

The MBA Hiring Landscape: Managing Career Expectations

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Agenda

GMAC®: The Corporate Perspective

- Introduction – GMAC Research
- Hiring Trends
- Choosing Students
- Choosing Schools

Moderator & Audience Q&A

Universum: The Student Perspective

- Introduction – Universum's research
- Profile & career preferences
- Employer preferences
- Employer attractiveness

Moderator and Audience Q&A

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- **Introduction – GMAC Research**
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MARKET INTELLIGENCE: GMAC VIEW

mba.com Prospective Students Survey

+40,000 global
candidates in the last
two years

Alumni Perspectives Student Survey

Nearly 8,000
alumni in
2010

Corporate Recruiters Survey

1,509 companies
from 51 countries in 2011



Application Trends Survey

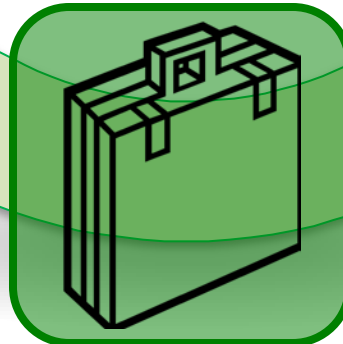
665 programs at 327
schools in 39
countries in 2010

**gmac.com/
surveys**



Global Management Education Graduates Survey

5,000 grads at
156 schools
in 2011



Corporate Recruiter Survey: Ten Years of Data



launches survey in 2001



becomes partner in 2007



becomes partner in 2008

- **2011**
 - **1,509 recruiters responded from 51 countries representing 127 business schools**

Participation Benefits

Contextual Survey Report

Comprehensive Data Report

NEW! Interactive Benchmark Report



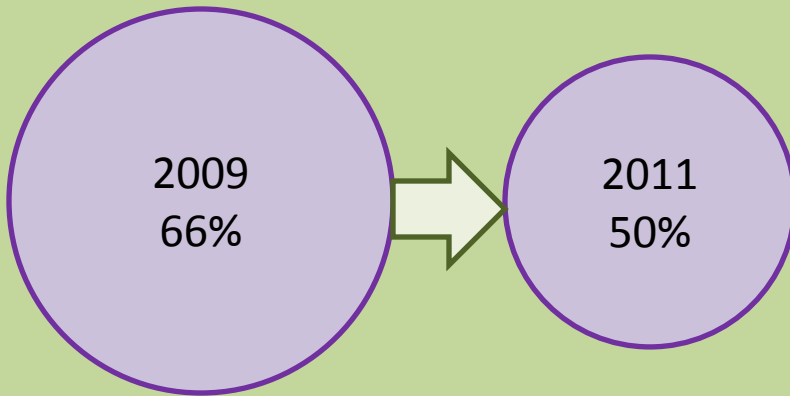
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Companies Increasingly Growth-Oriented

