

This might sound very ambitious, and that is how it should be. We will only succeed in lifting Eindhoven to the next phase if we do

it together. In this policy document, we set out our vision for our contribution until 2025. Our five strategic lines focus on activating residents, making tourism more sustainable, connecting talents, integrating newcomers and involving design professionals. In addition to our role as a brand activator, we see a new task for our organisation: the connector within the local system. Together, we own the future.

A shared ambition for the city that creates a better balance between people and innovation.

Why we exist

1

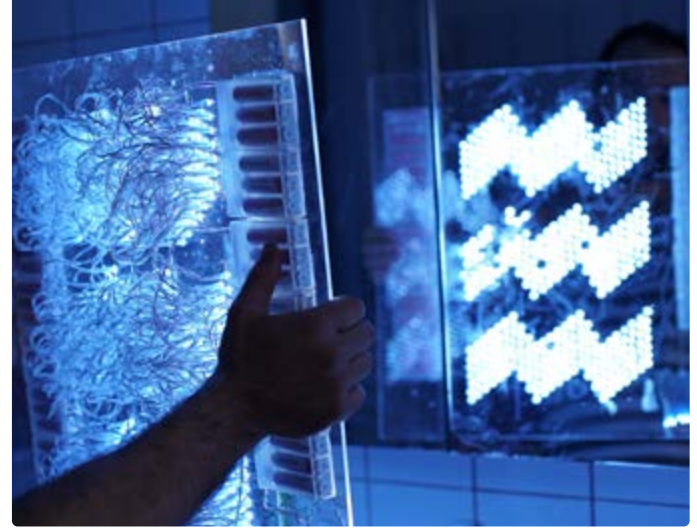
Chapter

We are Eindhoven365, Eindhoven's official city marketing organisation. Since we were established in 2011, and thanks to the efforts and energy of many, the city has changed significantly. Eindhoven has become grander, more international and enhanced by new residents, hotspots and events. And Eindhoven365 has grown in step with these changes. We started as novices, eager and experimental, and after ten years of learning from trial and error, we are now experienced in the field of (city) marketing. Our organisation has grown to become a 13-strong team with expertise in various fields. We are ready for the next phase. In this chapter, we reflect on our most important insights. And we will outline our role for the coming period.

Retrospective

We have been employing the mantra 'choose, and be chosen' since 2011 in everything we have done to promote Eindhoven. In the conviction that, as a city, we need an unequivocal image if we are to attract international talent and visitors to our city. Everyone knows: Eindhoven is not generally regarded as the prettiest girl in the class. There are no charming old canals here. But Eindhoven is buzzing with excitement. We are the city of technology and design, most especially because they are combined here. Few cities have a hard and a soft side, a creative capacity and technical knowledge. We also have an ecosystem in which innovations are not only conceived but made and tested too. Head, heart and hands meet in Eindhoven. So, not unsurprisingly, the city has adopted technology, design and knowledge as its most important brand pillars, 'TDK' for short.

Our first five years were focused on developing the city's brand and its marketing strategy. Our core team continually sought cooperation with partners and other creatives. Together we built the strategic foundations for the Eindhoven brand. This is when we developed the vibes, Eindhoven's logo that depicts the city's energy. The vibes have been open source from the beginning: free to use for anyone. The city council has chosen to employ it as an official logo for all of its communication, local entrepreneurs incorporate the vibes in their house style, and a number of real Eindhoven fans have immortalised it with a tattoo on their biceps. Our approach has become a model for other cities around the world, winning a number of awards. The highlight being the prestigious Place Brand of the Year Award, which we were presented with in London in 2018. An award that is regarded as nothing short of an Oscar in the field of city marketing.



Hotel the Match
Max Kneefel

Share the Vibe
Niels Groenendijk

The Vibe Kids
Cleo Goossens

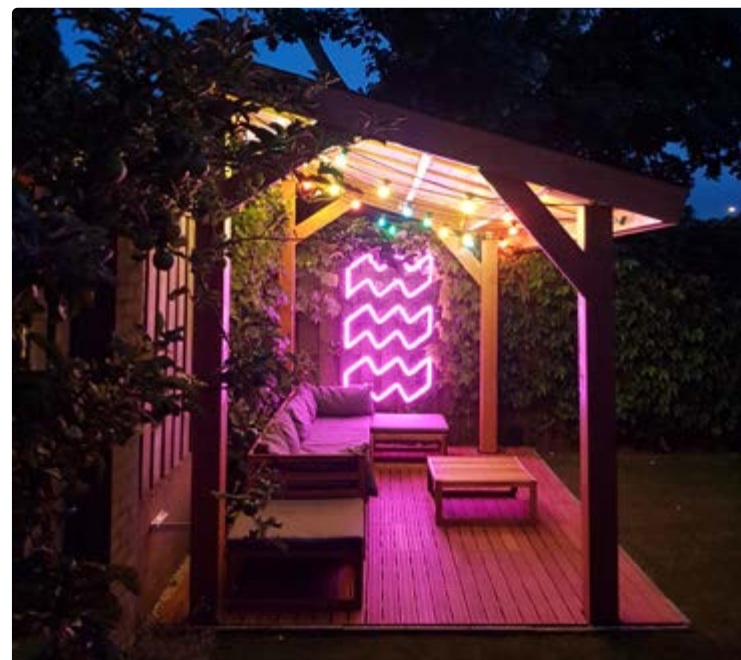
Share the Vibe
Naresh Ramdjas

The Vibe caps
Peter Kentie

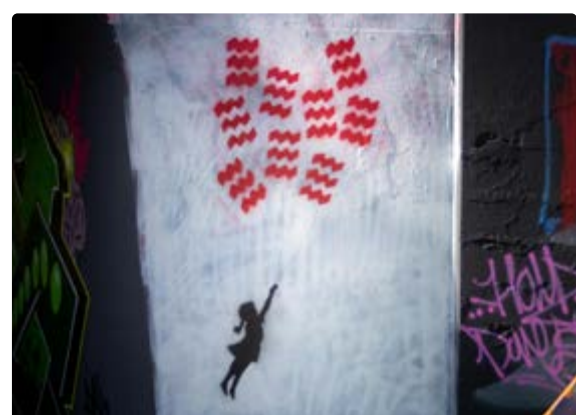
Gestel vibes
@jeffvbnl

Neon Vibes
Chris van Baal

Berenkuil vibes
Jan Timmer



Citymarketing Eindhoven 2022-2030 →





Winners of The Sound
of Eindhoven
Nadia ten Wolde

Our second five-year period was dominated by the strategic activation of three defined target groups. These three groups were selected based upon research investigating what successful cities were doing: attracting tourists, talent and tech companies. From this, we distilled three target groups, being City Explorers, Bright Talents and Tech Starters. Using buyer persona research, which is marketing speak for gaining insight into customer motivation and needs, we mapped the best ways to reach and cater to the needs of these groups. These insights led to successful campaigns and projects activating these groups in the years that followed. For example, with our tourist influencer campaign ‘Another City Trip’, we invited German, Spanish and Flemish influencers to experience Eindhoven’s energy. Our couchsurfing campaign ‘Eindhoven Exchange’ found a place for 25 international talents to stay with local design students for a three-day programme during Dutch Design Week. With our local ‘The Sound of Eindhoven’ campaign, we invited Eindhoven’s music makers to write an ode to the city.

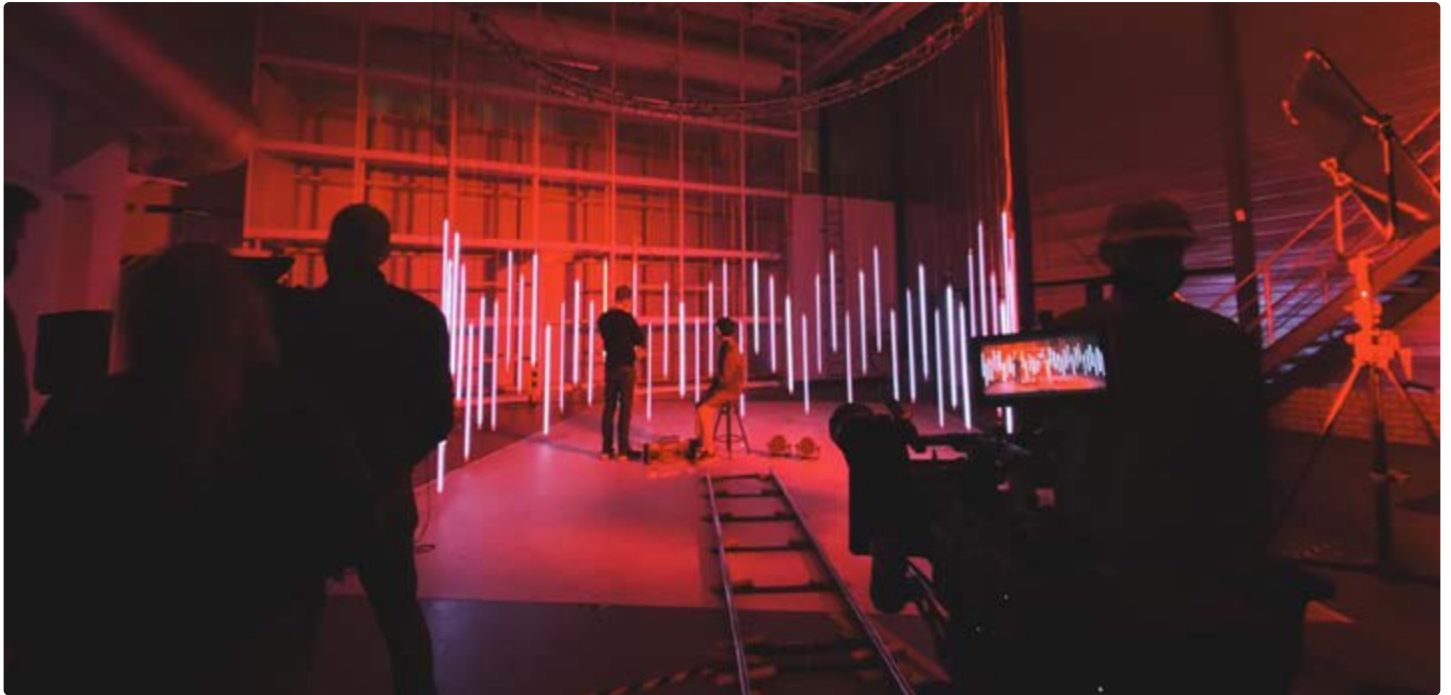


Eindhoven Exchange
Nadia ten Wolde



Another Citytrip 2018
Nadia ten Wolde

Eindhoven365 is also an active part of the local ecosystem and advises and works on projects with strategic partners who include the municipality of Eindhoven, Brainport Development, BIZ Eindhoven Centrum and the consultative body Eindhovens Hoteliers Overleg (EHO). Eindhoven365 was closely involved in the Brainport Region Deal with the strategic subprojects 'Dedicated Conference Centre', 'Increasing the International Visibility of Start-ups', 'Culture Marketing' and 'Design District'.



Over the last few years, we have experimented with the latest forms of storytelling. At one point, our podcasts, videos and long reads drew over one million visitors to our website thisiseindhoven.com in just one year. Our social media presence and penetration also grew through our Instagram, Facebook, Twitter, TikTok and LinkedIn channels. The last three years have seen the number of followers increase by 175 per cent (excluding TikTok followers). Our stories reached beyond our national borders: the story of Eindhoven was told through publications in international media outlets.

FD Persoonlijk

“Eindhoven is now reaping the rewards as a Valhalla of design, innovation design, innovation and architecture”

The outbreak of coronavirus in early 2020 meant, just as was the case for the rest of the world, that our train came to a rather abrupt stop on its tracks. With international travel almost completely at a standstill and local businesses and residents suffering the consequences, we shifted our focus temporarily from international to local. We highlighted many social initiatives, promoted countless take-away dinners and supported our local retailers where we could. Our major awareness campaign 'Keep our city strong' promoted the 'buying local' to a wide audience. It was a challenging, but very educational period, and we did our best to contribute to the local system. Even though the world could get back to 'normal' at the drop of a hat, local action will remain fundamental in our thoughts.

Local action will remain fundamental in our thoughts

Keep our city strong
Wouter Kooen



Appreciation

Despite all the successes and challenges over the past ten years, we have always managed to maintain our focus. Mid-term evaluations by Berenschot (2016) and Trifaire (2021) underlined the importance of our sharply defined profile and 'TDK' as brand pillars. They are now in frequent use and broadly understood. Eindhoven's ambition was and remains to be part of the top three creative innovation regions in Europe, and we are well on our way. The European Commission's Cultural and Creative Cities Monitor even proclaimed Eindhoven 'Europe's most innovative city' in 2019. In this study, the creative economies and cultural infrastructure of 190 cities, 90% located in Europe, were compared. In the categories 'intellectual property' and 'innovation and environmental factors', Eindhoven came out on top, competing with cities such as Stuttgart and Munich. In the category 'best cities as residence for talent' we also scored well: in 2017 we reached the top ten in the Global City Talent Competitiveness Index 2017 (GCTCI).

Quote

Of course, we have done all this with our partners throughout the city. Eindhoven365 is only a part of the success we have achieved together in this region. With parties such as ASML, Brainport Development, Eindhoven University of Technology and the Dutch Design Foundation (and many, many others) we were able to establish Eindhoven as a serious player in the national and international field of technology and design. An achievement that we may take pride in.

It is tempting to think that, after ten successful years, we have arrived, we have achieved what we set out to do. That would be a misconception. In the years ahead, Eindhoven wants to continue to play a leading role on the international stage of creative innovation. The playing field on which cities compete for technology, talent and tourists is not static but extremely dynamic. Stagnation really equals decline here. Major world developments, from the coronavirus to climate change, will influence our target groups' decisions. This means that we cannot afford to just enjoy the view from the top, but that we need to get ready for a new climb.

Our role

In Eindhoven, we are involved in many things that affect the city's reputation. Our pivotal role means that people know how to find us quickly. While we applaud all these enthusiastic initiatives and matters, we believe that a clear focus will help us achieve our goals. We see it as our role to attract people to the city and to ensure that the groups that are here have a good time. This is what we are good at, this is why we are here. Within this role, we differentiate three tasks or disciplines.

Our first task is to be the custodian of the brand, i.e. the keeper of the Eindhoven brand. In recent years, we have charged and activated the brand. As a result, it is now widely supported and used throughout the city. Then there is the brand story, about Eindhoven's mindset. It is our task to guard the brand and mindset. We will continue to do so. Our second task is acting as the storyteller. Thanks to thorough research, we have a clear picture of what is important to the target groups, their needs, wishes and frustrations. Based on these insights, we develop an annual PR, campaign and content strategy to increase Eindhoven's appeal to these groups. Finally, we develop new propositions and raise existing propositions in the city to a higher level, making what Eindhoven has to offer even better or more attractive. Our marketing expertise commonly produces invitations to join talks about spatial development projects, the development and attraction of events and city dressing in public space.



Hungry for Design
Wouter Kooken

Kei Fijne Film
Nick Bookelaar



Engaging in the next phase gave rise to an opportunity for re-evaluating our tasks. Reflecting on the last decade, Eindhoven365 has focused primarily on brand awareness and attracting new target groups from outside Eindhoven. We were assigned this task by Eindhoven's municipal executive and city council. We focused on Eindhoven's Technology, Design and Knowledge pillars, while - in good consultation - the rest of the shop was taken care of by others. This focus facilitated our success. However, within Eindhoven365 and even before the outbreak of the COVID-19 pandemic, we had started to wonder about the perhaps disproportionate attention for attracting new groups, in relation to retaining existing groups. An accepted convention in marketing is that attracting new customers works best when existing customers make recommendations. This observation prompted us to 'take our city's temperature'. During the last year, we have conducted extensive research among residents through in-depth interviews, round table discussions and a digital panel for residents, and we have spoken to various groups and stakeholders. All this work produced a number of valuable insights for us.

With the growth and increasing internationalisation of the city, we see that the different worlds in Eindhoven need more connection. Eindhoven has always been a city in flux, continually welcoming new residents. From the Philips workers in the 20th century, who manufactured all kinds of electrical appliances, to the modern-day knowledge workers who come here from around the world to develop state-of-the-art high-tech systems. It is these two worlds that typify the city: international and local, theoretically trained and practically schooled, residents born and bred in Eindhoven and newcomers, bright minds and grafters. However, the two worlds of local and international only meet in a few places in the city. This is a shame because sharing knowledge, meeting up and inspiring each other can foster mutual understanding, recognition and friendship. But also to develop together, learn from and inspire each other. This inclusion makes everyone feel that they are part of a larger community.

The enormous success of high tech and design benefit the city but could contribute even more to the development and connection of Eindhoven's community. We could also ask ourselves if Eindhoven, in continuing with the 'shop metaphor', has not left the shop's back door open, allowing many recently attracted groups to exit unnoticed. And as they leave, do they leave disinterested and frustrated, or as ambassadors for Eindhoven, forever emotionally attached to this city? How can we ensure that everyone in Eindhoven gets to share the city's energy? Here we see a possible fourth task for our organisation: the local system's connector. That is our promise for the next four years.

Ready for the next phase

PHASE 1:

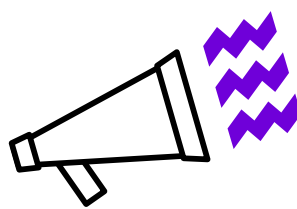
Brand development



2011-2015

PHASE 2:

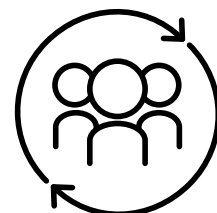
Brand activation



2016-2021

PHASE 3:

Brand connector



2022-2025

The way forward

2

Chapter

In chapter 1, we explained purpose and focus, and the convictions underpinning our actions. However, convictions say nothing about what you want to achieve with them. Ambition is born out of an organisation's image of the future. Experts often claim that a vision for the future is less relevant these days because the world is too VUCA to define such a vision. The acronym VUCA stands for volatility, uncertainty, complexity and ambiguity – in other words, for challenging situations. Which is partly true, and the last couple of years have shown us that the future could be even more VUCA. Yet we feel called to place a dot on the horizon, even if only as a beacon for everything and everyone we want to get involved in our plans.

In all honesty, as Eindhoven365, we have missed that beacon in recent years. That's why we believe the time has come for Eindhoven to have a new, overarching story. A story that unlocks fresh energy and will serve as the beacon for everyone eager to contribute to the city's well-being and success. As Eindhoven365, this story is vital for us – to guide us in defining the strategy the city expects from us. We also need to clearly understand the narrative to which we are contributing. With this in mind, we utilised our expertise, knowledge and insights to forge a new vision and strategy for the city. We will, of course, play our role and fulfil our responsibilities, but also acknowledge that this is a mandate that transcends our organisation. We hope that the five scenarios we set out in this document will inspire Eindhoven to come up with a new, energetic 'moonshot' for the city and its people.

In this chapter, we look back on the process of the past year that culminated in the proposal of a new 2030 vision for Eindhoven. Our approach drew on comprehensive analyses based on field and desk research, and close scrutiny of global developments and micro-level transitions that are impacting the city of Eindhoven. The current chapter offers a summary, not a detailed breakdown, of the most important insights. We then explored the factors that connect these insights, which helped us to identify five strategic challenges for the city of Eindhoven. We describe these strategies in more detail at the end of the chapter and conclude with our vision for Eindhoven 2030.

Global challenges

Exploring global trends runs the risk of ending up with abstract observations. Our recent detailed desk research comprised a thorough analysis of international trend reports. We examined each development and, in each case, asked: what does this mean for Eindhoven? In this paragraph, we touch on several global developments we believe will impact the city and our work, now and in the long term.

Glasgow
Jeff Mitchell



Thinking holistically

Perhaps the greatest paradox of our time is that, while prosperity is on the increase, some segments of the world's population are poorer because of it. Our current economic system pairs growth with social inequality and the depletion of the earth's resources. The World Health Organisation has declared that climate change is the single greatest threat to human health. The WHO also states that extreme weather will cause millions of victims and undermine healthcare where it's most needed. Climate change, social inequality and the excesses of our economic system are examples of 'unstructured problems' to quote the American economist Mariana Mazzucato. These issues are huge, complex, and difficult to solve.

However, throughout the world, we are seeing the emergence of initiatives to create a better balance between economic and social and environmental needs. Large international companies are looking at ways to reduce their carbon footprint and international fashion houses are making their production lines more sustainable and worker-friendly. For years, companies have been 'greenwashing' – attempting to appear more sustainable and eco-friendlier than they actually are. Nowadays, however, more large corporations know that embracing sustainability is a strategy for maintaining business success. Consumers also demand companies to take a stand on social injustice and ecology issues. But such strategies are only successful if they are authentic and sincere – the public is quick to see through empty promises. A recent example is climate activist Hannah Prins, who gate-crashed the UN Climate Change Conference in Glasgow and presented US president Joe Biden's climate delegate John Kerry with a sign saying, 'just f*cking do something.' What better example of the widespread despair people feel, caused by governments' failure to address climate change.

Public governments are also looking for new ways of making policies. In her book *Moonshot*, Mazzucato argues that our societal challenges require not only technological solutions but also social, organisational and political innovations. Some of the world's greatest innovations, such as the invention of the internet and GPS, were driven by government. We need to solve major challenges by focusing policies on outcomes. By targeting the monumental issues facing our societies, rather than particular companies, sectors or technologies.

In the 1960s, prodigious efforts were invested in putting a man on the moon. That was an unprecedented feat. The challenges of our time are more urgent, and demand a similar, mission-driven approach.

In 2015, the UN made strides in this context with the Sustainable Development Goals (SDGs), a set of seventeen goals to aim public and private advances at solving poverty and climate change. The striking thing about this approach is its emphasis on taking joint action; the challenge is to tackle the underlying structural problems, too.

We also see a turn towards holistic thinking to measure our country's welfare and well-being. The gap between rich and poor is wider than ever: the rich are getting richer, and the poor are getting poorer. For a long time, gross domestic product (GDP) was the sole prosperity indicator. Yet, material wealth isn't the only benchmark of human well-being. That is why we are increasingly seeing the concept of broad prosperity as an alternative indicator of prosperity. Broad prosperity is an integral indicator that considers everything that makes life worthwhile. Besides material matters, it looks at health, safety, education, the environment, living environment, personal development and social cohesion. Essentially, all those things that give our lives meaning.

Each year, the United Nations publishes the World Happiness Report, which assesses the aspects that contribute to a nation's broad prosperity. The report also describes the causes of high or low well-being and the consequences of policy choices. The quality of life as the basis of our economic landscape requires purpose-driven leadership. This form of leadership is conditional on putting people first at a strategic level, based on the 4P idea: Purpose, People, Planet and Profit. A successful rollout requires a gentle approach that inspires people to take action and have confidence in the decisions being made.

Social networks

Demographic analyses show that, since 2010, populations are aging, and are now even entering a trend of 'double aging' (United Nations, 2019). Double aging means that the number of over-65-year-olds is a relatively larger social group, and that the average age of populations is rising. This goes hand in hand with 'dejuvenation': the percental decline of the number of 0-20-year-olds. Factors like double aging and dejuvenation, coupled with urban migration, will lead to an increase in the number of 1-person households (PBL/CBS, 2019). According to the National Institute for Public Health and the Environment, loneliness is a growing problem in our society, as an increasing number of people live alone. In the last decade, these factors, heightened by widespread social media use and the effects of the COVID-19 pandemic, have cultivated a hyper-individualistic society, in which many focus on the well-being of their immediate family and friends. In many societies, the social fabric is unravelling. The social 'glue' that holds people in neighbourhoods, public spaces and workplaces together, is evaporating.

Social networks
Nick Bookelaar





Dutch Design Week
Cleo Goossens

COVID-19 taught us that a large part of our social and professional life can shift to an online environment.

The time we spend online makes us more connected than ever, but it can also be isolating. The energy that millennials and Generation Z expend on online followers and social media connections can be confused with, or even replace, deep-rooted, close friendships, and lead ultimately to an amplified sense of loneliness. Harvard research shows that feelings of loneliness and social isolation have escalated in recent years, especially among young generations in America. Nearly a quarter of millennials there even say they have no friends. The Netherlands has similar figures, in which more than a quarter reported that they sometimes experience feelings of loneliness (CBS, 2020). And this is not without consequences. Research from Cambridge University shows that young adults who are lonely more often have to deal with psychological and physical complaints and are less confident about their career prospects. This is a group that has access to all kinds of news sources and social media 24/7, and views footage of armed conflicts and global challenges day in, day out. The accumulation of negative reporting on war, economic, environmental and health issues feels like mounting pressure, which can cause a lack of perspective and ultimately a state of fear. In uncertain times, people need something to cling to, and go to YouTube in search of their own truth, which exacerbates polarisation.

Social networks
Nick Bookelaar



Digitalisation of the world

COVID-19 taught us that a large part of our social and professional life can be moved to an online environment. The pandemic has sped up these developments and the implementation of certain technologies. According to Singularity University co-founder Peter Diamandis, we will experience a greater digital transformation in the next decade than in the past 100 years. We are in a technological revolution that will fundamentally change the way we live, work and interact. A fusion of technologies that will blur the borders between the physical, digital and biological worlds will define this 'Fourth Industrial Revolution'. The world of technology is propelling us forward, and it is impossible to describe the scope of these advances. So, we have highlighted several that may directly impact how we interact with each other as a society.



Manifestations
Tommy Köhbrugge

Dutch Design Week
Max Kneefel

Cisco describes the next wave of the Internet, in which people, processes, data and objects are connected, as the Internet of Everything (IoE). Embedded in a universal global system, driven by the widespread rollout of 5G internet. In the coming years, this will provide large flows of data that can contribute to a better, safer and more social world. But it also has profound implications. Our environment will become an intelligent system that talks to us, which has an impact on our privacy. Artificial intelligence (AI) will continue to be part of our lives and help us with our daily tasks. This form of automation allows us to be more efficient with our time and reduce risks, but it also raises concerns about future employment. The Economist predicts that 50 per cent of jobs in the United States could be automated within two decades. In contrast, other research shows that applications of AI technology will create more jobs than it destroys. The World Economic Forum estimates that by 2025, some 85 million jobs will disappear, and 97 million new jobs will be created, in 26 countries. The coming years will thus focus on retraining to prepare employees in various sectors for an AI-driven future.