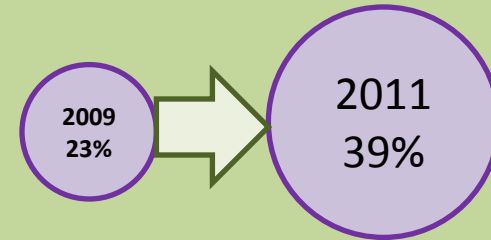
Efficiency Goals

Reducing Costs

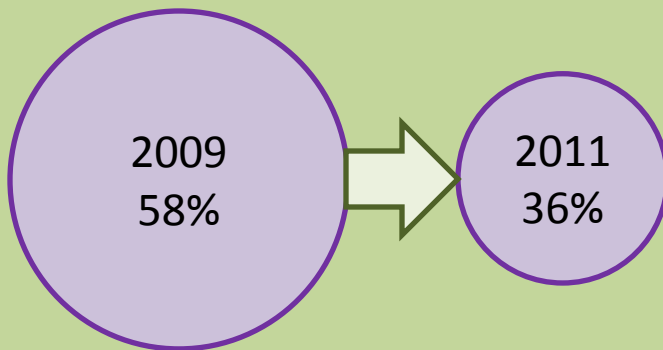


Expansion Goals

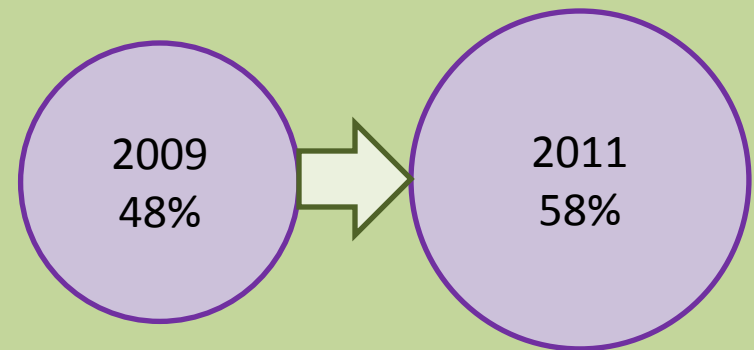
Expand Geographically



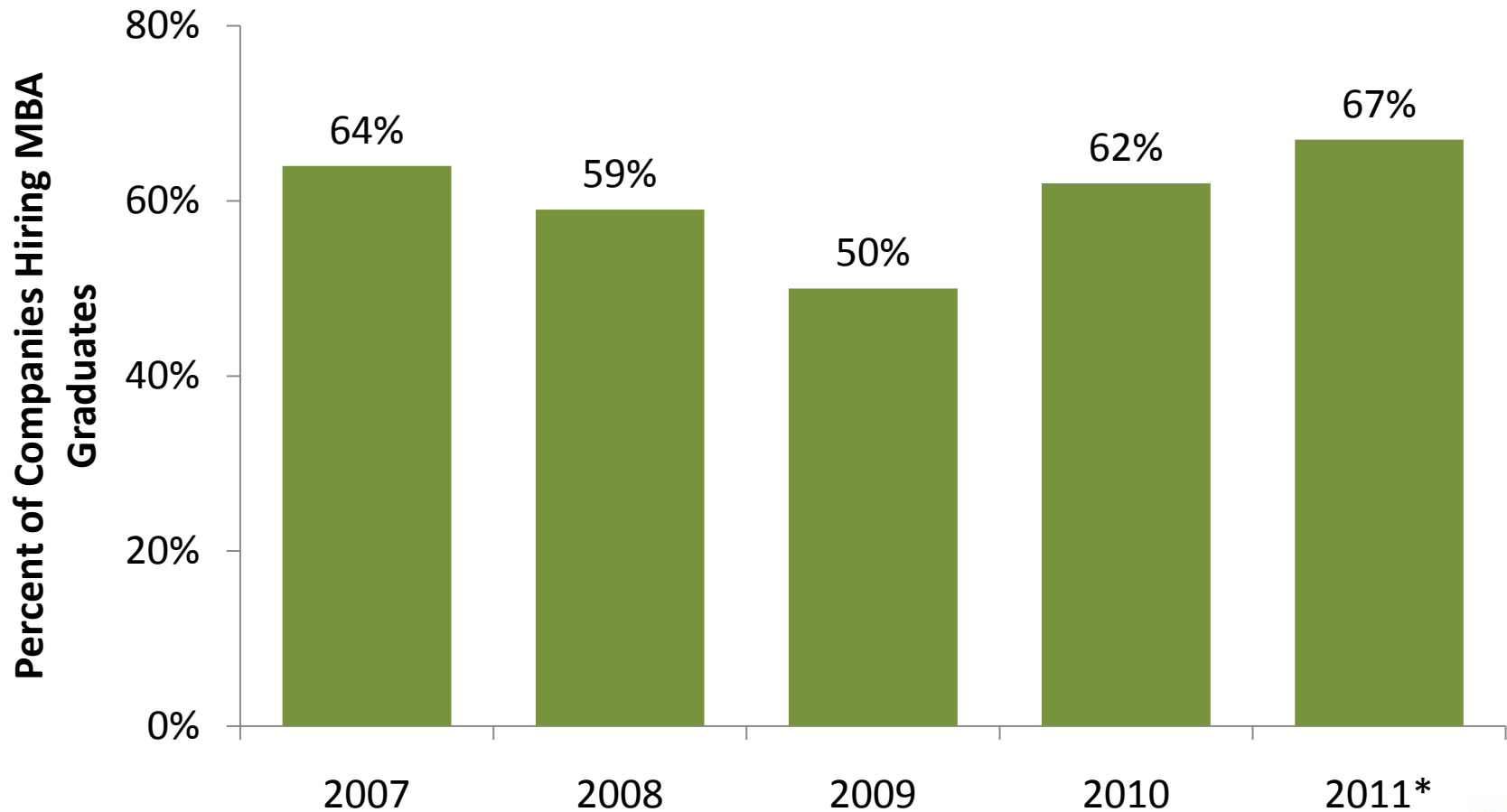
Overcoming Economic Challenges



Expand Customer Base

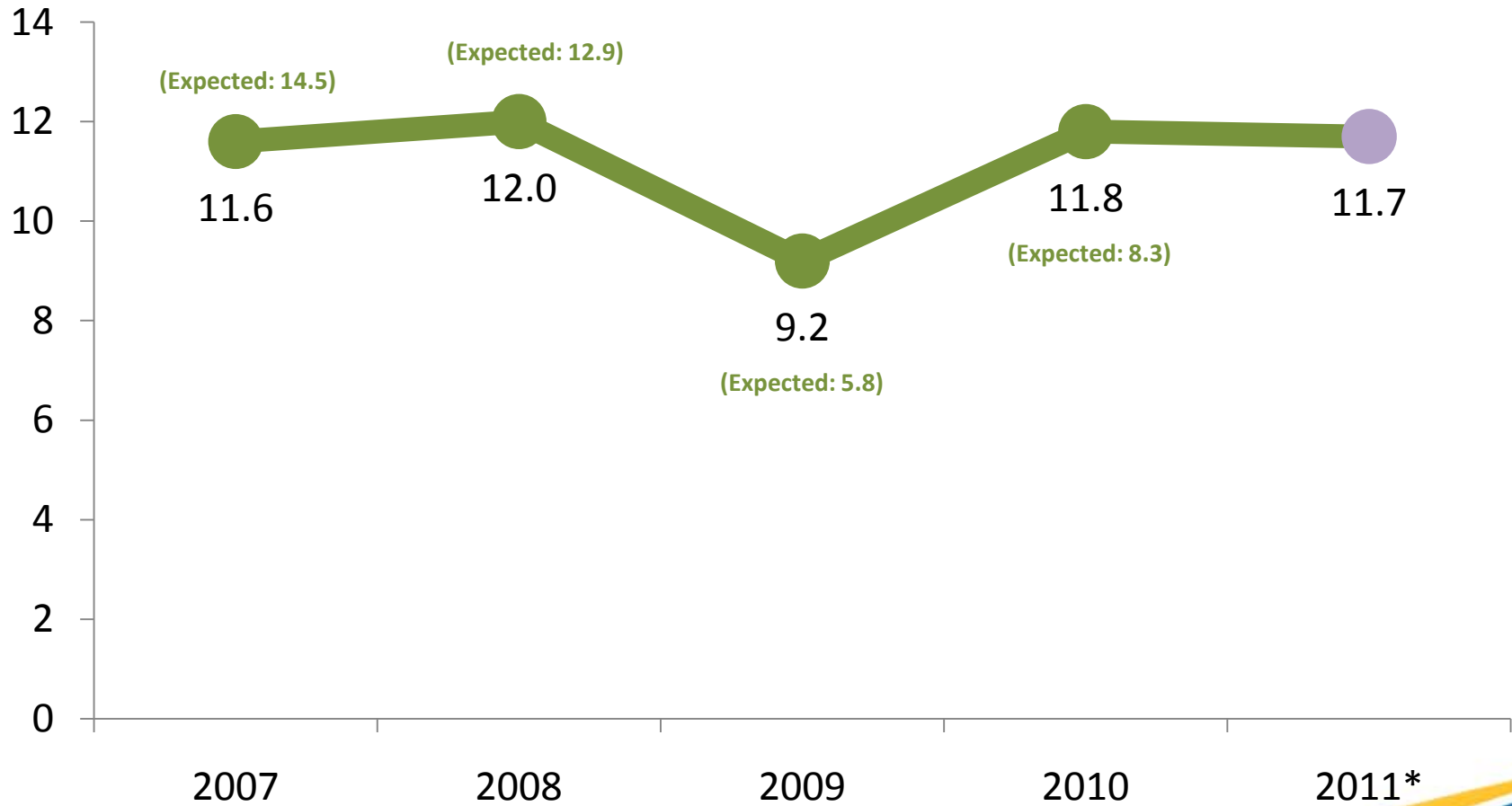


Economic recovery spurs MBA hiring



* 2011 Planned MBA Hiring

Projected # of MBA Hires Tepid



* 2011 Planned MBA Hiring

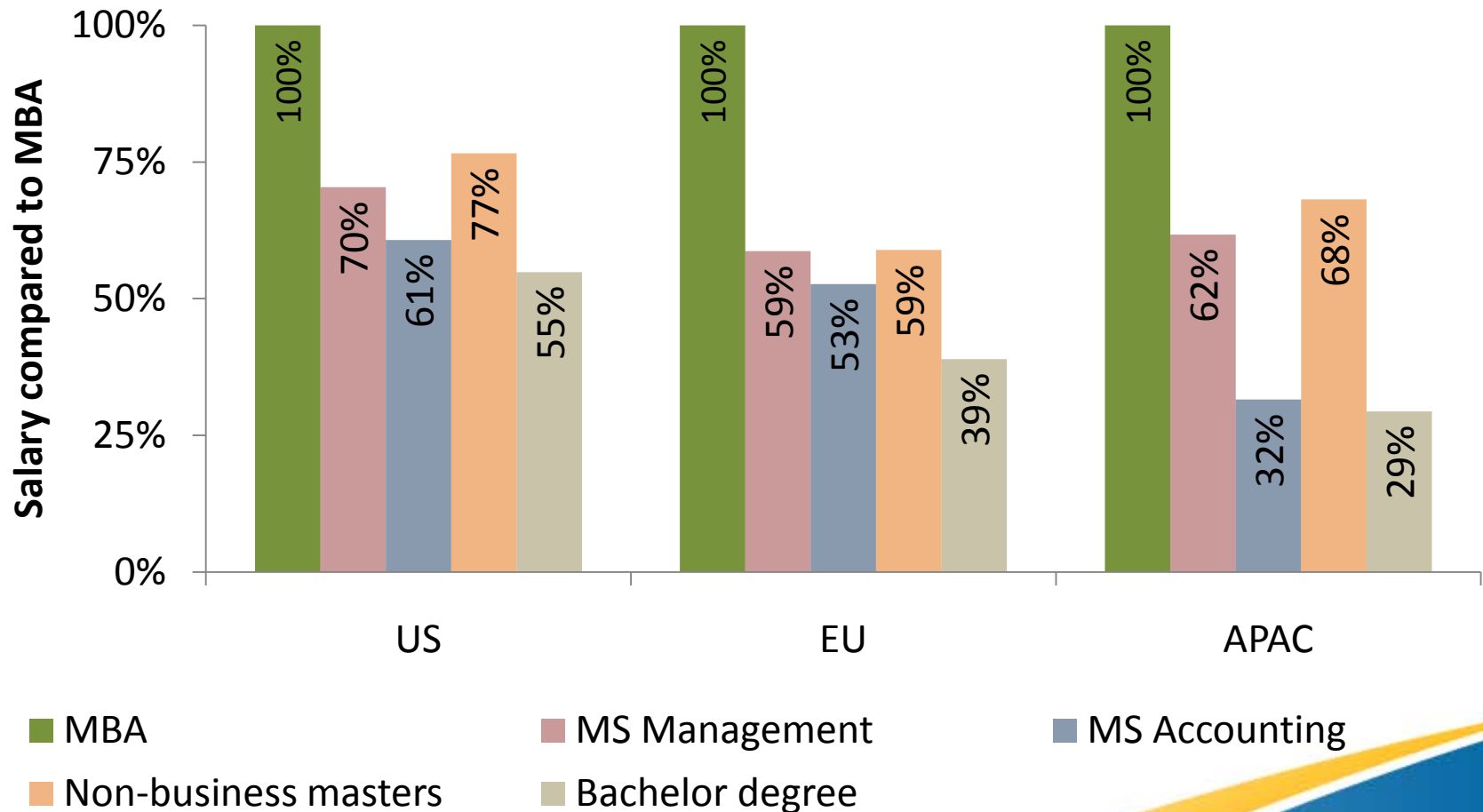
MBA Hiring Plans Vary by Industry

Industry	Actual 2010 Hires (% of Companies)	Average # of MBA Hires in 2010 (Actual)	Projected 2011 Hires (% of Companies)	Average # of MBA Hires Planned in 2011
Consulting	69%	14	72%	12
Energy/Utility	63%	3	64%	6
Finance/Accounting	67%	14	71%	19
Health Care/Pharmaceutical	67%	24	68%	11
Technology	57%	16	62%	18
Manufacturing	68%	6	76%	7
Nonprofit/Government	31%	8	36%	6
Products/Services	57%	8	61%	10

Starting MBA salaries rise over time.



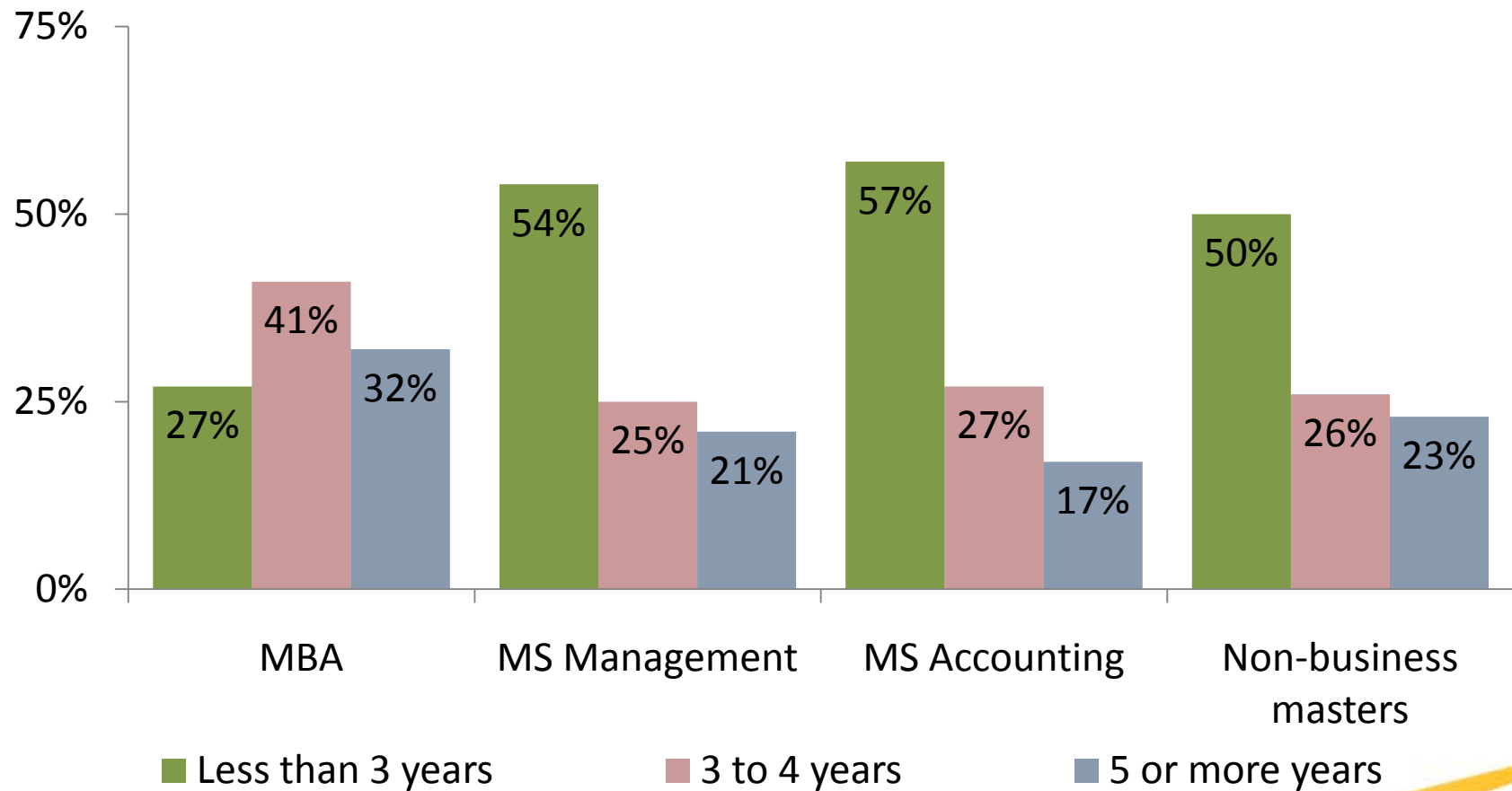
The MBA commands a premium compared with other programs.