Data is the most important raw material of the IoE and AI, and its volume will soar over the next decade. Data-wise we recognise several fast-growing developments, such as edge-computing and quantum computing: technologies that will help us analyse enormous numbers of complex datasets faster and better in the future. To ensure the quality of data, more and more transactions are being shifted to reliable algorithms from, for example, blockchain technology. Blockchain ensures networks are decentralised, so power is no longer in the hands of a single party. Systems and data are also free of third-party interference, and therefore no longer susceptible to fraud.

Digitalisation offers us a lot of opportunities as a society. It has the potential to support our quality of life. However, it also brings challenges and risks, such as cyber-attacks, energy consumption, certain population groups being left behind, and distinguishing truth from lies in a deluge of information. Perhaps one of the greatest challenges is privacy violation, which can lead to undesirable effects such as manipulation of opinions, discrimination against population groups and the confirmation of negative stereotypes (NRC, 2021). The next few years will be dominated by finding ways in which digitalisation can contribute to a better life, in which we can minimise the downsides of the fourth industrial revolution.

Fact

Research by McKinsey (2021) shows that 43% of organisations world-wide is planning to increase their staff. In the technology sector, 66% is on the look-out for new employees (CompTIA, 2021).

Talent, talent, talent

Eindhoven365's previous strategic document spoke of a 'global war for talent': the battle for creative technology-savvy top talent. This battle for talent is still in full swing and, with the advent of COVID-19, has now spread to several sectors. The actual battle is for the whole-brainers: creatives who use specific technology to solve social problems. Designers, researchers and technicians who work together and do things that conventional wisdom says are impossible. They come up with solutions for problems that do not yet exist, which produces the innovations that change our daily lives. In recent years, we focused on these aptitudes under the name Bright Talent, and will use this term throughout the document.

Design Academy Eindhoven
Nadia ten Wolde





Fontys Academies
Bas Gijsselhart.

To be attractive to talent, it is important to understand what drives this group today. The choices that talented individuals make are constantly changing. Currently, one in four employees states that they are open to a new job (Institute for Business Value, 2021). This is partly because COVID-19 has led to new relationships between life and work, a greater duty of care for employers and universities, changed priorities about where and how people want to live and new attitudes towards the workplace. For example, digitalisation and the rise of home working have increased the demand for flexibility from employers and universities. This also means that students and professionals no longer need to move in order to study or work. Massive open online courses (MOOCs), which give students a chance to study or take a course at their own pace from home, are on the rise. Hybrid working and studying is fast becoming the new norm, with students and professionals spending an average of two to three days a week on location and the rest of the time working remotely (Forbes, 2021). Yet it remains to be seen to what extent this trend will continue. On the one hand, people appreciate the extra time they gain without having to commute, but they miss personal interactions with colleagues and fellow students. Tackling team challenges, finding motivation, and striking the right work-life balance appear to be problematic.

The rise of innovation hubs

At the same time, we detect a trend for so-called innovation hubs, such as Silicon Valley, Tel Aviv and Berlin (KPMG, 2018). These hubs, of which High Tech Campus Eindhoven is also a good example, attract start-ups, entrepreneurs and talent and stimulate the economy as a whole. A collaborative and diverse culture is a key feature of these hubs, where co-creation, experimentation, failure and trying again are central to the innovation process. It is the (physical) collaboration and interaction between individuals, rather than the individuals themselves or the things they create, that make the most impact.

Talent, talent, talent

It is the (physical) collaboration and interaction between individuals, rather than the individuals themselves or the things they create, that make the most impact.

Fact

According to McKinsey research, successful living environments of the future are vibrant and flexible ecosystems, designed according to the 'live, work and play' paradigm. A place where all three are in balance, opportunities are utilised, and challenges are limited.

Events and developments on a global level have led to a shift in motivation. Money is no longer the primary goal of the next generations. Millennials and Generation Z want to be where there is room for development self-fulfilment, and where they feel they are contributing to something larger than themselves, such as a better climate or social justice. Purpose-driven: driven by a higher goal. They don't only demand this of themselves, but of their employers and the brands they buy from (Euromonitor, 2021). IBM research shows that these groups value the work-life balance more than any previous generation. They want to be in a place where they feel supported in their physical, mental and financial well-being. Because of this, their expectations of employers and educational institutes, as well as their choice of location, have changed. We also see people placing different demands on their immediate living environment. Besides career opportunities, they place greater value on a healthy lifestyle, creating an increased demand for peace and quiet, green spaces and healthy places to eat. And cities where you can cycle to work, and distances are manageable.

There is a high risk of talent outflow, and competition for talent is rising. This outflow will probably increase as the number of young adults in cities declines because of dejuvenation and other demographic trends. Cities and employers urgently need to find ways to attract talent and, just as importantly, retain it.

Summarising

- Solving complex social issues in areas such as climate and social equality requires purpose-driven leadership, with human well-being at the heart of policymaking.
- Digitalisation will continue to support us in the next ten years to improve our daily lives, but we need to come up with an answer to the downsides of technological progress.
- The world is individualising, and different forms of social exclusion are lurking. Societies should feel morally obliged to be inclusive and work together to find solutions to prevent polarisation.
- The battle for talent is greater than ever, particularly bright individuals seeking solutions to social issues. Innovation hubs that give space to these creative innovators will be the winners.

Urban playing field

From global movements, we zoom in on developments we can discern at the urban level. Every year, multiple studies of urban trends are published. To form a picture of what makes a city liveable, we also analysed several reports and studies from specific professional media outlets. Of course, multiple factors determine the liveability of cities, such as access to healthcare, housing, and educational facilities. In this document, we focus on the factors that we can impact, and explore avenues that we believe offer opportunities for the city of Eindhoven.

15-minute city

In recent decades, we have seen a marked trend towards urbanisation. Seeking employment, people moved to cities where large companies were based. The past decade also saw a reverse pattern: companies moved to areas where there was talent. In the coming years, too, the world will undergo unprecedented urban expansion. According to United Nations figures, 55 per cent of the world's population currently lives in cities. By 2050, it will be 68 per cent, which means another 2.5 billion people living in urban areas. More people moving to cities will also have consequences for social relations and an ecological impact on the environment. Architect Rem Koolhaas is even calling for change to counteract the depletion and degradation of the countryside. After all, cities depend heavily on rural areas, if only for food production. It raises the question: what is the balance between city and region? Is there an ideal size for the city? Where the quality of life and well-being of people and the environment are in balance with ambition and economic activity?

Compact City
Nick Bookelaar



In urbanisation, there is a trend towards medium-sized cities, where the cost of living is relatively low, distances are manageable, and social ties are closer. These cities offer more accessible versions of the dynamic urban life that attracts younger generations. If we look specifically at creative tech talent and tech investors, we also see an increasing interest in the medium-sized city (Savills, 2020). They offer the energy of an international hub, but on a smaller scale, where you don't have to travel more than 15 minutes for everyday activities. An added advantage is that compact cities often have a better network. Ideas are exchanged faster, so innovation has a better chance of success.

At the administrative level, we are also seeing mounting interest in so-called 15-minute cities. The 15-minute city is an urban concept introduced by the French-Colombian scientist Carlos Moreno, and essentially proposes ways of organising cities so that they're greener, and more sustainable. Moreno's concept is a city in which we can access all of our basic daily needs on foot or by bike within a fifteen-minute radius of our homes. The concept was used as a cornerstone in the successful re-election of Mayor Anne Hidalgo in Paris in 2020. Sceptics fear that in cities that apply the 15-minute-city model, social differences and inequality between communities will intensify. The concept would also have a negative effect on creation and innovation, because people no longer come together on a larger scale. Nevertheless, this model is already being embraced by several cities, such as Madrid, Milan and Melbourne, and it seems to have the potential to help counteract social problems such as loneliness and environmental pollution. These problems become more complex as cities grow. We could ask ourselves whether economies of scale should still be the aim.

Green transformation

Cities are the driving force behind economic growth and represent about 60% of the Gross World Product. They use about 70% of global energy while occupying 2% of the earth's surface (UN Habitat, 2020). So, cities have a fundamental responsibility in the battle against climate change. The 2021 Glasgow Climate Pact affirmed the goal of ensuring that the Earth's temperature rises no higher than 1.5 degrees C. To achieve this, emissions of carbon dioxide (CO₂) and other greenhouse gases must be reduced to pre-industrial levels. That leads to an increased urgency for governments to put 'green thinking' first. We described earlier that purpose-driven leadership should be people-centric, although in this case, this is quite an arrogant stance towards the planet. As a society, we should live in symbiosis with nature, instead of exploiting it.

Sustainable urban planning

Urbanisation and the growing demand for housing are likely to conflict with plans to fight climate change. The production of steel and concrete, two of the most widely used building materials, causes about eight per cent of CO₂ emissions in the world. If we want to expand cities and make them 'greener', we will need to look for alternative building materials and methods, like sustainable timber houses. In early 2021, Helsinki completed 'Wood City', an all-timber urban development with apartment blocks, an office building, shops and a hotel. For architects, designers and urban planners, it calls for a shift in focus: using architecture and design to tackle global challenges and make cities future-proof. Water management, waste processing, electricity, heating and cooling, green mobility, climate adaptation, green and blue zones and clean air are examples of vital elements in the development of tomorrow's

Eindhoven is one of the Netherlands' greenest cities



liveable cities. It requires an integrated and holistic approach to urban planning. More and more cities, such as Helsinki, Vancouver, Glasgow and Copenhagen, are declaring their ambition to become carbon neutral within the next two decades. To achieve this, strict rules are imposed on new buildings. In 2010, Copenhagen introduced a regulation mandating developers to transform all new flat roofs into green roofs. The city is also home to various sustainable projects, such as recycling machines on the streets, solar-powered boats, eco-certified hotels and the world's cleanest power plant (including an artificial ski slope).

The Growing Pavilion
Oscar Vinck



GREEN TRANSFORMATION

**As a society, we should
live in symbiosis with
nature.**

In line with the Climate Agreement and the Sustainable Development Goal 11, 'Make cities and human settlements inclusive, safe, resilient and sustainable', the United Nations pronounced the period from 2021-2030 'the decade of ecosystem restoration'. This decade focuses on the protection and restoration of ecosystems world-wide, for humans and nature. Smart urban planting offers countless benefits: it safeguards biodiversity, cleans the air, allows water to infiltrate the soil and decreases the impact of heatwaves. A green environment is also proven to boost mental health. The WHO states that nature improves sleep, decreases stress and amplifies our feelings of happiness. So, green spaces contribute to the well-being of humans and the planet. Over the past 25 years, the amount of green space in European cities has increased by 38%, and currently, 44% of the European urban population lives within 300 metres of a public park (European Commission, 2021). This means that a growing number of cities is earmarking space for urban nature and living space for their residents. One example is Barcelona, which is transforming traffic intersections into playgrounds and replacing traffic lanes with parks for pedestrians, cyclists and local residents in the so-called 'superblocks'. The entire city is now a low-emission zone, meaning that polluting motor vehicles are banned, to reduce the city's air pollution.

Farewell travel mania

Urban tourism is also becoming more sustainable. Booking.com's world-wide survey tells us that 61 per cent of responders said the pandemic had prompted them to travel more sustainably from now on. Terms such as flight shaming became apparent earlier and, certainly after COVID-19, travel will no longer be the same. Staying closer to home, less flying over short distances, more consideration for the planet and the impact on the environment. Holidays that involve making contributions to local communities are rising in popularity (National Geographic, 2020). There is also greater emphasis on safety and control. Travellers want the feeling of an individual journey, with the guarantees that come with an organised trip. The threshold for business travel has become higher, while the tourist visitor is more aware of the consequences of his or her trip. The new generation of travellers, in particular, is opting more often for 'conscious destinations' rather than the well-known hotspots. Away from the masses, they are looking for authentic, quiet and preferably green places.

The connected city

The world is ever increasingly technology-reliant. What does this mean for cities? Disruptive technologies have the potential to change the way cities function. After a decade of experimentation, so-called smart cities are now entering a new phase. For years, cities have used a technology-push-concept with smart-city solutions. However, 'smart' is no longer about just installing digital interfaces or streamlining the city's activities. More than ever, it is about the targeted use of technology and data to support a better quality of life. According to the McKinsey Global Institute, digital solutions can improve certain quality of life indicators by as much as 30 per cent - numbers that can translate into less crime, shorter travel times and fewer health risks. The real smart cities are cities that put liveability first and use design and technology to accomplish that liveability. The people and challenges of the city must be the starting point for the development of smart solutions.



Smart Lighting Stratumseind
Bart van Overbeeke

Shared rides
Drive Amber

The rise of the Internet of Everything (IoE) enables us as a society to make cities smarter, safer, cleaner and future-proof, provided we do not ignore the ethical issues it raises. The data generated by a network of interconnected devices and sensors allows public and private services to work more efficiently, for instance when it comes to improving the quality of our living environment. Technology can contribute to shorter ambulance response times, prevent incidents and boost street safety with smart lighting. It also offers numerous potentials in our pursuit of a cleaner environment and climate. For example, the increasing use of digital platforms and consumers' willingness to use mobile apps has propelled the development of the sharing economy (McKinsey, 2021). In the field of urban mobility, this is evident in shared rides and smart parking, where emissions are reduced. The installation of IoE sensors on existing physical infrastructure can also help to control traffic flows. Beijing reduced air pollutants by about 20 per cent in less than a year by tracking pollution sources and regulating traffic (UNEP, 2019). Sharing real-time air quality information with the public through smartphone apps also enables residents to take action. Technology can also take cities closer towards a circular economy, curbing the waste of raw materials, and giving waste a second life.

Technology can even contribute to our mental and physical health. The care sector uses analyses to identify demographic groups with increased health risk profiles, and to take targeted interventions. Chronic illnesses can be monitored or even treated remotely. Patient monitoring applications like these may reduce the pressure on the care sector. Technology can also stimulate social cohesion. Establishing two-way communication between the public and local authorities reduces the gap between government and citizens. For instance, Paris has allocated a budget for participation and invited people to submit project ideas, then vote online for the project that merited funding. Research shows that applying this kind of method almost triples the level of involvement between people, and between people and government.



Through technology and digitalisation, we are always connected to each other, and everything around us. In essence, the 15-minute city is also a connected city. In a physical sense, because it can help us get from A to B more quickly, but certainly also in a digital sense. How do you ensure as a city that, with the help of a reliable and secure digital infrastructure, the information and ideas in a city flow faster? We have to be especially vigilant for the flip side of digitalisation to ensure people's safety and privacy. Risks like data leaks, cyber-attacks, discrimination and violations of privacy are on the prowl. How do we address these challenges? Who owns the data that is being generated in public spaces? A possible solution in the near future may be found in blockchain technology. The rise of open, transparent and especially decentralised blockchain promises great improvements for smart city applications, with individual ownership better organised. Governments would do well to experiment with this technology before the public domain is hijacked into monopolies of commercial parties.

Socially inclusive

Trends like digitalisation of society and urbanisation offer a host of opportunities, but not without risks. One of these risks is that some people may be left behind. For cities with diverse communities, this will be more of an issue because of cultural differences. How can these culturally diverse groups come together? In recent years, our thinking has been: boost the economy and encourage economic activity to ensure everyone is well off. But this is only partly true. It turns out that not everyone benefits automatically. A society should feel morally obliged to make sure that everyone reaps the benefits of a city's wealth. This problem will not solve itself and the creation of conditions alone is not enough. Young and old, poor and rich, with vocational or academic training, resident or newcomer, with or without disabilities: an inclusive city makes policies so that everyone has a chance to participate and feels a sense of belonging.

Fact

A city is socially inclusive when everyone has a sense of belonging, is able to participate and has access to all the city has to offer. In the pursuit of an inclusive city, physical and social aspects play a crucial role.

The power of communities

According to the United Nations, communities are the lifeblood of inclusive cities. They have the potential to deliver economical, ecological and social value and often strive to improve everybody's quality of life. Communities can be found across a broad spectrum, from volunteer work to social movements that serve a higher purpose. They have the potential to free people from their isolation. These groups share a common goal that connects them, through all layers of society. Communities feel involved with everything that happens in their direct surroundings. They can offer new perspectives and solutions. The most recent World Cities Report by UN-Habitat emphasises the benefits of cities involving local communities in improving the quality of life. By means of citizen participation, residents directly help shape their living environment. This way, the gap between people and authorities is reduced, leading to more inclusive decision-making and people who are happier about where they live. Street Moves in Stockholm is an example of a successful project where local communities are the co-architects of the design of their own streets (Bloomberg, 2021). The goal is to make the city more responsive to the needs of its people.



Skateboarders
Nick Bookelaar

Social cohesion in urban densification

To stimulate community-building, cities must create spaces where people can meet. How do you design a city that integrates, rather than individualises people? It seems unlikely that people should ever feel alone in a city of hundreds of thousands of inhabitants, who see each other daily in public transport, public spaces and streets. But wherever there are large concentrations of people, people seem less inclined to look out for each other. Scale is a factor here: social cohesion is usually stronger in compact cities and towns. Urban planners can play a role in integrating people by providing a strong social infrastructure, also called human-centred design. This demands a new way of looking at our cities' designs. The cities' immense task of densification in many cases leads to high-rise building. We know now that high-rise buildings contribute to individualisation. A large number of studies shows that people that live in high-rise buildings experience more mental health problems, are more often anxious about crime and have fewer social interactions. To quote Winston Churchill: "We shape our buildings, and afterwards our buildings shape us." High-rise buildings do not appear to be the only solution to the densification issue. Analyses show, for example, that in the Netherlands the number of members per household has fallen by a factor of 1.7 in recent decades, from 3.6 in 1960 to 2.1 in 2020. In Eindhoven, this figure is even lower: 1.9 (CBS, 2020). While maintaining the same living area, this has led to an enormous increase in living area per person. Densification is possible if we all occupy fewer square metres.

Urban densification places extra pressure on cities, whether in terms of climate, health or social cohesion. Next to technological applications, public spaces can be part of the solution, because they contribute to a healthy and safe living environment (European Commission, 2021). Public spaces invite everyday encounters and community building. We have known this since ancient times when agoras were the main gathering places in Greek cities. People met here for all kinds of outdoor activities. Squares, parks, publicly accessible buildings and innovation hubs, with The Strip at the High Tech Campus Eindhoven as a local example, serve the same function. An increasing number of cities is investing in public spaces that enable interaction, creativity, entrepreneurship and entertainment; precisely the aspects that create a thriving, liveable city. Helsinki is an example of a city that chooses to invest in culture to stimulate social interaction. An innovative example is Oodi, a futuristic 17,250-square-metre building accessible to everyone, which houses a cinema, a 'maker space', recording studios and exhibition and event spaces.

High Tech Campus Eindhoven
Paul Raats



Culture & Creativity

Urbanist Richard Florida outlines two factors in his picture of the post-pandemic city that are reshaping the way people live: pull factors, which pull certain groups away from cities, and push factors, which draw people to them. The pull factors are often traditional reasons, like more space and lower cost of living and usually relate to families with young children, the elderly and people whose health is vulnerable. On the other hand, Florida expects a flow of young adults to the cities, because of better job opportunities and social activity. Another push factor is that companies in certain sectors do not function optimally if employees work remotely, such as high tech, health, innovation, media and entertainment. Here too, (physical) cooperation is the precondition for success. In a post-pandemic world, many workers, especially members of the creative class, view cities as work and living environments differently, says Florida. Cities will need to transform into vibrant and flexible ecosystems, in which cooperation and social interaction in public spaces are encouraged. Florida emphasises the importance of strong cultural programming, because it attracts groups that make the city a diverse mix, such as families and tourist visitors. Cultural facilities make a major contribution to the quality of life in a city. A diverse cultural offering brings people together on a large scale, plays an educational role and serves as a breeding ground for the creative industry. The presence of cultural and creative sectors is a lever and catalyst for economic development, as a source of new, innovative ideas (UNESCO, 2020). Governments are increasingly involving local creatives to find answers to social issues. By using the local creative community in urban development, a city becomes more attractive for new residents, visitors and companies.

Cultural and Creative Cities Monitor

Cultural and creative sectors play a vital role in cities' social and cultural well-being. The Cultural and Creative Cities Monitor, an initiative of the European Commission, seeks to gain insights into how cultural and creative cities throughout Europe are performing. The research, which is both qualitative and quantitative, looks at 190 cities in 30 countries and ranks cities on 29 indicators that relate to three important aspects of a city's cultural and socio-economic vitality:



Van Abbemuseum
Nadia ten Wolde

- 1. Cultural vitality measures the 'cultural pulse' of a city in terms of cultural offerings and participation;**
- 2. Creative economy indicates the extent to which the cultural and creative sectors contribute to a city's economy in terms of job opportunities, job creation, and innovation;**
- 3. Stimulating environment identifies the tangible and intangible assets that help cities attract creative talent, like education, level of tolerance and infrastructure.**

According to the 2019 report, the ideal cultural and creative city comprises a mix of the following seven European cities: Weimar (cultural offering), Florence (cultural participation), Paris (infrastructure, education and job opportunities), Eindhoven (innovation), Budapest (creative jobs), Glasgow (tolerance) and Aarhus (quality of governance). This confirms that no single city excels in all nine dimensions and that there is room for improvement in European cities of all sizes. Notably, four of the cities mentioned have fewer than 500,000 inhabitants, including Eindhoven.

An attractive city cannot do without a rich cultural life. Culture contributes directly to the quality of life of citizens. In addition, creativity is at the heart of a culture of innovation. The presence of a creative technological ecosystem with many bright talents may, in the future, be the most important reason why innovative companies choose to locate to a certain place. The future may prove hybrid with companies opting for a physical location as their 'mother ship', combined with excellent digital networks to participate remotely and be connected with other innovation hubs. Cities that prepare for the future will benefit greatly from a physical, creative cultural system.

A diverse cultural offering brings people together, plays an educational role and serves as a breeding ground for creative industries.



MU
Boudewijn Bolmann

Glow Eindhoven
Bart van Overbeek

So What's Next
Max Krieftel



Open Air movie Natlab
Nick Bookelaar

Summarising

- Medium-sized cities seem to be gaining popularity among younger generations, talents and businesses. Because of their compact size, they are more personal, liveable, and have better networks. This leads to a free exchange of ideas and stronger social coherence.
- Green and circular thinking is the new norm for cities. Many problems arose on the scale of the city, and will have to be solved on the same scale. A bridge must be built between creativity and technology to provide radical solutions.
- Cities must place major challenges at the heart of their vision and strategy and connect their ecosystems in a mission-driven manner to come up with new solutions.
- Social cohesion is crucial for an inclusive city. The well-being, happiness and inclusivity of all its people should be at the heart of a city's ambition. Diversity enriches a city's culture.
- Culture and creativity inspire the vitality and imaginative power needed for new inspiration.



DayDayGay
Barbara Medo

Eindhoven Maker Faire
Max Kneefel

Eindhoven reflected

Following the analysis of global trends and relevant developments in other cities, finally we turn to look at our own city. We are interested in holding up our own performance to the light. Self-reflective and self-critical. Not to apportion blame, but to compare our city on a macro and meso scale to what we see taking place in the world. How is Eindhoven faring? What have we noticed?

Growth rate and internationalisation

The city's economy is booming. The region's high-tech industry is flourishing and in recent years it has delivered an average economic growth of 2.4 per cent, more than twice the national average. Making the region an important player in the success of the Netherlands as a whole. This has led to a swing in attention and resources from the seat of politics in the Hague. In 2016, Brainport Eindhoven was given the national economic status of mainport, alongside Rotterdam and Amsterdam. Two years later, 130 million euros in national funds were released for innovation, facilities and the attraction of new talent to the region. Recent years have seen the economic recovery of this region widely reported in the (international) media.

Karla, Nico, Bianca,
Leonor and Tunç.
Ralph Roelse



Accompanied by the arrival of many newcomers from countries such as India, Italy, Turkey and Central and Eastern Europe. The number of knowledge workers, internationals who work here as ICT specialists, engineers or developers, has almost tripled in the last eight years to 8,970 in total.

Eindhoven is increasing in size and becoming more international. What does an 'average' Eindhoven resident think of these developments? What is it like to see your neighbourhood or city change? Not wanting to be presumptuous, we thought the story of Eindhoven growing and developing would leave most residents cold, but our misgivings appeared unfounded. Research conducted in 2021 among 2,900 respondents showed that most people in Eindhoven are actually positive about the city's rate of growth. Only two out of ten considered these developments as negative, a small number remained neutral. The respondents are slightly more enthusiastic about the increasingly international character: more than six out of ten participants were (very) positive about this. Only fifteen per cent see this as a negative development. Almost half of the respondents are happy to see the city continue to grow or have no particular limit in mind.

Social resilience

Even so, not everyone is benefiting from Eindhoven's growth. The general trend that the rich get richer and the poor get poorer is clear in our city too. Economic growth and the accompanying increase in the number of jobs for the higher educated can lead to an increase in job numbers for those with more practical training (trickle-down). This effect is discernible in Eindhoven, as is clear from the 2018 Eindhoven Strategic Outlook (Strategische verkenning Eindhoven). At the same time, income differences have come about: pay in the highest wage bands is increasing faster than in the lowest quarter. So even though the wages of the lowest-paid are increasing, there is growing inequality in wages. CBS figures show that wealth inequality in Eindhoven is relatively high too, similarly to in other major cities in the Netherlands.