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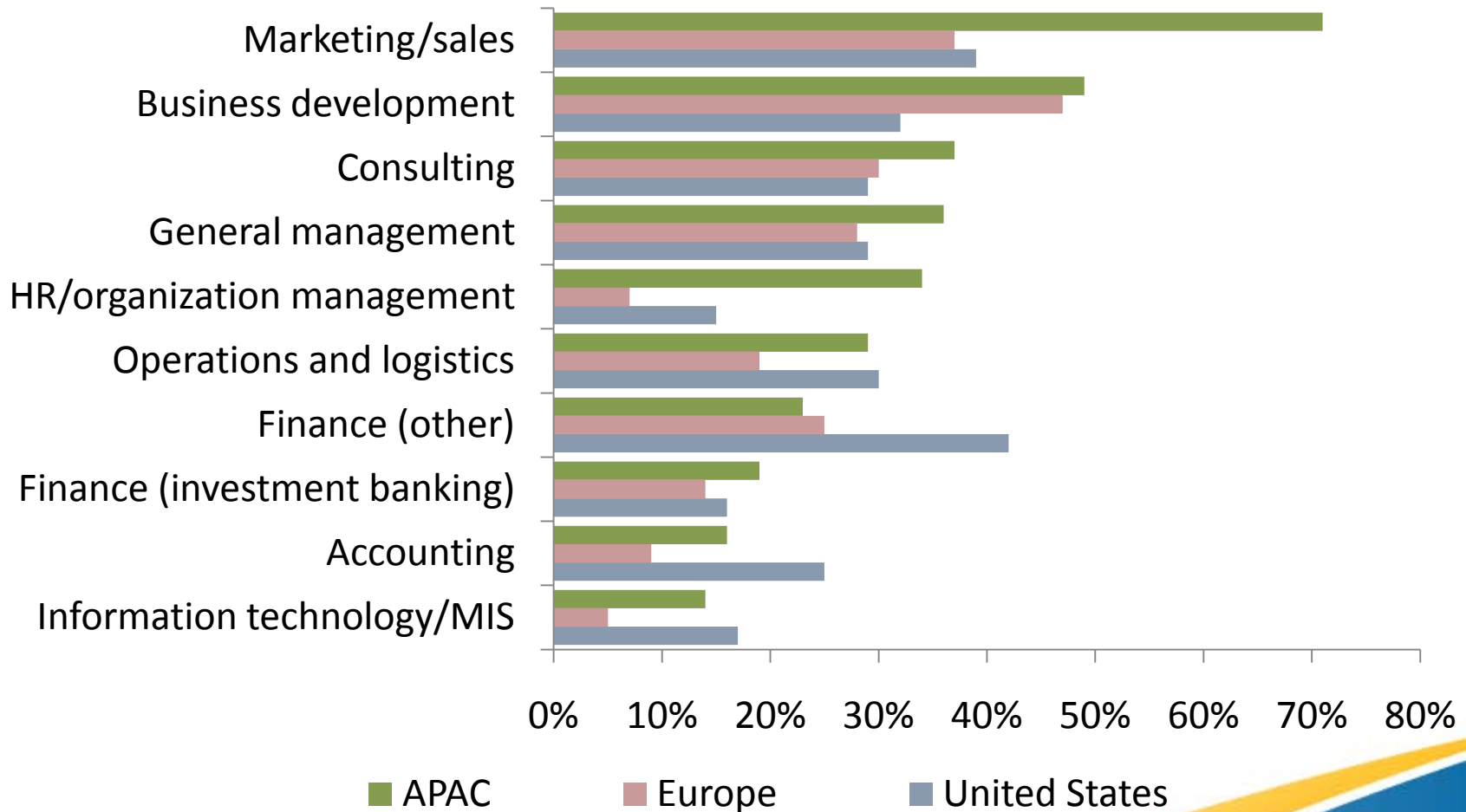
MBA students are expected to have real world experience.



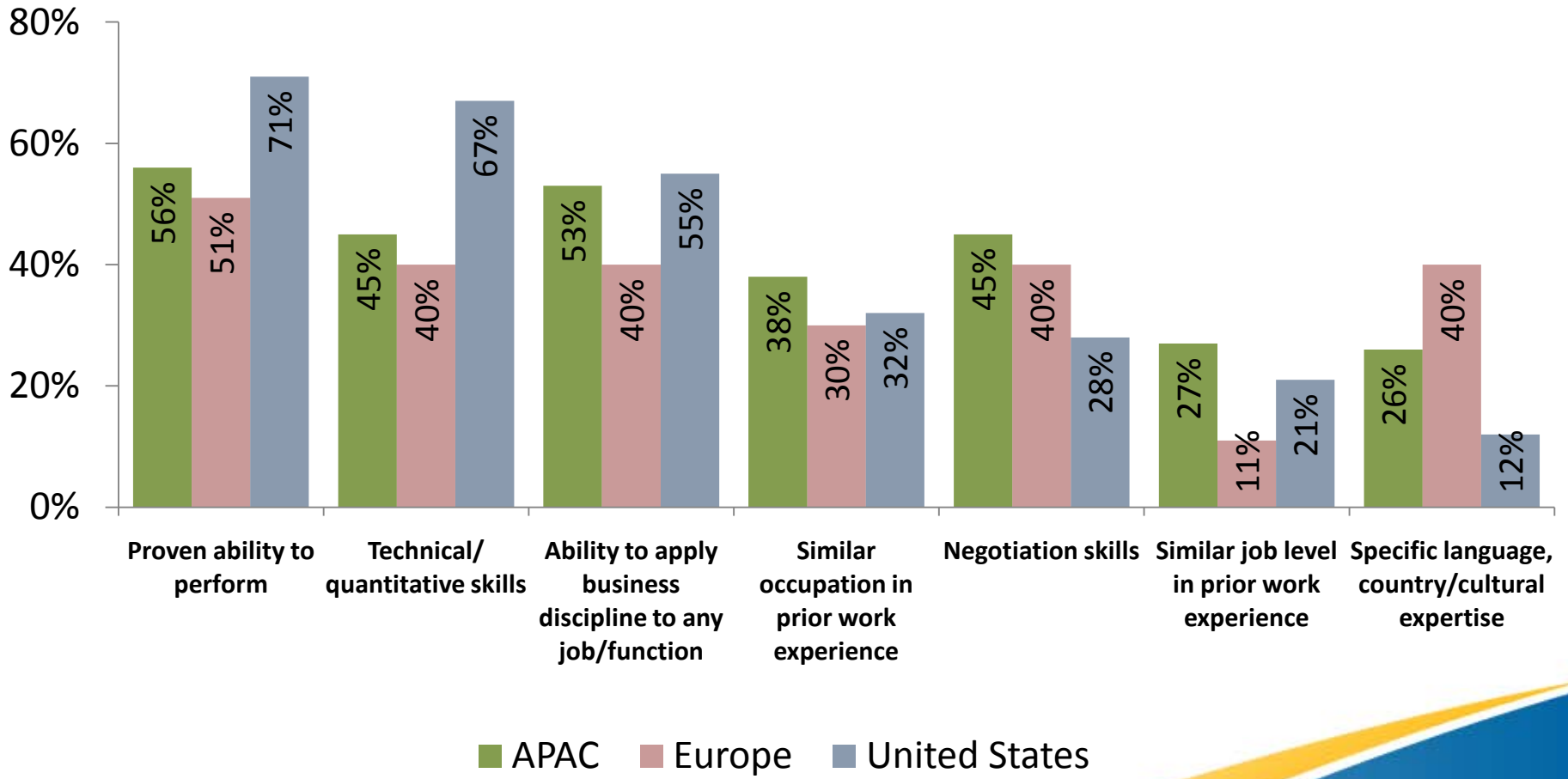
MBA Internships: A Foot in the Door

Industry	Average Number of Interns: 2010	Average Number Who Applied for Positions	Average Number Who Received a Job Offer	Yield Rate
Consulting	50.7	32.6	22.8	70%
Energy/Utility	8.1	7.2	3.6	50%
Finance/ Accounting	31.4	21.7	13.1	60%
Health Care/ Pharmaceutical	18.5	17.1	6.5	38%
Technology	17.8	18.3	12.8	70%
Manufacturing	20.2	16.0	9.8	61%
Nonprofit/ Government	14.4	9.0	2.8	31%
Products/ Services	27.1	22.9	11.4	50%

Companies hiring MBA for various positions around the world



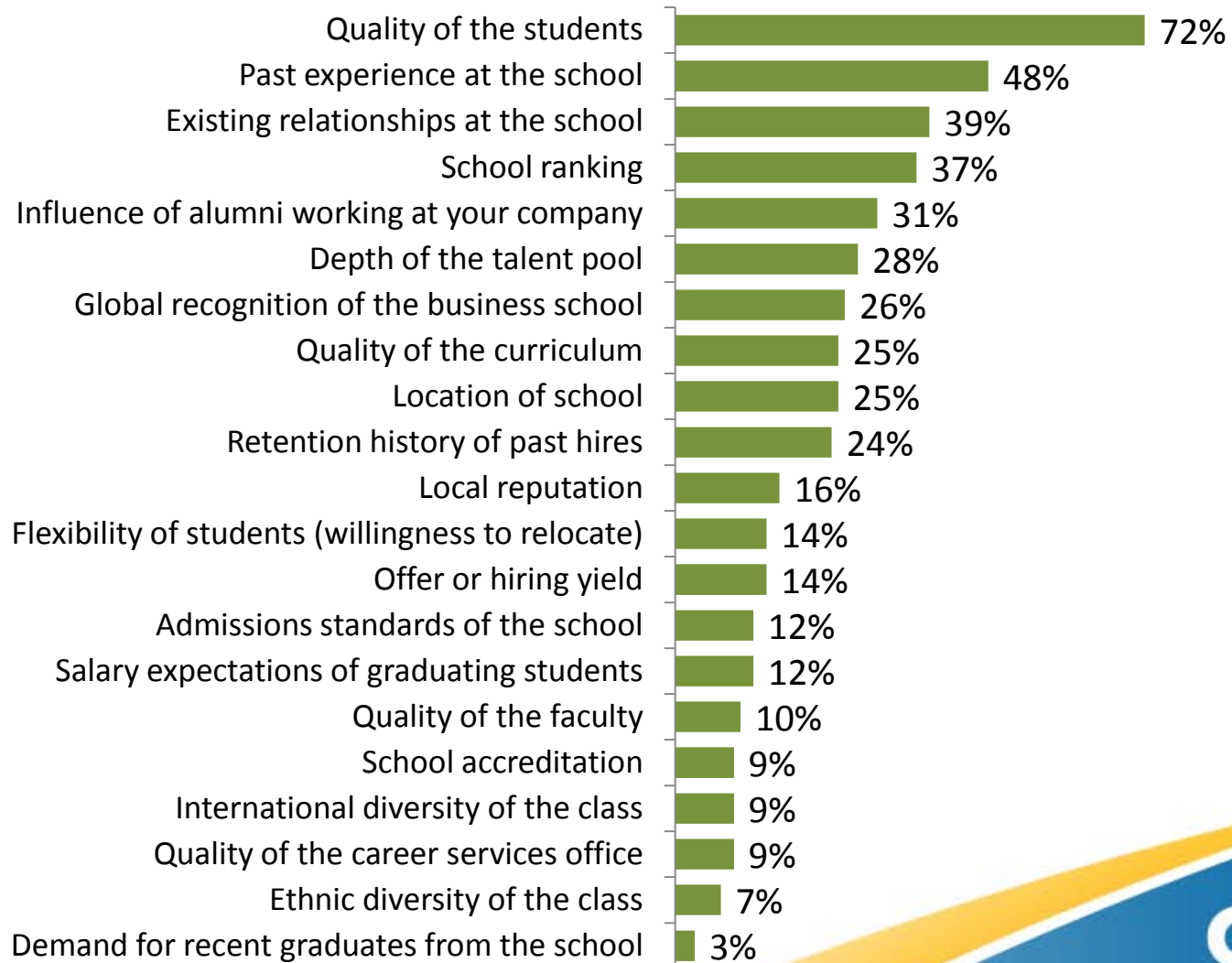
Desired MBA Traits/Skills Vary by World Region