Tante Netty
Nick Bookelaar



Socio-economic inequality touches on the current discussion about broad-based prosperity. The municipality is currently examining this theme with the project Blik op Eindhoven, developed by social designers Kade Clubhuis. Employing humour and commotion, they unlock and collect the views Eindhoven residents have about their city. 'How are you doing in Eindhoven?' is the main question that recurs in every chat. Revealing insights about what makes the city a nice place to stay, to work and to live in. "As a friend, I'm concerned that expats in Eindhoven have too few opportunities for participating", someone said. Another would like Eindhoven to be among the top cities in the world socially. The research also collects statistical data about the well-being of Eindhoven residents. These insights form the basis for a new social agenda for the city. Broad prosperity is about more than economics and income. It is also about health, education, feeling of safety, access to facilities, social contacts, the quality of the neighbourhood and many other factors. Can everyone really benefit from the developments in a city? Can everyone be happy? One of the great challenges of our time is not just the gap between rich and poor, but in a broader sense tolerance and inclusiveness. About how different groups, with different backgrounds, beliefs and experiences, can live together in harmony. Because opposites are not really the root of the problem and are actually part of a democratic system, providing the mood does not flip into hostility. As a local community, the city should really feel a moral obligation to allow everyone to participate. A significant challenge for Eindhoven, as it is for other cities too, to ensure that everyone is given the opportunity to participate and feel part of the larger community. This is how we can build a resilient society together.

Drastic shortage of talent

The demand for new talent in the region remains as great as ever. Whereas in recent years we had shortages running into hundreds, demand is now in the thousands. And it is not just the tech sector; practical professions like care and facility services are also facing dire situations. Eindhoven needs to pull out all the stops to attract and retain talent in every link in the chain.

As a local community, the city should really feel a moral obligation to allow everyone to participate.

We are all well aware that the attractiveness of a city is the deal-breaker when talented individuals choose a city. How pleasant is it to live, work and stay there? As well as a good job and a nice roof over your head, a varied selection of culture, restaurants and bars, shops and countryside are crucial. Eindhoven has taken strides here, but at the moment the level of services does not yet match up to the city's ambitions. Even after the successful lobby for more funding from the national government in recent years, much more is still needed to provide a range of facilities that befits a city with international ambitions. It shouldn't be forgotten that Eindhoven is competing for the best talent on an international stage against other European top cities. The municipality of Eindhoven, Brainport Development and the province of Noord-Brabant have their sights trained on this issue.



Nieuwe Emmasingel
Hanneke Wetzter



Microlab
Nick Bookelaar

Retaining talent

It might not be so obvious, but attracting talent is only half the story, you need to hold onto it too. People come here to work and to study. In an international city, people come and go. That keeps the ecosystem lively and dynamic. A recent development has been the sharp increase in the number of applications for residence permit extensions. Research by Tilburg University has revealed that the main reasons for international knowledge workers leaving the Brainport region are (1) family circumstances, (2) career opportunities and (3) the lack of social connections. Upon arrival, people state they expect to stay for between one and five years.

International studies also provide us with clues for the factors that affect success with a job abroad. These show that the main reason for premature departure is 'partner is not happy'. We take the fact that partners play a crucial role in the length of stay in Eindhoven very seriously. In 2014, the Expat Spouses Initiative was established, an initiative from the expat community to help partners find their way in the Dutch labour market. A win-win situation. Firstly, for the professional development and self-esteem of partners: besides earning your own money, using your qualities is an important means of integration. Secondly, this pool of (often) highly educated professionals is a godsend for the local business community that is desperate for personnel.

The Holland Expat Centre South and the municipality with its Living-In Programme also invested a lot of energy to ensure that not only the 'first hire', but also the partner lands comfortably in the city as a 'second talent'.

Integration of newcomers

The integration of newcomers in general is perhaps an even more important issue. How well do we do as a local community in offering these people a sense of home? Conversations with the Expat Spouses Initiative and Holland Expat Center South once again underlined the basic need of every international: the feeling of 'I belong' and 'I matter'. Eindhoven has a lot to offer, and internationals appreciate things like the work-life balance, safety, being able to cycle to the campus, the scale of the city of Eindhoven, the many green areas in the city and the surrounding area, and the political and physical safety. Where we can make the difference is in promoting and strengthening the contact between new locals and existing locals. The most distressing thing for an international is to be considered an 'alien' instead of 'one of us'. Internationals miss a place in Eindhoven like the Hub, the 'living room' on the Vestedijk where it was easy to meet other internationals. But even more than getting to know other expats, newcomers long for contact with the 'ordinary' people in Eindhoven. At the moment, there is little incentive for locals to reach out to internationals.

As well as attention for retaining and integrating talent, it is still really important that a city like Eindhoven continues to attract creative top talent. The radical thinkers who innovate and are able to connect different disciplines. They are the

obstructionists who ignore existing conventions. Which is why they are so essential. They break down existing trains of thought and help society to innovate.



However, the city's creative substrate necessary for attracting this talent is becoming increasingly impoverished. Eindhoven scores particularly low on cultural facilities. Whereas a comparable city such as Helsinki has invested 100 million in the construction of a new library, Eindhoven has cut back on part of its grants in recent years. A city that wants to attract top talent must first and foremost offer an inspiring and exciting environment. This includes thinking about how to embed creative top talent in your ecosystem. A city should create space and provide a platform for its creative communities. For example, by designating enough places as creative incubators, being a launching customer as a municipality and offering creative financing models and schemes. Within the education system, it is worthwhile investigating how the synthesis of technology and design could be better integrated in the curricula. It is important to stimulate the enthusiasm of young people about creative innovation from an early age. Great examples that already exist include the Brainport Schools, Tech Playgrounds and the Maker Faire.



The skyline is changing

Strijp-S
Jan Timmer

The skyline is changing

It is expected that 70,000 jobs will be created in the Eindhoven region over the next 20 years. This asks a lot from a city. Pressure on the housing market, mobility and social cohesion will continue to increase. Eindhoven is at the brink of a huge physical transformation. The quality of architecture is improving with the development of large-scale projects such as Knoop XL, Strijp-S, Strijp-T, the Bunkertoren, Nieuwe Bergen, the VDMA and the densification around the station area. The Eindhoven skyline is changing rapidly. This leads to new concerns about the height of buildings. Very justifiable concerns, because buildings of this magnitude remain for at least a lifetime. They are dramatic changes for the city. As we have already established that high-rise buildings promote individualisation, it is crucial that the dynamics of new areas are well thought out.

Dynamics in urban areas

Urban transformation is not just about more and taller buildings, but chiefly about improving the quality of areas. Placemaking. On the one hand, it is about designing an area in such a way that the people who live, work and stay there are contented and are part of the social fabric of the place. On the other hand, it is about creating individually distinct areas in a city, retaining their unique and vibrant characteristics, now and in the future. 'Form follows function' would certainly be a good starting point for an international design city. The enormous transformation that is planned in Eindhoven, will also create many hundreds of square metres of 'plinth'. This is another word for the ground floor of buildings; space that really determines how an area is experienced and where social cohesion can be stimulated. This creates a need for plinth management and design: which signature do we want to assign to which area of the city? Preventing developers from introducing their own interpretation of technology, design and knowledge and, in doing so, making areas compete with each other. Here, but in many other areas too, Eindhoven could give its own design community a much better position. Designers from the region understand the dynamics of the city and are in a better position to design a dynamic in which the people in that area take centre stage. An excellent example of this is the Eindhoven-based designer Miriam van der Lubbe, who is leading the team that is designing the programmatic plinth for the new District-E area.

Strijp-S
Nadia ten Wolde



The value of creative breeding grounds

Although many welcome Eindhoven's urban transformation, there is also concern about the disappearance of more experimental places. A vibrant city needs creative breeding grounds, with room for experimentation. We are now in danger of gentrification and densification. Who will safeguard that there will still be enough places for creative communities? Fifteen years ago, Eindhoven was still a blank canvas where there was enough room for these communities, but Eindhoven is running out of these places. Of course, this is the cost of gentrification that every international city has to grapple with. Creatives who popularise an area have to stand by and witness smart property developers monetising this creative value. Eindhoven really deserves praise for its persistence in the inclusion of social housing in its large-scale project developments in inner-city A locations. Equally, Eindhoven should perhaps, as a design city, also defend the preservation of creative heritage and allow the creative community to benefit from the increased value of places.

In conclusion. We have already said that surveys have shown that residents are more or less positive about the city's growth rate. However, there is also a feeling that the city is constantly being rebuilt and, yet, it is unclear what the ultimate goal is. This disconnects many people in Eindhoven from the city's development. It also leaves them with the feeling that they have little influence and only hear about or see it by chance. If we want the city's successes to be perceived as our joint successes, we need to involve residents more often and inform them more clearly about what is happening in the city.

Quote

With Eindhoven University of Technology and the High Tech Campus Eindhoven we have places for technology, and with the Design Academy Eindhoven, among others, a place for design. But we do not have a place where these two worlds can meet.

Synergy of technology and design

Eindhoven is a player on the world stage for design and technology. We claim to be the combination city. The question is, however, whether these systems make sufficient use of each other's expertise. After all, it is where technology and design come together that truly innovative solutions happen. First and foremost, this has to do with the picture both these worlds have of each other. Many techies consider designers to be creative and vague and do not readily see any added value in that. Conversely, creatives often see techies as binary people who are blinded by their own technology. What is missing is a shared ambition in which the skills of both ecosystems strengthen each other and, in doing so, find better solutions together. Creativity offers an imaginative solution, and technology makes this solution a reality. If technology and design were to start from a human perspective, surely they would meet at some point. How can we make humanities issues the starting point? To start with, we need to build a stronger bridge between technology and social design. Albert Einstein once said: 'We can't solve a problem with the same thinking that created it'. Today's social issues require radical thinking. That is exactly where bright talents shine. They have a holistic vision and, as such, can knit technology and design together. A city with ambition sets mission-driven goals and weaves its creative and technological ecosystems together to achieve them. And perhaps that is what Eindhoven lacks: neutral ground, in the physical sense of the word. A good example of such a place is the MIT Media Lab in the Massachusetts Institute of Technology: an interdisciplinary research lab where bright talents build tomorrow's solutions on the cutting edge of design, technology, art and science. Faculties, students and researchers work together on hundreds of projects across a range of disciplines, including social robotics, physical and cognitive prosthetics, new tools for learning and applications for sustainable cities. With the Complex project, we had an important opportunity with our ecosystem to do something similar, albeit in a smaller form, but we let it slip through our fingers. Partly because, even together, we failed to come up with something sufficiently inspiring.



TU/e Microfab/Lab
Bart van Overbeeke

Enversed
Tommy Köhlbrugge

There is also a more practical example of where design and technology could meet successfully. In the not too distant future, there will be far-reaching changes in our world as the use of artificial intelligence increases in our daily lives. Self-driving cars, intelligent houses and self-thinking devices. In Eindhoven, we have invested heavily in artificial intelligence and with central government funding we have established a top institute, called Eindhoven Engine, to advance this technology. It is clear that the institute was founded from a technological perspective, but wouldn't it be fantastic if Eindhoven also created space here for artists, ethicists, and designers, following in the footsteps of MIT. The digital design of AI (the user interface) largely determines whether people see its value and start using it. We are increasingly overwhelmed by enormous flows of data, and we need digital designers to transform this into visually comprehensible information. This is still a major area of concern in Eindhoven. Digital design competences are currently not or are underrepresented in the city. Only two of the large and medium-sized digital agencies from the Emerce top 100 have their head offices in Eindhoven. If we want to move design and technology closer together in a practical sense, we will also need designers who can build bridges to technology.

If we are honest about it, the technology side of the city is dominant, with the design side often remaining underexposed. This is confirmed in conversations with stakeholders, and this is the sentiment in the local design community. Of course, in Eindhoven, technology has an economic impact many times greater than that of design, but as previously mentioned, creative impact is just as relevant, although it is not always as easy to express in terms of money. As a city, we should give designers and makers more attention in order to restore the balance between T and D. On the one hand, through representation with a single unambiguous voice, in the way that Brainport does this for technology. On the other hand, by making much better use of local design strengths as an ecosystem. An innovative city should organise its policy accordingly and use local designers as launching customers for strategic planning, civic participation, improving



the living environment, or solving problems in that living environment. Eindhoven is bursting with good designers. Why not give them an opportunity to work on our public spaces to create the kind of city we want to be?

Recalibration of tourism

Over the past decade, Eindhoven has had the wind in its sails as far as tourism was concerned. In 2019 we had over a million hotel stays; double the number in 2010. Partly thanks to the efforts of Eindhoven365, Eindhoven was a popular alternative city trip destination for Spaniards, Italians, Germans, Belgians and others. International calibre events like GLOW and Dutch Design Week also had a formidable draw. In 2020 and 2021, tourism in Eindhoven, as in many other cities around the world, was hit hard by corona measures. Hotels, restaurants, bars, retail stores, cultural institutions and event locations all had to close their doors at some point and international tourists stayed away. According to figures from the Eindhoven Corona Dashboard, the number of visitors to the city centre decreased by an average of 50%. At the time of writing - end of 2021 - there is still a lot of uncertainty for the city's entrepreneurs. The near future will see a focus on the hospitality sector, which took the most severe blows. In practice, this will mean focusing on target groups situated closer to home: visitors from the Netherlands, Flanders and North Rhine-Westphalia. People who can decide to come to Eindhoven at the drop of a hat and who can travel by car, bus or train arriving within just a few hours. Concentrating on these markets also marks an important step towards sustainable tourism. As we previously mentioned in this chapter, the majority of tourists have indicated that they would like to travel more sustainably in the future, most especially the younger generations. Of course, flying will not disappear altogether, but people will not be so quick to book a flight. They are more likely to plan a city trip to a place not so far away and, in doing so, reduce their ecological footprint. Our focus on markets closer to home, within a 300-kilometre radius, may well become much more important.