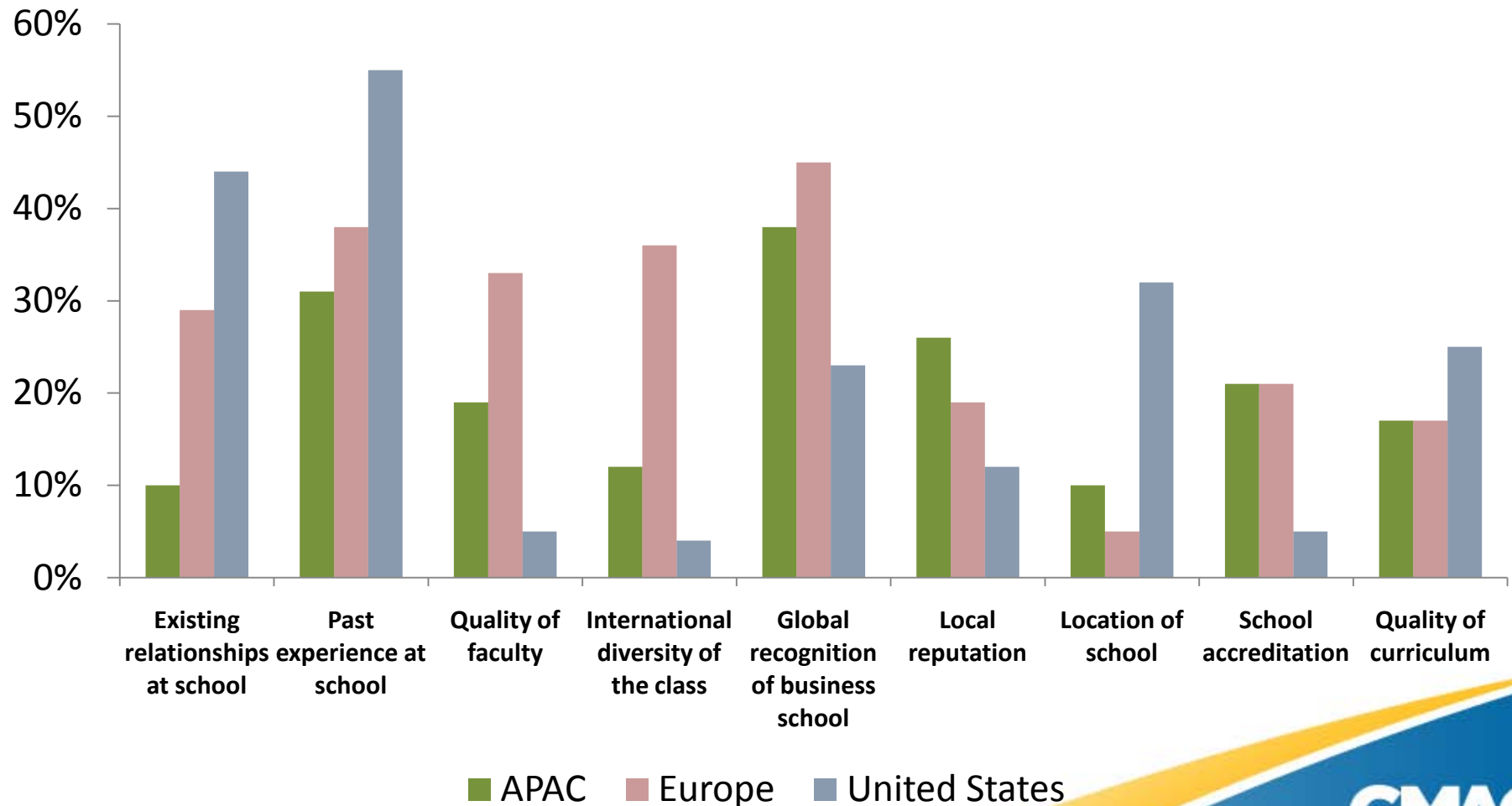
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School Selection Criteria for On-Campus Recruitment



School Selection Criteria Differences, by World Region





UNIVERSUM

Building Brands to Capture Talent

- *A Short Guide to MBA Career Expectations*
June 24, 2011

Presented by:
Karl-Johan Hasselström
US Regional Manager
North-East

Agenda

1

• *Introduction – Universum’s research*

2

• *Profile & career preferences*

• *Employer preferences*

3

• *Employer attractiveness*

4

Universum in brief

- We employ approximately 200 people in 12 locations on 5 continents.
- The group head office is located in Stockholm, the regional head offices are located in Philadelphia (Americas), London (Europe), Cologne (DACH) and Shanghai (Asia).
- We serve more than 1 200 clients globally, including the majority of the Fortune 100 companies.
- We survey over 300 000 students and 100 000 professionals annually in 28 countries.
- We publish more than 150 career publications in 10 countries.
- We have 10 career sites with 400 000 visitors/month.
- We organize 40 events with over 3 000 participants in 14 countries.
- We publish the world's foremost journal on Employer Branding – Universum Quarterly.

Some of our 1 200 clients:



The Universum business

Universum helps companies improve their performance through more successful recruitment and retention by ensuring improvements to their Employer Brand.

We help employers:

Know

Their image, audience
and competitors

Decide

Desired brand position

Plan

Their communication
activities

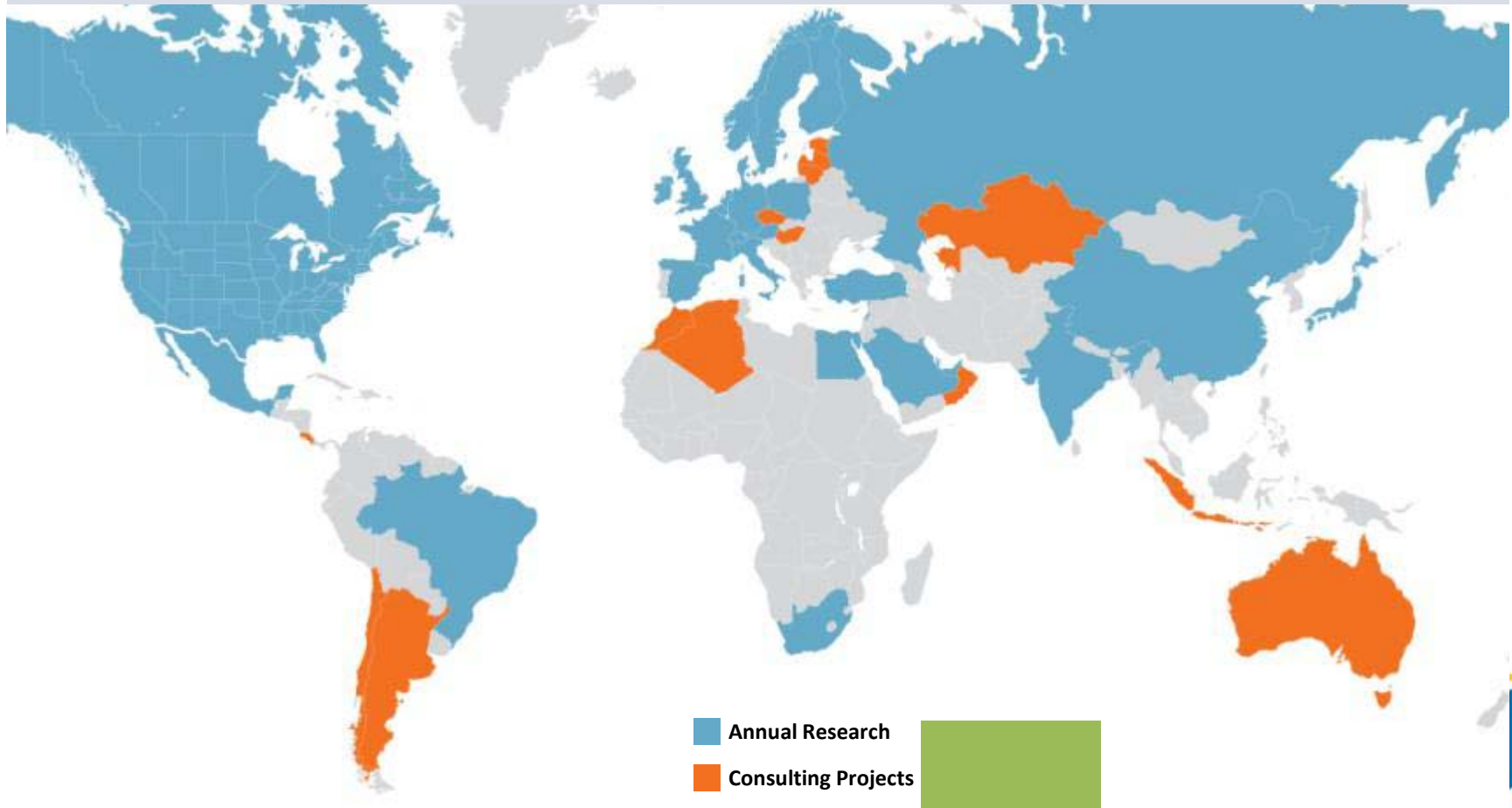
Act

By reaching the talent
market through our
communication solutions

Universum around the world

Universum annually surveys over 350,000 students and 100,000 professionals worldwide through our standardized research. In addition we conduct research in several other countries through our consulting projects.

The group head office is located in Stockholm and the regional head offices are located in Philadelphia (America), Cologne (Europe) and Shanghai (Asia).



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Personality profiles

Over the last few years it has become more important to understand the personality profiles of the talent that you recruit. Cultural fit is also becoming increasingly important to both employees and employers. Universum has developed personality profiles based on the Drivers of Employer Attractiveness and what students perceive as important in their career.



Idealist

The Idealist prioritizes the soft values when choosing an employer and wants to work for an employer that has high ethical standards and offers a friendly work environment.



Careerist

The Careerist chooses prestigious and well-known employers that are known to only recruit the best and finds it important that others know how well he/she is doing.



Harmonizer

The Harmonizer has a strong need for a sense of purpose and chooses a career path and employer with the goal of finding secure employment and good work/life balance.



Explorer

The Explorer always seeks challenges, wants a job with a variety of assignments and responsibilities and is not afraid of changing area, industry or location.



Hunter

What's worth doing is worth doing for money. The Hunter looks for an employer with a competitive base salary, stock options, and good prospects for high future earnings.



Entrepreneur

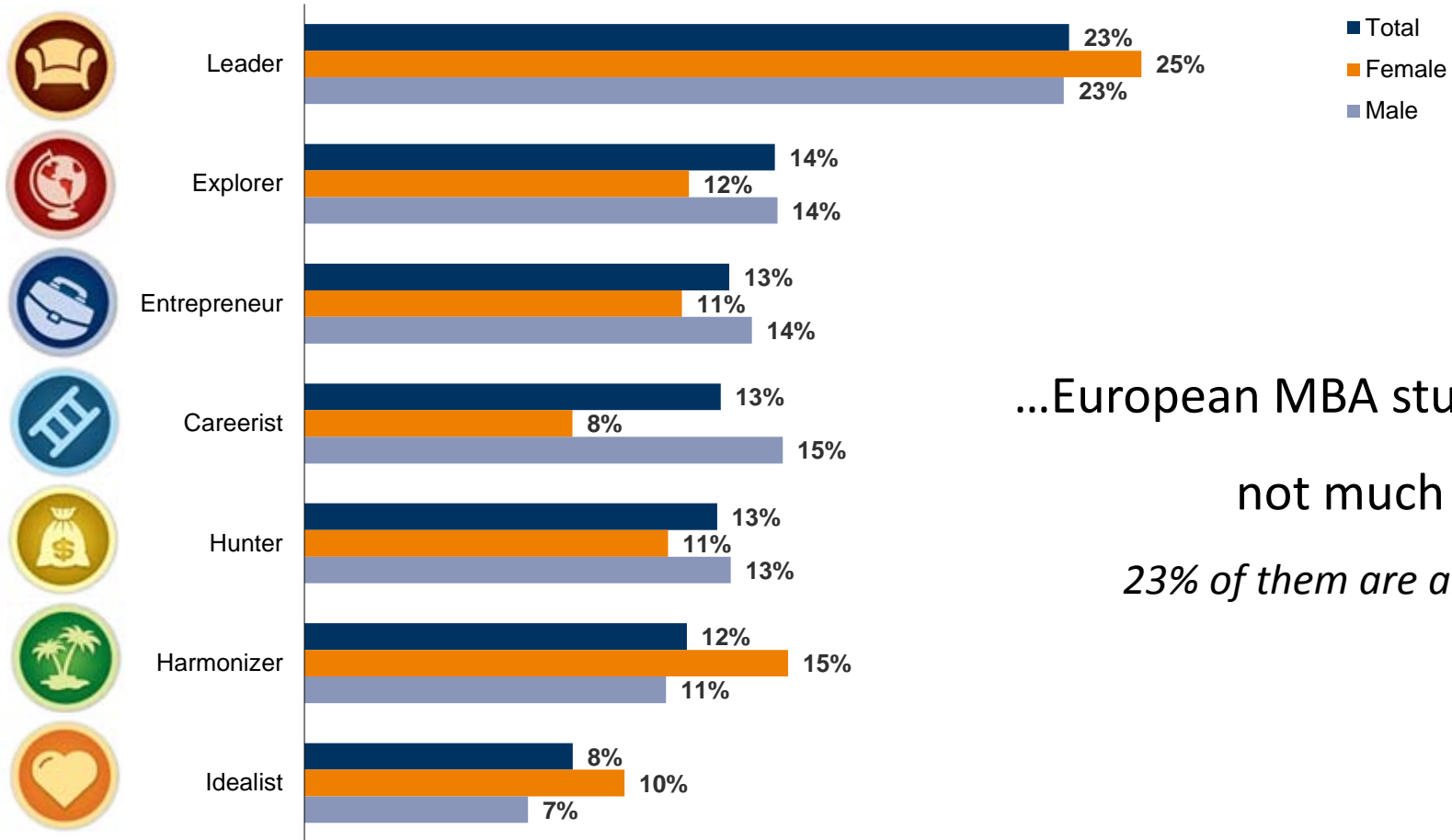
The Entrepreneur never considers the possibility of failure, but sees it as a necessary part of being successful, a learning experience.



Leader

The Leader looks for an employer who offers advancement, management opportunities and professional development.

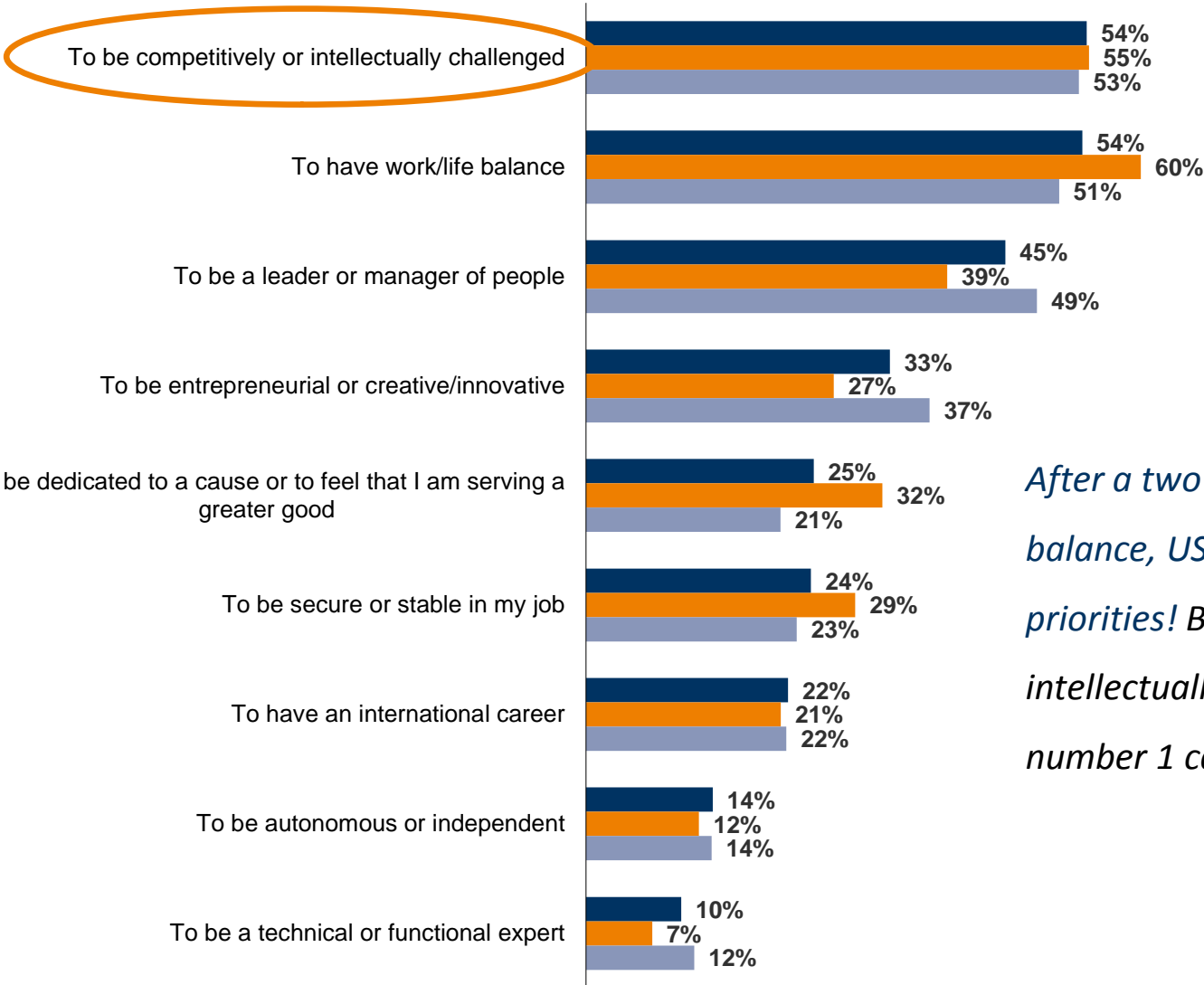
US MBA students are *Leaders*



...European MBA students are not much different!
23% of them are also Leaders!

This slide presents the students' personality based on the attributes that the students chose as important within the Drivers of Employer Attractiveness. Chart presents Personality Profiles of the US MBA students.

US MBAs: It is no longer about work/life balance!

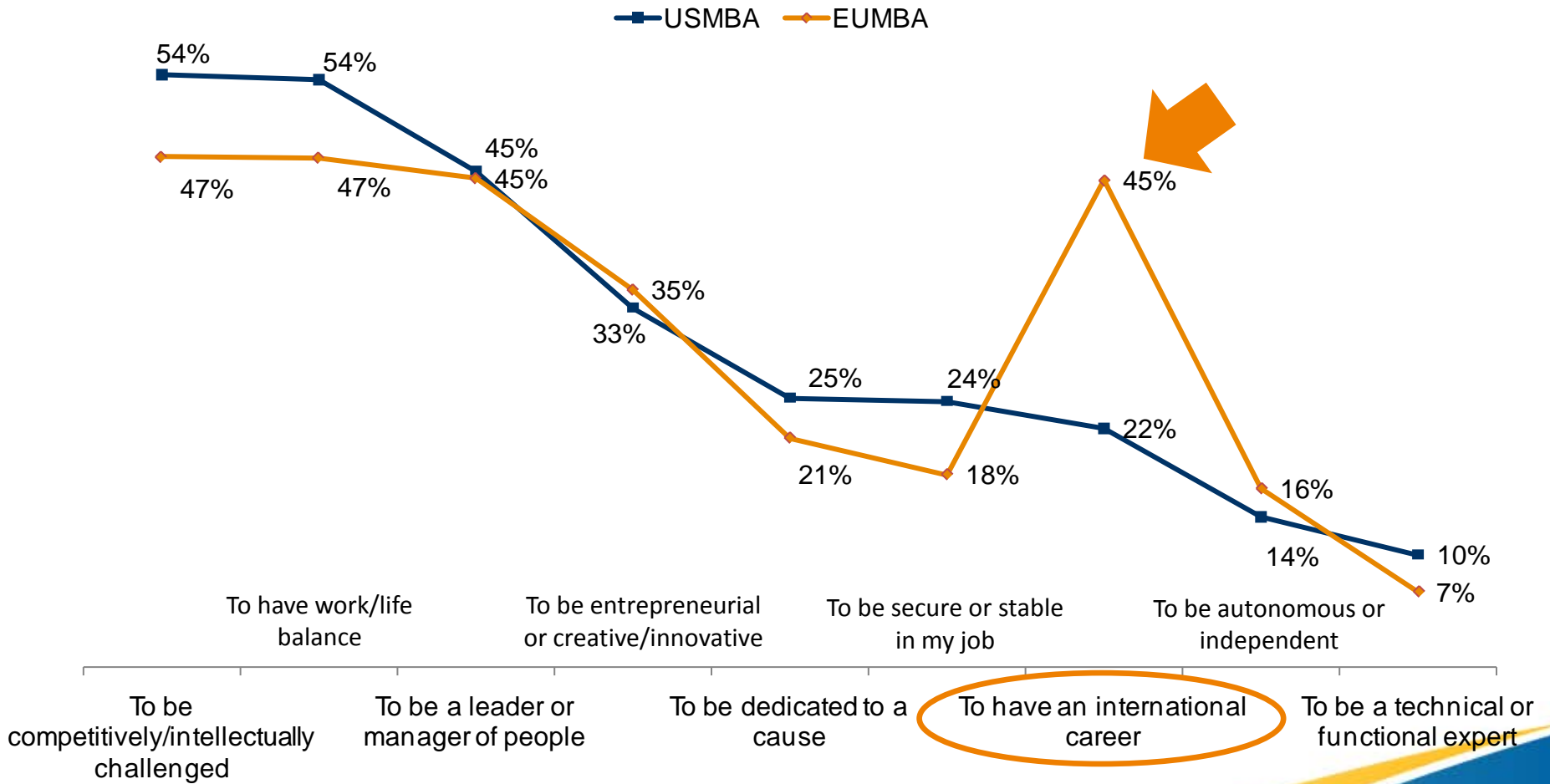


After a two year focus on work/life balance, US MBAs change their priorities! Being competitively or intellectually challenged is now the number 1 career goal!