In terms of accessibility and mobility, however, the city still has some ground to cover. A prime example is that Eindhoven Central Station has no direct international train connections. Quite remarkable when you consider that Eindhoven is now one of the most important economic regions in the Netherlands. This form of transport is becoming increasingly important for sustainable tourism. In addition, a direct

Dinner in Motion
NickBookelaar



connection to foreign countries could boost tourism and good accessibility plays a crucial role in attracting talent and companies. Fortunately, Eindhoven is now taking a huge step here with the establishment of Knoop XL, a new international train hub. The first international train, an intercity to Düsseldorf, will likely be up and running from 2025 onwards. There are also concrete plans for a direct connection to Aachen and Antwerp. In the meantime, as a city, we will need to start making plans to attract target groups from these places.

To combat climate pollution, travelling by train needs to become an attractive alternative to air travel. After all, it is no secret that aviation is a mode of transport that is a major polluter. This means that airports, including Eindhoven Airport, will need to find ways to improve their sustainability. In addition, airports can scrutinise the quality of their flows of passengers. Eindhoven airport has a higher number of departures (outbound) than arrivals (inbound). If, for the time being at least, aviation remains an important means of transport, shouldn't we at least aim for a healthy inbound/outbound ratio? With more visitors choosing Eindhoven as their final destination.

NS Sprinter
Jorine de Koning



Travel will always form a source of inspiration and new energy. Economic recovery will set the tone over the next few years, but at the same time Eindhoven will have to ready itself for a sustainable future, one in which it minimises its visitor footprint. There are many opportunities here, most especially in the area of mobility.



Trudo tower
Nadia ten Wolde

Summarising

- Eindhoven is increasing in size and becoming more international. Its success is widely acknowledged, but not everyone is benefiting equally from the city's prosperity, and they feel distanced from this success.
- Eindhoven wants to play a role on the world stage of creative innovation. An enormous amount of new talent is required for this, talent that is attracted by a tolerant, lively and cultural community. Despite recent injections of funding, the city's facilities are not really on a par with its great ambitions.
- Besides attracting talent, Eindhoven needs to focus more clearly on retaining newcomers. Assisting with the integration of internationals is an essential aspect. How should we go about giving these people a home-from-home feeling and involve them more in Eindhoven as a whole?
- Technology and design are still two separate systems in Eindhoven, resulting in the enormous potential for innovation going to waste. Add to this the fact that the value of design as a sector remains underexposed and opportunities for synergy are left undisturbed. Eindhoven has to seek synergy if it wants to maintain its position as a creative innovation hub.
- Eindhoven has to make waves in making tourism more sustainable. On the one hand, to contribute to a better climate and on the other to cater to the changing expectations from tourists.

Finally

Eindhoven's strength lies in cooperation. The Brainport approach is an excellent example of how the region reinvented itself economically. The time is now ripe for taking action together on the major social issues that lie ahead of us. This starts with a shared narrative to which everyone can relate. We can see that TDK does not resonate sufficiently with many residents and that it does not exude enough ambition. We need a bigger mission to serve as a shared DNA. To which residents, institutions and businesses can contribute in their own way. What is this city's purpose?



CHALLENGES FOR EINDHOVEN

We analysed trends on a global, urban and local level and looked at how they intersect. What we discovered showed that Eindhoven is also, of course, affected by many global and urban issues. Drawing on our findings, we identified five major challenges for Eindhoven, which collectively shape our ambition towards 2030. The challenges are by no means exhaustive but, based on feedback from stakeholders in the city, we believe they are the most important.



CHALLENGE 1:

Our social fabric is unravelling

Worldwide, individualism is redefining relationships. The loneliness fostered by digitalisation has been exacerbated by the pandemic. Young digital generations champion inclusivity and diversity but confuse online connections with real friendships. Older non-digital generations struggle to stay connected. A growing number of people suffer from anxiety because they feel a lack of belonging.

Cities need to find ways to give all their citizens a sense of community, and the keywords here are pride, tolerance and openness. As a city, how can you create a vision and ambition that citizens support, and to which everyone can contribute – a vision and ambition that unifies and vitalises all segments of our regional society? A vision aimed at the ultimate goal: happiness for all.

‘Together’ is encoded in Eindhoven’s DNA. The familiar blue Philips logo is no longer the rallying symbol it once was, and for many, the TDK narrative is clearly too abstract to fill this gap. Eindhoven has always been a city where international newcomers and locals happily co-existed. Together, they took the city to great heights. It’s time for a new goal that connects all our communities and guides the city into the future.

‘t Rozenknopje
Nick Bookelaar



CHALLENGE 2:

Magnet for bright talent

The international battle for talent is raging, and is expected to intensify. The world needs creative, technological innovators able to function in an interdisciplinary environment. These bright talents come up with the keys to solve urgent issues of all kinds, and infuse cities with magnetic energy – for progress, renewal, hope and optimism.

Cities that attract and retain this kind of talent are the winners of the future. The seeds of this success must be sown and cultivated with purpose. These talented individuals need the pull of purpose-driven ambition and the promise that they will participate in building a magnetic innovation hub that is home to like-minded people. Bright talent needs to be attracted by physical conditions like space, financing and launching customership, which they can harness to foster the radical innovation of tomorrow.

This mentality is in Eindhoven's lifeblood. In the 1930s, Gilles Holst ran the internationally distinguished Philips Natlab on the basis of multidisciplinary thinking; he allowed the bright talents of the day to embrace anarchy over order and structure. And it's precisely this type of thinking that birthed the world's greatest innovations. How do we, as a city, build today's new multidisciplinary Natlab communities that unite the human sciences and the power of technology?

Stella Vita
Bart van Overbeeke



CHALLENGE 3:

Climate change is not a choice

Many problems originated in cities, and cities will need to solve them. For younger generations, the environment is the first, second and third priority. Governments can no longer ignore climate issues. A healthy mind needs a healthy body, and healthy, vibrant people live in a healthy city that prioritises radical climate-centred progress.

Cities need to strike a better balance between long-term objectives and the short-term perspective of fighting for political gains. For governments, a solution could be to not simply own the challenge, but to take it on, as co-creator and partner, with their ecosystem. Such as in the form of a non-governmental initiative that encourages open innovation for a green, healthy, liveable environment, and can operate partly independently of the political discourse.

Eindhoven is the second greenest city in the Netherlands, with a green zone as its playground. Despite its industrial heritage, as a 'Garden City' Eindhoven traditionally prioritised green over grey choices. This, combined with the triple-helix thinking, which is unique to this region, means that as a city we are able locally to address key issues in the sphere of green and circular thinking, vitality and health, and tackle them collectively.

Claus Square
Twycer



CHALLENGE 4:

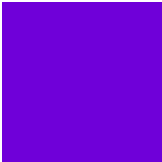
The paradox of scale

Scale has been our mantra since the industrial era, but we've now reached the point where scale has become a paradox. Scale is destroying us, yet we need scale to live – and survive – together efficiently. What does scale mean for cities? Is urban growth still the hallowed goal, or is there an ideal scale?

Cities have often focused blindly on growth, but what if growth doesn't have to be the end goal, and can make way for quality of life and impact? Will a new international playing field emerge in which Eindhoven might have the ideal scale? With the ultimate balance of compactness in size (quality of life and connectedness) versus big in impact (innovation and prosperity).

Eindhoven has always been a compact city capable of huge achievements. It is a liveable and networked 15-minute city, which, given its ideal scale, is compact enough to be intimate and personal, yet, as a 'City of Villages' belongs to a larger global system and is a global leader in renewal, innovation and progress.

Skyline
Mitchell van Eijk



CHALLENGE 5:

Mission-driven connecting

For years, Eindhoven has promoted itself as the city of technology and design, but T and D are actually two separate systems. They lack a shared ambition. If we are to have greater social impact on the world stage, we need purpose-driven leadership that unifies these systems around an energetic, guiding and ambitious vision of the future.

Cities should take a more mission-driven approach and connect local ecosystems to address some of these urgent issues. Cities able to connect and inspire their creative and technological systems have enormous creative potential to develop innovative solutions for existing social issues.

Thanks to its world-class technology and design ecosystem, Eindhoven has a unique, unfair advantage. If the city is able to unite design thinking and technological innovation in a mission-driven way and use it to renew the public domain, it can become a global leader in developing a better society for its inhabitants.

Eindhoven Exchange
Nadia ten Wolde

Moonshot

Comparing the five challenges reveals that Eindhoven's task for the future is to remain relevant as an international player in creative technological innovation. However, we can no longer maintain that this will automatically benefit everyone, because the past decade has shown us that it doesn't work that way. The task for Eindhoven, on the other hand, is to allow everyone to benefit equally from the economic prosperity generated by its international relevance and impact. In which case Eindhoven's identity as a city of technology, design and knowledge (TDK) lacks the impetus to take it into the future. As Eindhoven365, we advocate defining a moonshot 2030 for Eindhoven that strikes a better balance between well-being and innovation.

The most human innovative city.

Although this is just the first step, and can certainly be refined, we believe this new narrative offers a balanced yet ambitious path to take Eindhoven into the future. In essence, it highlights the factors truly valued by the city's people: everybody must have a chance to participate in, and benefit from, the city's progress. Yet at the same time, it is sufficiently abstract for everyone to relate to. The moonshot's economic value will be appreciated by technologists, accountants and entrepreneurs, while psychologists, designers and philosophers will embrace the human side.

Eindhoven365 wants to shape the city's future by taking a mission-orientated strategy inspired by the thinking of Mariana Mazzucato. Let's show the world where the talents of this city and region lie by merging our skills and know-how to address the issues that are vital to the city's future. And with that intoxicating thought, Eindhoven365 would like to round off its recommendations to the city. In the months ahead, our goal is to turn this dream into reality. We'll explain how we plan to go about it in the following chapter.

3

Chapter

This chapter focuses on strategy. At some stage in the last twenty years, ‘strategy’ became synonymous with complexity. Strategy was said to be complicated and difficult, and largely something for corporate boardrooms. We don’t believe that’s true. At Eindhoven365 we are confident that strategy sharpens focus and hones a vision.

In the previous chapter, we described this vision by analysing the changes influencing our city and our work – we looked at the short and longer-term effects and the abstract and material consequences for Eindhoven. In that chapter, we also talked about why we defined this vision for Eindhoven as a whole, not simply Eindhoven365. As an organisation, we’d like to work towards this new dot on the horizon that connects the entire city, and guides it towards 2030.

Back to strategy and Eindhoven365’s city marketing vision. Of course, 2030 is still a long way off. In a world in flux, it’s hard to define a deliverable eight-year strategy. Instead, we’re concentrating on the first leg of the journey, and the years 2022 to 2025. And effective strategy guides us towards realising that vision and is disruptive by design. We have big ambitions – shoot for the moon, land among the stars. In five lines, we describe how we’re going to support Eindhoven over the next four years to become the most human innovative city.

1. Mobilising citizens

In recent years, we promoted the city as a hotspot for design and technology. That message was aimed primarily at the outside world: this is where it's happening – come and join us! This message was shared with local communities almost as an afterthought. That said, there are countless opportunities to strengthen local people's ties with the city. Proud residents are, after all, your best ambassadors.

This is why we want to involve Eindhoven's residents better in the developments in the city, and make them an active part of it. Quantitative and qualitative research among residents has revealed the following insights:

- 56% of the residents give 'living in Eindhoven' a score of 8 or higher. For 'working in Eindhoven' this percentage is even 67%.
- So, Eindhoven residents are proud of their city as a place to live and work, but research tells us that they don't feel very involved in the design and tech side of the city and the urban transformation.
- 52% of the people living in Eindhoven indicated feeling lonely in 2020. Obviously, this has been affected by the pandemic, but even before the outbreak of COVID-19, loneliness was increasing. In comparison, in 2018, 48% of the people in Eindhoven felt lonely. (CBS, 2020).



Residents
Nick Bookelaar

The specifics

What will we focus on?

All of Eindhoven's neighbourhoods: Woensel, Tongelre, Stratum, Gestel, Strijp and Centrum.

Which group do we want to reach?

People of Eindhoven (and beyond) who feel involved and want to make a contribution to the city.

What are we going to do?

Encourage people to get involved with their local communities and the city as a whole. Our goal is to make citizens feel proud of Eindhoven by mobilising communities and giving them a say in greening their living environment.

How do we measure success?

We will be successful if, by 2025, we have reached at least 50 per cent of the inhabitants of Eindhoven and 10 per cent of them are actively involved in making the city greener.

Who do want on our side?

We aim to work with partners such as the municipality of Eindhoven, existing communities and local social design initiatives, as well as national parties like the province of Noord-Brabant and the Ministry of Economic Affairs and Climate Change.