■ Total
 ■ Female
 ■ Male

SURVEY QUESTION:
 Below is a list of nine possible career goals. Which are most important to you?
 Please select a maximum of three alternatives

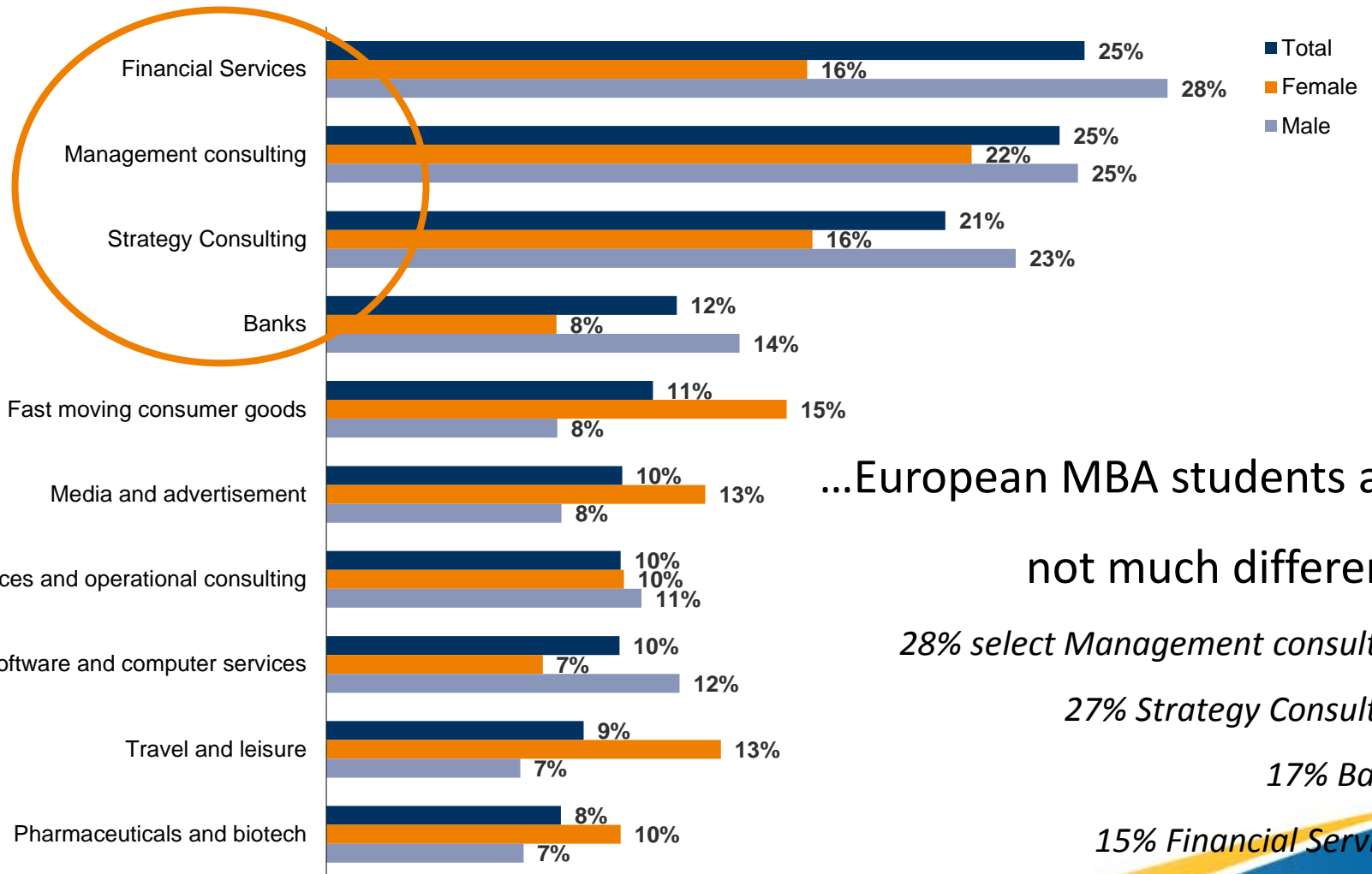
2011 Top career goals are similar... but there are some regional differences!



SURVEY QUESTION:

Below is a list of nine possible career goals. Which are most important to you?
Please select a maximum of three alternatives

US MBAs show a great deal of interest in consulting and financial sector



...European MBA students are not much different!

28% select Management consulting

27% Strategy Consulting

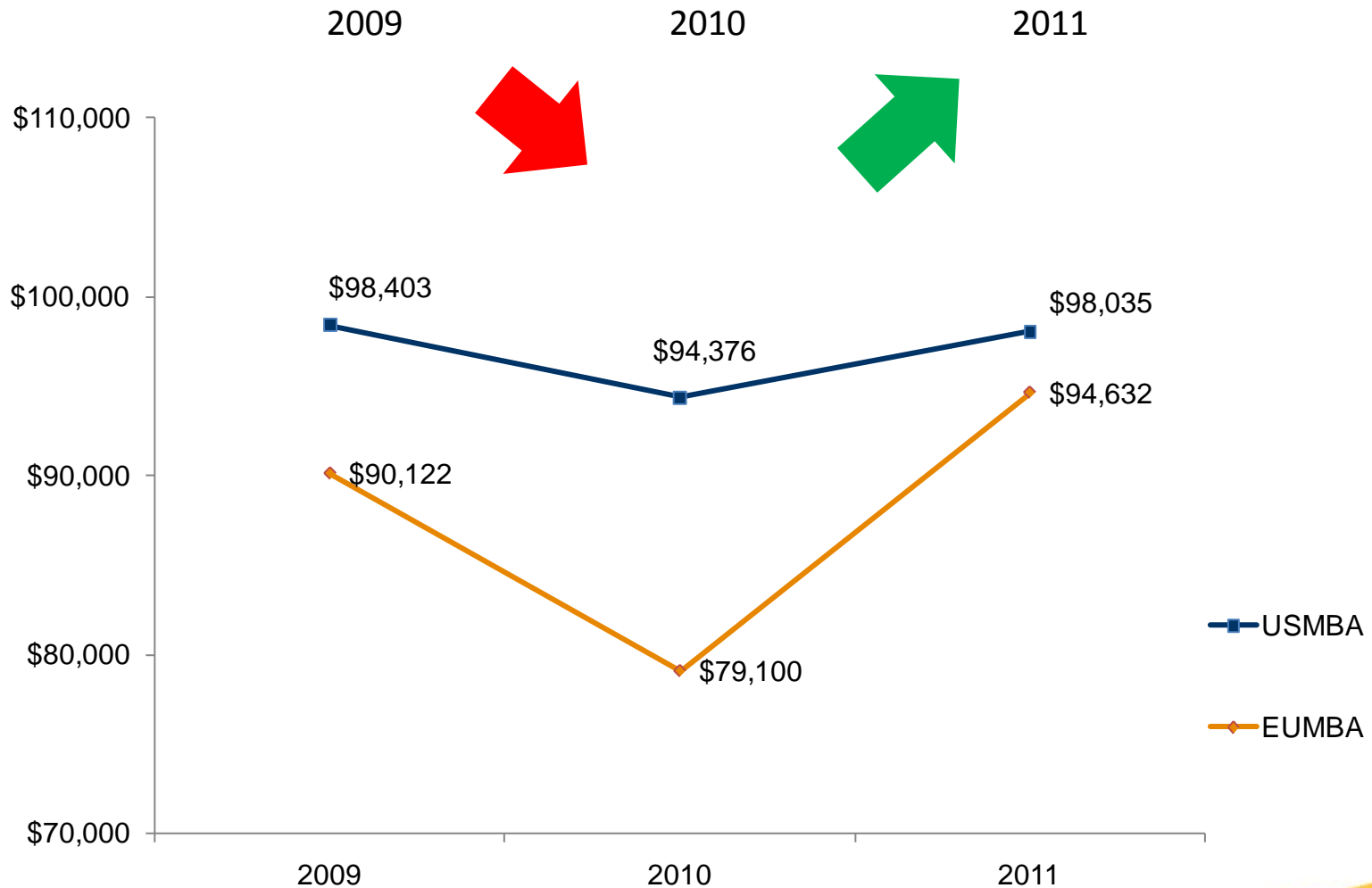
17% Banks

15% Financial Services

Chart presents the 2011 industry preferences of the US MBA students

SURVEY QUESTION:
 In which industry would you ideally want to work when choosing your first employment after graduation?
 Please select a maximum of three alternatives

Optimism returning to the MBA marketplace



SURVEY QUESTION:
What is your expected salary before taxes (excluding commission and bonus) at your first employment after graduation?

MBA internships a key factor to getting a full time job

43% of the US MBAs said they have received an offer for an internship from up to 5 top employers during the course of their studies.

Top 4 reasons for seeking an Internship program:

1. Gain experience (74%)
2. Opportunity for a full-time position (16%)
3. Company name for my resume (7%)
4. Requirement for academic studies (2%)

Reasons for applying

“Experience life working in a company rather than in a college and find out my career preference. Meet and learn from professionals who are successful in their career and to find out whether I am ready to work, maybe I am not well prepared in knowledge.”

“1. Get in touch with future employees. 2. Get experience. 3. Increase my own value in comparison to students without practical experience.”

“To get an experience and basically make a link between what I'm taught and what I'm expected to become.”

“I applied because I wanted to make real and useful my knowledge and skills. I utilized the internship as a good reason to change place to live.”

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4 *Employer attractiveness*

The Drivers of Employer Attractiveness

Employer Reputation & Image

- *The attributes of the employer as an organization*

- Attractive/exciting products and services
- Fast-growing or entrepreneurial
- Financial strength
- Good reputation
- High ethical standards
- High level of Corporate Social Responsibility
- Innovative products and services
- Inspiring top management
- Market success
- Prestige

Job Characteristics

- *The contents and demands of the job, including the learning opportunities provided by the job*

- A variety of assignments
- An attractive geographic location
- Challenging work
- Control over my working hours
- Flexible working conditions
- High level of responsibility
- Opportunities for international travel
- Opportunities for relocation abroad
- Professional training and development
- Secure employment

People & Culture

- *The social environment and attributes of the work place*

- Has a culture that is accepting towards minorities
- Has a culture that respects my individuality
- Has a culture that supports equality between the sexes
- Has leaders who will support my development
- Offers a comfortable physical work environment
- Offers a creative and dynamic work environment
- Offers a friendly work environment
- Offers interaction with international clients and colleagues
- Recruits only the best students
- Will enable me to have good work/life balance

Remuneration & Advancement Opportunities

- *The monetary compensation and other benefits, now and in the future*

- Clear path for advancement
- Competitive base salary
- Competitive benefits
- Good possibilities for rapid promotion
- Good prospects for high future earnings
- Good reference for future career
- Leadership opportunities
- Overtime pay/compensation
- Performance-related bonus
- Sponsorship of future education

PLEASE NOTE:

The framework is developed together with professor Paula Caligiuri, Director of the Center for HR Strategy at Rutgers University. Based on specific research within HR, as well as focus groups and general communication with both our clients and students.