With this, we position Eindhoven as a city with a human scale that makes its residents part of urban progress. It is Eindhoven365's contribution to the challenges 'Our social fabric is unravelling', 'Climate change is not a choice', and 'The paradox of scale'. In this way, we connect people, contribute to Eindhoven's climate challenge and capitalise on the scale advantage of our relatively compact city.



2. Making tourism more sustainable

Attracting visitors is one of the core tasks of every city marketing organisation, in which regard Eindhoven has performed well in recent years. In the last decade, the number of hotel stays has doubled, and tourism has become one of the city's important economic mainstays. We want to continue this success in the coming period with a strategy that retains the good and adds new elements.

For the last five years, our strategy focused on the ‘City Explorer’: international tourists eager to go off the beaten track and experience Eindhoven’s unique energy. Our engagement with this group positions Eindhoven as a trip with a difference – ‘Another City Trip’. You visit Eindhoven for its urban vibe, imagination and ingenuity, not for its historic buildings and canals. Over the next four years, we intend to refine and enhance this profile based on the following insights gained from in-depth surveys conducted with a group of international city explorers.

- One key finding is the role of ‘flight shaming’. City explorers are staying closer to home and, when they choose to fly, are mindful of the distances they travel.
- COVID-19 has radically transformed tourism. People no longer take ad-hoc city trips. City explorers say that they think twice before booking a city trip, a trend that is spiking competition for urban tourists.
- A growing trend is trips that invite city explorers to participate temporarily in local economies and communities.



Another Citytrip
Nick Bookelaar

The specifics

What will we focus on?

Western Europe, with a service area of about 300 kilometres around Eindhoven.

Which group do we want to reach?

City explorers – (international) visitors attracted by the energy of ‘gritty’ cities like Eindhoven, who are keen to participate in the local culture during their trip.

What are we going to do?

We will, of course, continue to boost tourism and short trips but, in the wake of the pandemic, will do so in a more focused fashion. We’re launching a sustainable city trip programme dedicated to greening the city in terms of offerings, events and interventions in the public space. This greening will help us promote Eindhoven as an attractive alternative for a sustainable city trip.

How do we measure success?

Our strategy will be successful when Eindhoven ranks among the top 3 of the most sustainable European city trips in 2025.

Who do we want on our side?

To be successful, we intend to collaborate with the Eindhoven Hotelier Overleg, Stichting Binnenstad Eindhoven, BIZ, Eindhoven Airport, NBTC, VisitBrabant and Eurail.

This will position Eindhoven within a small leading group of European cities actively embracing sustainable tourism as the future new normal. This is Eindhoven365’s contribution to the challenges ‘Climate change is not a choice’, and ‘Magnet for bright talent’. Talent can be attracted initially as explorers via city trips and introduced to the city, hopefully to be welcomed later as talent.



3. Connecting talents

Over the last few years, talent has ensured that Eindhoven achieved a position on the world stage of innovative regions. We want to capture and deepen this success. The influx of new international talent – specifically those working on the interface of design and technology – is crucial for Eindhoven to be impactful and create solutions to current issues.

Over the past five years, we focused on attracting new bright talents. Retaining that talent is the focus of the next strategic period. Competition for talent is fierce and efforts aimed at landing international talents in Eindhoven are fragmented, and may lead to losing talent prematurely. Research into the hopes and needs of this target group revealed the following:

- Bright talents are purpose-driven; they want to contribute to solving social issues. Something that intrinsically motivates them, such as environmental issues or social equality.
- Bright talents are attracted to innovation hubs: they want to belong to a community of like-minded people that sustains their creativity and inspiration.
- Bright talents value well-being: this factor ranks high for upcoming generations. Bright talents want to live and work in a place that nurtures their physical and mental well-being, and that offers a good work-life balance. Here, social ties are fundamental.



Jalila Essaidi
Mike Roelofs

The specifics

What will we focus on?

Eindhoven. We will specifically target students and alumni of Eindhoven University of Technology, Design Academy Eindhoven, Fontys Universities of Applied Sciences and SintLucas.

Which group do we want to reach?

Bright talents: creative innovators from all over the world who operate on the interface of technology and design, and with the ability to offer new solutions – experimental world citizens at the start of their careers, who are driven by the unknown.

What are we going to do?

We are going to build a physical and digital community in which we connect bright talents working across disciplines, and link them to social issues. Bringing together bright talents from different backgrounds unlocks a new kind of creativity that can spark the innovations of tomorrow.

How do we measure success?

We will be successful if, by 2025, we have created a community of one thousand international bright talents that we have linked to one hundred social issues.

Who do we want on our side?

To be successful, we want to work with local partners such as Eindhoven University of Technology, Design Academy Eindhoven, Fontys Universities of Applied Sciences, SintLucas, as well as national parties such as the Province of Noord-Brabant and the Ministry of Education, Culture and Science.

This way, we position Eindhoven as an innovation hub where bright talents, together with like-minded people, build the solutions of tomorrow. It is Eindhoven365's contribution to the challenges 'Magnet for bright talent', 'Our social fabric is unravelling' and 'Mission-driven connecting'. By connecting talents through a collective higher purpose, we contribute to mutual solidarity and increase the attraction of new talent.

4. Integrating newcomers

Due to the enormous boost from the technological ecosystem in the Brainport Eindhoven region, the influx of international families from around the world has gained huge momentum in recent years. There are for example large communities of families from India. An international melting pot ensures cultural wealth and is important for the attraction of Eindhoven as a place for internationals to settle.

The question is whether international newcomers in Eindhoven find enough connection and are welcomed by the local community. All indications point towards these families experiencing difficulties, especially the spouses (partners of), in landing and setting down roots despite all the good existing programmes. Sometimes this ends in a premature departure. We learned three important things from our qualitative target group research:

- An important reason for expat families leaving prematurely is that the spouse is unhappy. This often happens as a consequence of a lack of self-development and no social connection, resulting in isolation and homesickness.
- Identity is partly formed by friendships, work and family ties. In a new place, that identity needs to reform itself. This takes time and it can be a lonely process.
- Internationals miss a place in Eindhoven to meet other internationals. But even more than just getting to know other expats, newcomers long for contact with other residents. Spouses certainly do not want to be seen as needing help, but would actually like to contribute.



Eindhoven Exchange
Nadia ten Wolde

The specifics

What will we focus on?

Eindhoven region. Our focus is firstly on Eindhoven, but we include the surrounding municipalities because a lot of expat families live there.

Which group do we want to reach?

Expat spouses. These are the partners who are often highly educated and looking for their own spot in the local labour market and in the community.

What are we going to do?

We are building a community of people with various cultural backgrounds. Through employing exchange programmes, we plan to link expat spouses and Eindhoven residents. We facilitate the meet-ups, with the objective of creating new social connections. This also has the potential to release lonely Eindhoven residents from isolation. The key is to find common ground: a place or activity in which it is not about origins, but shared interests.

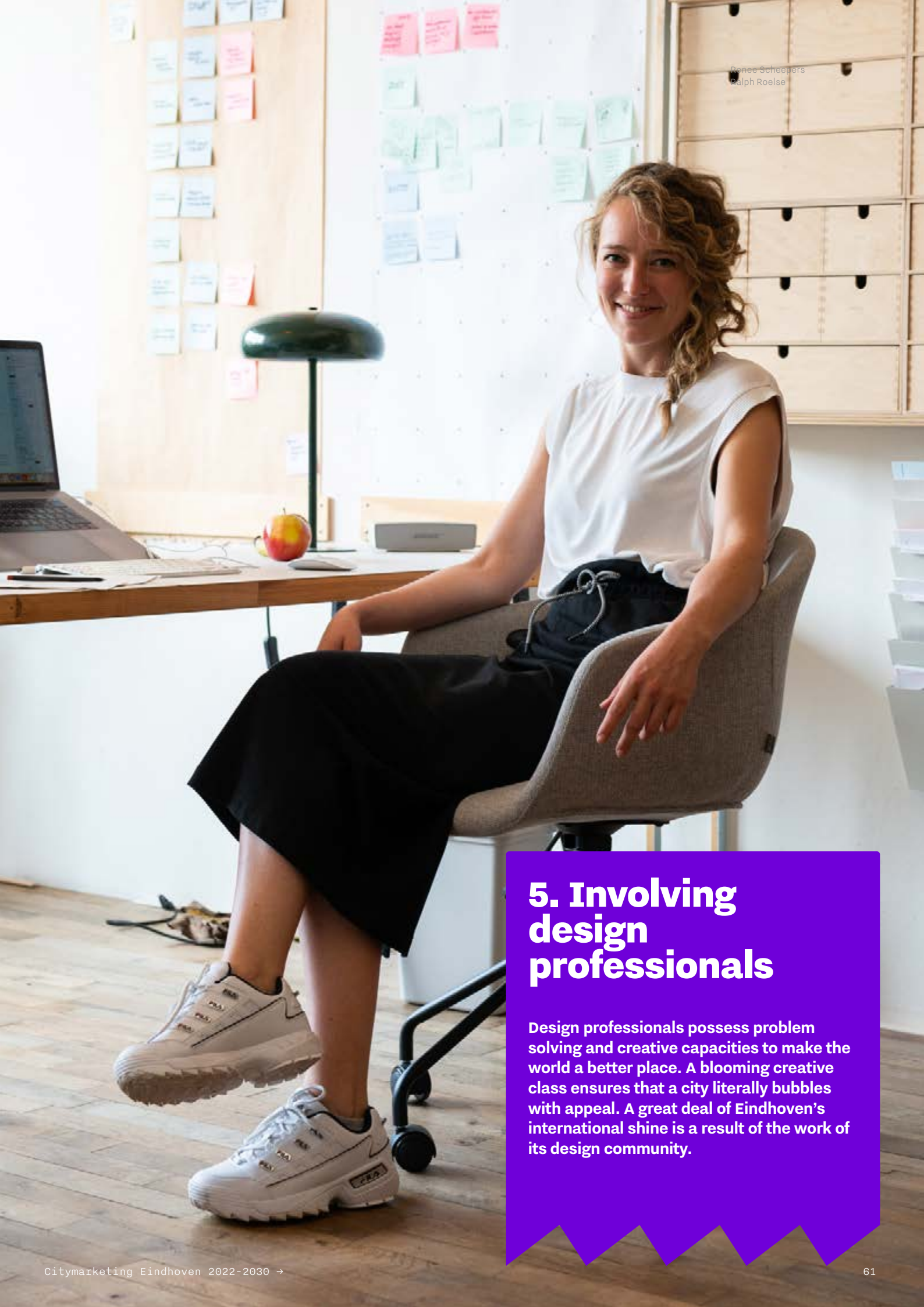
How do we measure success?

We can consider it a success if by 2025 we have established an international culture club with a minimum of 5,000 members comprising current residents and newcomers.

Who do we want on our side?

To accomplish this in the coming years, we plan to work with the Expat Spouses Initiative, Holland Expat Center South, Brainport Development, cultural institutes and sports clubs.

Positioning Eindhoven as an international city where newcomers are welcomed by the local community. It is Eindhoven365's contribution to the challenges 'Our social fabric is unravelling' and 'Magnet for bright talent'. A city where existing talent is happy, has an enormous magnetic attraction for potential newcomers.



5. Involving design professionals

Design professionals possess problem solving and creative capacities to make the world a better place. A blooming creative class ensures that a city literally bubbles with appeal. A great deal of Eindhoven's international shine is a result of the work of its design community.

However, we can also see that design as a professional discipline still has a lot of status to win when compared to the technology ecosystem. The synergy between the TDK brand mainstays is too weak. For too many people it still has an image of beautiful aesthetic products, even though Dutch designers are famous for their social commitment. We want to make this more visible in the coming years. Qualitative research has unearthed the following relevant insights:

- Many design professionals in Eindhoven do not feel taken seriously enough and miss appreciation from the municipality. In addition, they seek more support in finding studio space, finance and starting a business.
- Design professionals feel at home in places where the city is not afraid of experimentation. The sentiment is that ideas still wither away in Eindhoven, from fear of the unknown.
- Through deploying the local design community in urban development and the resolution of social issues, a city becomes more attractive for new residents, visitors and businesses.



Lex van Lith
Ralph Roelse

The specifics

What will we focus on?

Eindhoven. Specifically within the domain of urban transformation.

Which group do we want to reach?

Design professionals. Local creatives, in this context often social designers, who work according to the principles of design thinking. They are used to examining complex issues from a resident's perspective and learning through doing. Social designers contribute to the humanising of the city on both an aesthetic and functional level.

What are we going to do?

In the coming years, we are going to focus on the further development of the Eindhoven Design District: a municipality of Eindhoven, Dutch Design Foundation and Eindhoven365 joint project involving design professionals in the transformation of the city. As a city, this means we are utilizing the local design strengths and, at the same time, providing designers with a platform through allowing them to contribute to the quality of life in Eindhoven, that we can tell the world about.

How do we measure success?

We can consider ourselves to have been successful if in 2025 we have connected a minimum of one hundred designers with urban transformation, with as a result a position in the top 20 creative cities around the world.

Who do we want on our side?

Cooperative ventures with partners like the municipality of Eindhoven, Dutch Design Foundation, Brainport Development, The Creative Industries Fund and Stichting Cultuur Eindhoven are essential to achieving success.

Making it possible to present Eindhoven as an experimental city that actively involves its local design community in urban innovations. This is Eindhoven365's contribution to the challenges 'Magnet for bright talent', 'Climate change is not a choice' and 'Mission-driven connecting'.

If you can dream it, you can do it

Finally

Of course, we are aware that the strategy outlined above is quite ambitious. A good strategy ought to be just that, and it is ok if it feels a bit awkward. If it were easy, it would already have been done. Walt Disney once said, "If you can dream it, you can do it". As Eindhoven365, we believe in this, but we cannot do it on our own, we need enthusiastic partners in the field. The city belongs to us all and only working together is going to get us where we need to be. Everyone is allowed to watch from the side-lines if we as Eindhoven365 manage to achieve our goals, but we would like it much more if everyone joined us in our efforts. We stand completely open for the fine-tuning of our ambitions.

So what's next? Following the conclusion of this strategic process, we will conduct interviews for each strategic line with the most relevant and aforementioned partners. Together with these partners, we will plot a roadmap 2025 that will set out how we plan to implement this strategy over the coming four years, resulting in an annual implementation calendar. This will transform the long-term ambition into short-term actions.



Organisation

4

Chapter

Since the start of the formal city marketing organisation Eindhoven 365 in 2011, the municipality of Eindhoven took the conscious decision to place this strategic task, based on an SGEI relationship, outside the municipal organisation. Partly due to this form of organisation, Eindhoven365 was more agile and could operate from the heart of the city's ecosystem. With a start-up mindset and corresponding desire for innovation and experimentation, Eindhoven365 was able to develop as an organisation and build solid foundations.

To retain the sharp focus, the organisation split the two key roles in 2016. The strategic marketing arm remained unchanged under Eindhoven365. For the implementation of operational tasks and running activities, a separate entity was established: Eindhoven247. Both organisations worked closely together on building a strong and energetic city in the last few years.

Now it is time for the next step in the professionalisation of a future-proof organisation structure. Via a so-called quasi insourced service relationship, city marketing remains organised at a relative distance from the municipality, but the municipality of Eindhoven has more tools for fulfilling its roles as commissioning party. Most especially with regard to determining a multi-year strategic framework of annual implementation programmes.

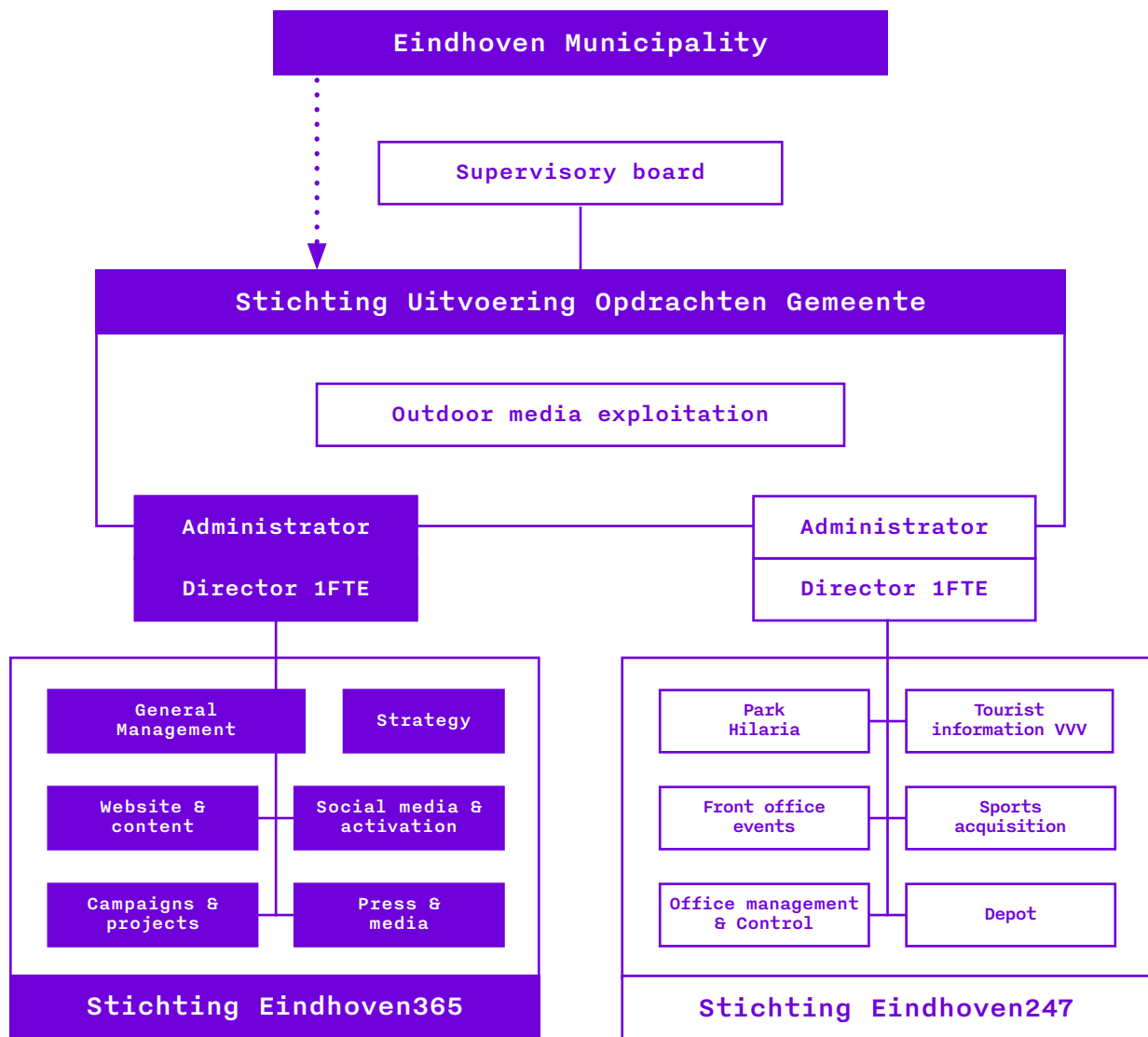
Stichting Uitvoering Opdrachten Gemeente

To facilitate the implementation of the municipality's commission a new entity has been created. The foundation Stichting Uitvoering Opdrachten Gemeente (SUOG) will safeguard the integral coherence and, via sub-commissions, the implementation will be entrusted to the foundations Eindhoven365 and Eindhoven247. The SUOG's commission and key task is to ensure that the running and optimisation of the proceeds from outdoor media and the fun fair (Park Hilaria), are used to finance the implementation of the tasks appropriated in the fields of city marketing and social services. The foundations are not-for-profit, and the governance is safeguarded via a supervisory board construction.

Financing

It is expected that at the beginning of 2022 the proceeds from outdoor media will be known, so that the finances can be determined. At the time of writing this document, it is assumed that the annual financing will be €1.8 million for the strategic city marketing assignment for Eindhoven365 and €1.1 million for the implementation of social services through Eindhoven247.

The stable and integral organisational embedding of the city marketing commission is unique in the Netherlands. Strategy, tactical decisions as well as operational excellence enjoy maximum integration in Eindhoven, including long-term financing from an independent private organisation.



Organogram of quasi insourced service relationship for the municipality of Eindhoven and SUOG, Eindhoven365 Foundation and Eindhoven247 Foundation.

Eindhoven365 foundation key tasks

This document has already discussed the multi-year strategic framework, the target group selection and intended ambitions for each target group. The annual implementation programmes discuss this in more detail. In addition to these target group focused plans, of course Eindhoven365 continues to target the management and development of the Eindhoven brand. This will require connection to be sought with the various target groups to continue to activate the brand. Eindhoven365 manages the formal city marketing website thisiseindhoven.com. Based on a well-thought-out content marketing strategy, the target groups are informed, inspired and transformed into city partners. 2021 saw us invest in a new technology base: a so-called Digital Experience Platform. This ensures that the city marketing website is future-proof and has even more opportunities for the optimising and targeting of marketing efforts integrally and over various channels and campaigns. Via the @EindhovenCity social media accounts Eindhoven365 is building a growing penetration, with which it is able to interact immediately with the city's followers and fans.

In addition to ensuring a stable financing structure and appropriate (digital) marketing tools, the right professional knowledge and expertise are indispensable. Over the last few years, the marketing playing field has grown exponentially and investment in specialisations is a condition for success. In the last few years, Eindhoven365 has assembled a team that anchors countless skills. By way of illustration, just a few of the most striking areas of expertise: content marketing, social media & activation, concept development, project and campaign management, digital marketing, PR & media and brand identity development and positioning.

Eindhoven365 operates a hybrid organisational model, in other words partly salaried employees and partly based on external hires. In addition, there is intensive cooperation with the city's creative community. This hybrid model allows for the up or down-scaling of the workforce and specific expertise based on demand. The team currently is around 12 FTE strong, including external hires.

Eindhoven247 foundation key tasks

The municipality of Eindhoven provides, via SUOG, the Eindhoven247 foundation with a number of social tasks and service commissions. This includes the annual organisation of the fun fair Park Hilaria and front-office tasks for events. Eindhoven247 is responsible for the organisation, fleshing out and provision of the tourist (VVV) information in the city. With the management of the Depot, a social service centre is facilitated. This allows for the provision of event materials at cost price for neighbourhood events in Eindhoven. Sports events acquisition is also managed here. At the moment the Eindhoven247 team is about 20 FTE strong.

Supervisory board

The supervisory board supervises the proper implementation of the municipal commission entrusted to the SUOG and both its implementing organisations Eindhoven365 and Eindhoven247. The supervisory board meets four times a year. In addition, there are four audit commission meetings with the board and management each year, and there are monthly meetings with the managing directors. Each and every one of them are inspired and ambitious professionals with a warm heart for Eindhoven and its residents. We are proud to have such a committed supervisory body.

The supervisory board comprises:

Mr. Edzo Doeve - Chair

Ms. Ine Frings

Ms. Irene van Rijsewijk

Mr. Michel van Grunsven

Justification

Process description

An extensive process formed the basis for this strategic document, including countless macro, meso and micro level trend analyses, research reports and other sources of literature. In addition, we conducted extensive target group research to gain insight into the perceptions of the current and intended target groups. Both types of research revealed important insights for formulating the strategy for Eindhoven365.

The target group research was drawn up according to the method by Adele Revella in the 'The Five Rings of Buying Insight'. Prior to this research, several round table sessions were organised with representatives from target groups, to gain some initial insights. Subsequently, we held 54 in-depth interviews with city explorers, bright talents, international knowledge workers and design professionals. This target group research was performed in cooperation with the marketing research agency Markteffect.

To gain insights into how residents think about matters, we ploughed through existing research, reports and projects, like the municipal residents' questionnaire, strategic scouting, CBS cluster analyses and Blik Op Eindhoven. Additional desk research was also established for these persona and target groups, in cooperation with Markteffect and Tech to Market. The research comprised three steps:

1. The dissemination of a mini-questionnaire (n=97) among residents. Based on the participating respondents, a selection strategy was applied for the in-depth interviews for the qualitative research phase. Diversity and background characteristics were accounted for here.
2. Qualitative research conducted through sixteen in-depth interviews with residents.
3. Partly based on the insights from the in-depth interviews, representative quantitative research was performed through the Municipality of Eindhoven's DigiPanel (n=2,900). To verify and enrich the insights from the analyses described, countless stakeholder interviews were conducted with the city's strategic partners. This also laid the foundations for further cooperation to give content to the implementation of the ambitions as described in this strategy document. A list of the stakeholders interviewed is shown on the right.

Conversational partners

Antoine Wintels	Blik op Eindhoven
Bram Broess	Fontys Hogescholen
Caroline Hummels	Technische Universiteit Eindhoven
Ed Heerschap	Gemeente Eindhoven, Living-in Programma
Jan Verhagen & Jeroen de Kruijf	Stichting Detailhandelsplatform Eindhoven
Jelle Mastenbroek & Jur Jacobs	Sectie-C
Joost Helms	Bedrijven Investerings Zone Eindhoven Centrum
Kavitha Varathan	Expat Spouses Initiative
Kris de Prins	Holland Expat Center
Lex van Lith	Make Eindhoven
Lucas van Grinsven	ASML
Marc Cootjans	Rabobank Regio Eindhoven
Marco Karssemakers	Gemeente Eindhoven, Economie & Cultuur
Martijn Paulen	Dutch Design Foundation
Miriam van der Lubbe	Van Eijk & Van der Lubbe
Paul van Nunen	Brainport Development
Raf de Keninck	Design Academy Eindhoven
Remco van de Craats	Edhv & Designers United
Rick Polman & Jurriaan van der Valk	Eindhovens Hotelier Overleg
Rinie Rovers & Jeroen de Kruijf	Stichting Binnenstad Eindhoven
Roel Hellemons & Maurits de Beer	Eindhoven Airport
Tanja Mlaker & Sanne Reiniers	Stichting Cultuur Eindhoven

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