2011 Top 5 overall most important attributes

USMBA

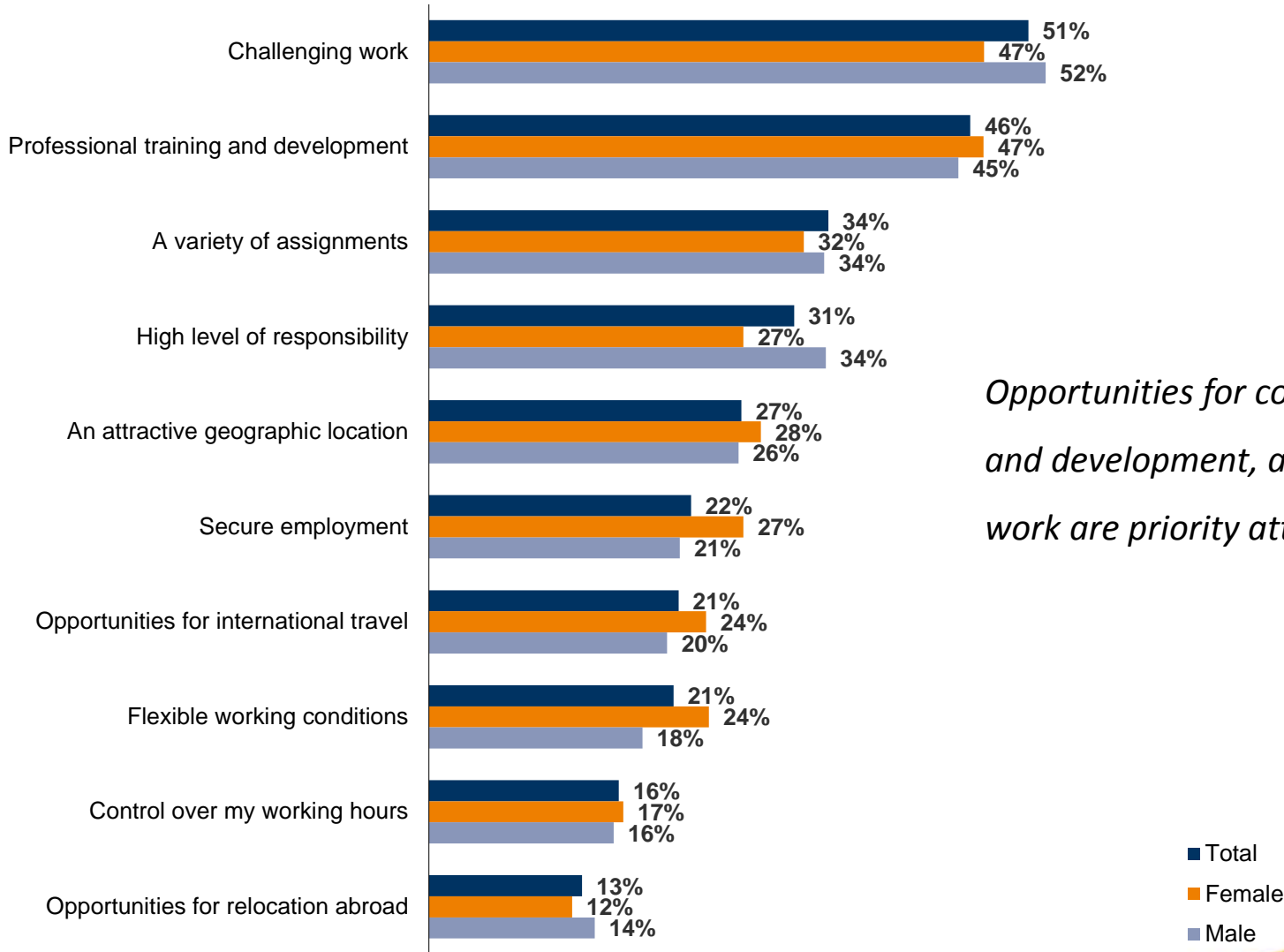
1. Has leaders who will support my development (People & Culture)
2. Challenging work (Job Characteristics)
3. Offers a creative and dynamic work environment (People & Culture)
4. Will enable me to have good work/life balance (People & Culture)
5. Professional training and development (Job Characteristics)

EUMBA

1. Challenging work (Job Characteristics)
2. Professional training and development (Job Characteristics)
3. Has leaders who will support my development (People & Culture)
4. Offers a creative and dynamic work environment (People & Culture)
5. Leadership opportunities (Remuneration & Advancement Opportunities)

This is the importance of all 40 attributes in relation to how important the students think its driver is. This analysis gives a summarised 360 degree view of what influences employer attractiveness.

Commitment to a challenging career is evident

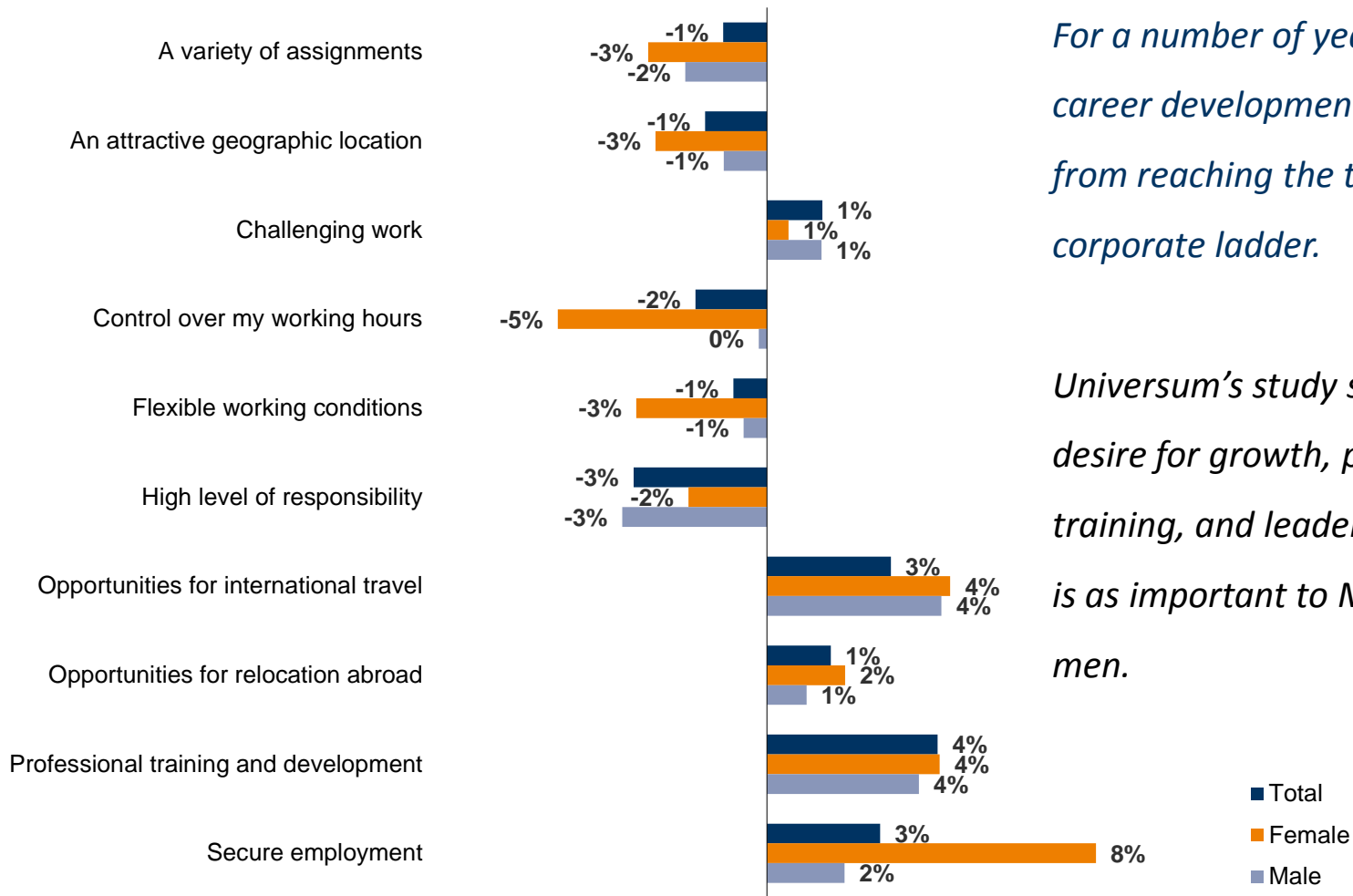


Opportunities for continued training and development, and challenging work are priority attributes for MBAs.

Chart presents the 2011 preferences of the US MBA students

SURVEY QUESTION:
 Job Characteristics refers to the content and demands of the job, including the learning opportunities provided by the job.
 Which attributes do you perceive as the most attractive?
 Please select a maximum of three alternatives

Women leaders in the economy



For a number of years insufficient career development has kept women from reaching the top of the corporate ladder.

Universum’s study shows that the desire for growth, professional training, and leadership opportunities is as important to MBA women as men.

Chart presents the 2011 preferences of the US MBA students; Difference compared to 2010

SURVEY QUESTION:

Job Characteristics refers to the content and demands of the job, including the learning opportunities provided by the job.

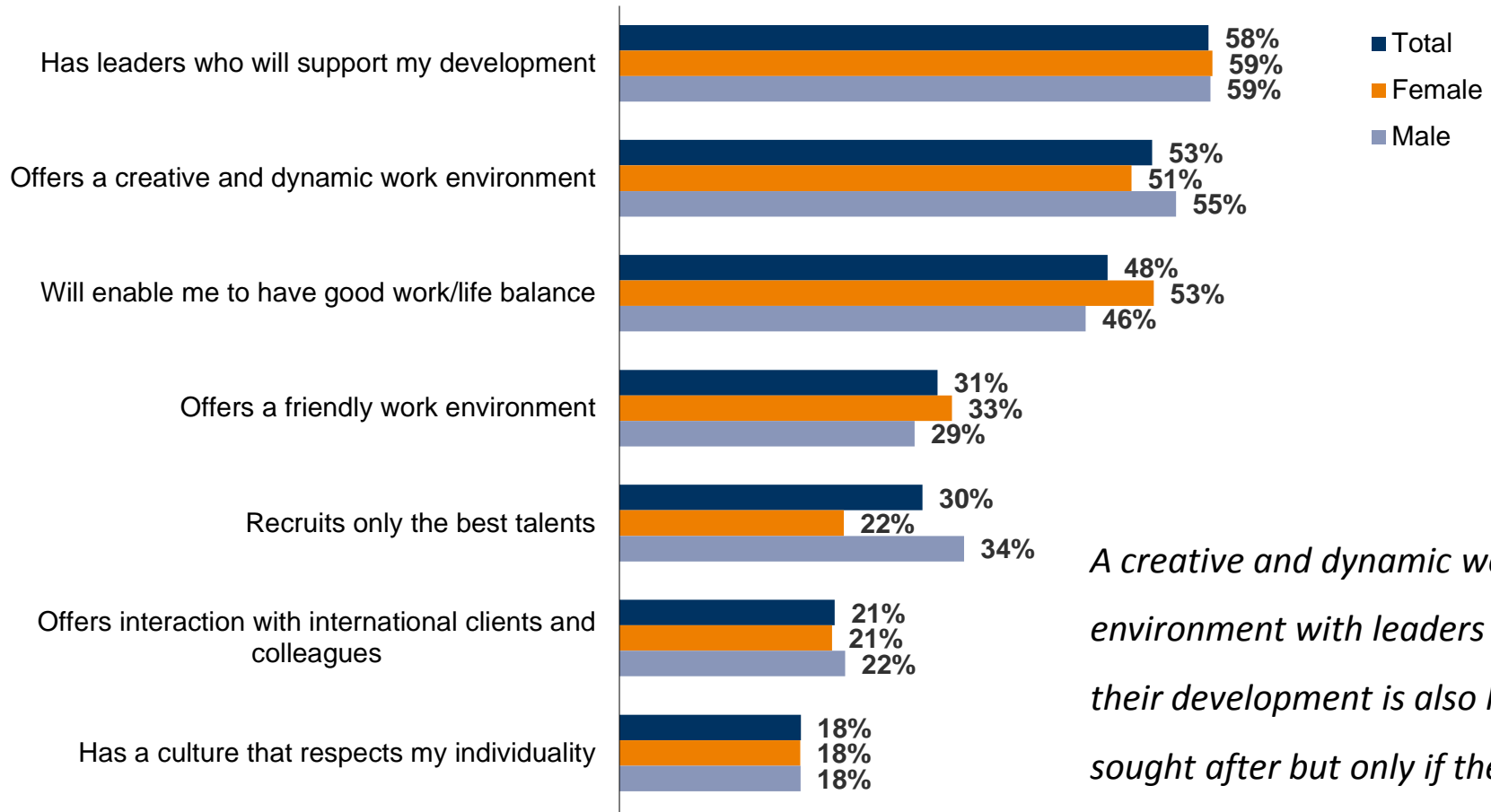
Which attributes do you perceive as the most attractive?

Please select a maximum of three alternatives

PLEASE NOTE:

This chart shows the difference between the attributes in 2011 compared to 2010. The difference is shown in per cent units.

MBA students seek creative environment and want to be surrounded by leaders



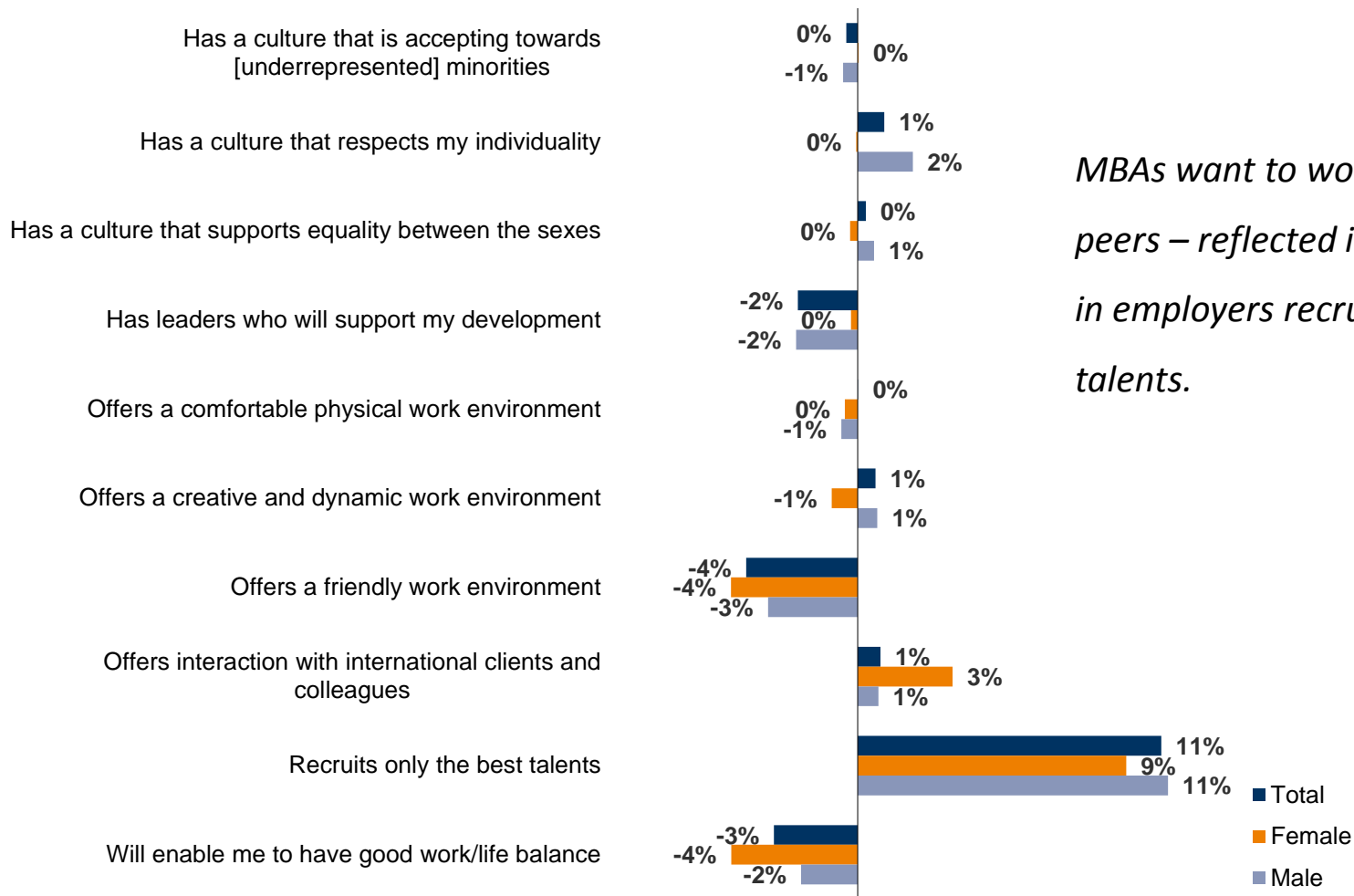
A creative and dynamic work environment with leaders supporting their development is also highly sought after but only if the outcome pays dividends.

Chart presents the 2011 preferences of the US MBA students

SURVEY QUESTION:

People & Culture refers to the social environment and attributes of the work place.
 Which attributes do you perceive as the most attractive?
 Please select a maximum of three alternatives

They also want to work with the best and the brightest



MBA students want to work with high quality peers – reflected in the increasing interest in employers recruiting only the best talents.

Chart presents the 2011 preferences of the US MBA students

SURVEY QUESTION:

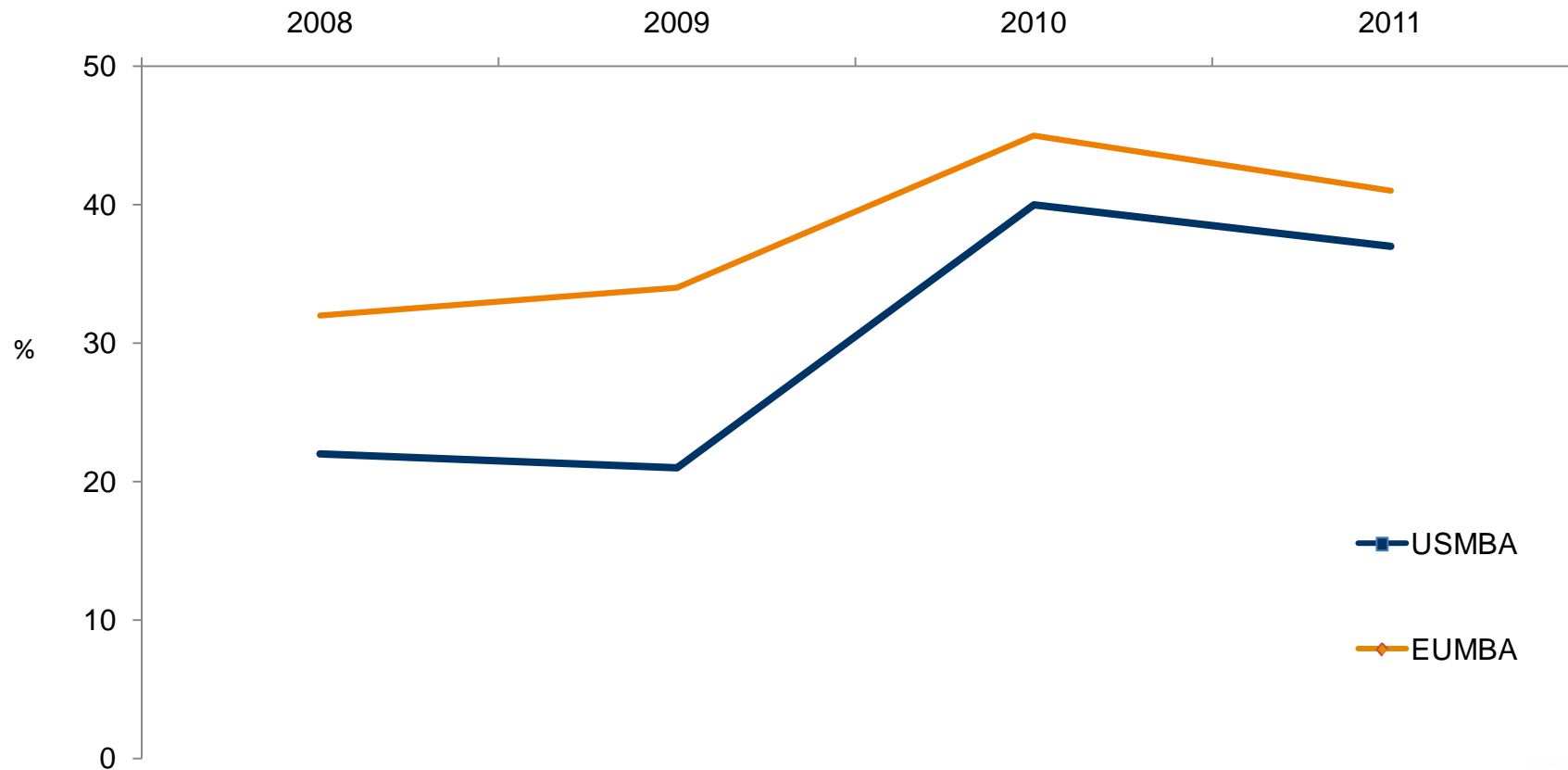
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Which attributes do you perceive as the most attractive?
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PLEASE NOTE:

This chart shows the difference between the attributes in 2011 compared to 2010. The difference is shown in per cent units.

MBA students are thinking about the future

Attractiveness of “Good reference for future career”



SURVEY QUESTION:

Remuneration & Advancement Opportunities refer to monetary compensation and other benefits, now and in the future.

Which attributes do you perceive as the most attractive?

Please select a maximum of three alternatives

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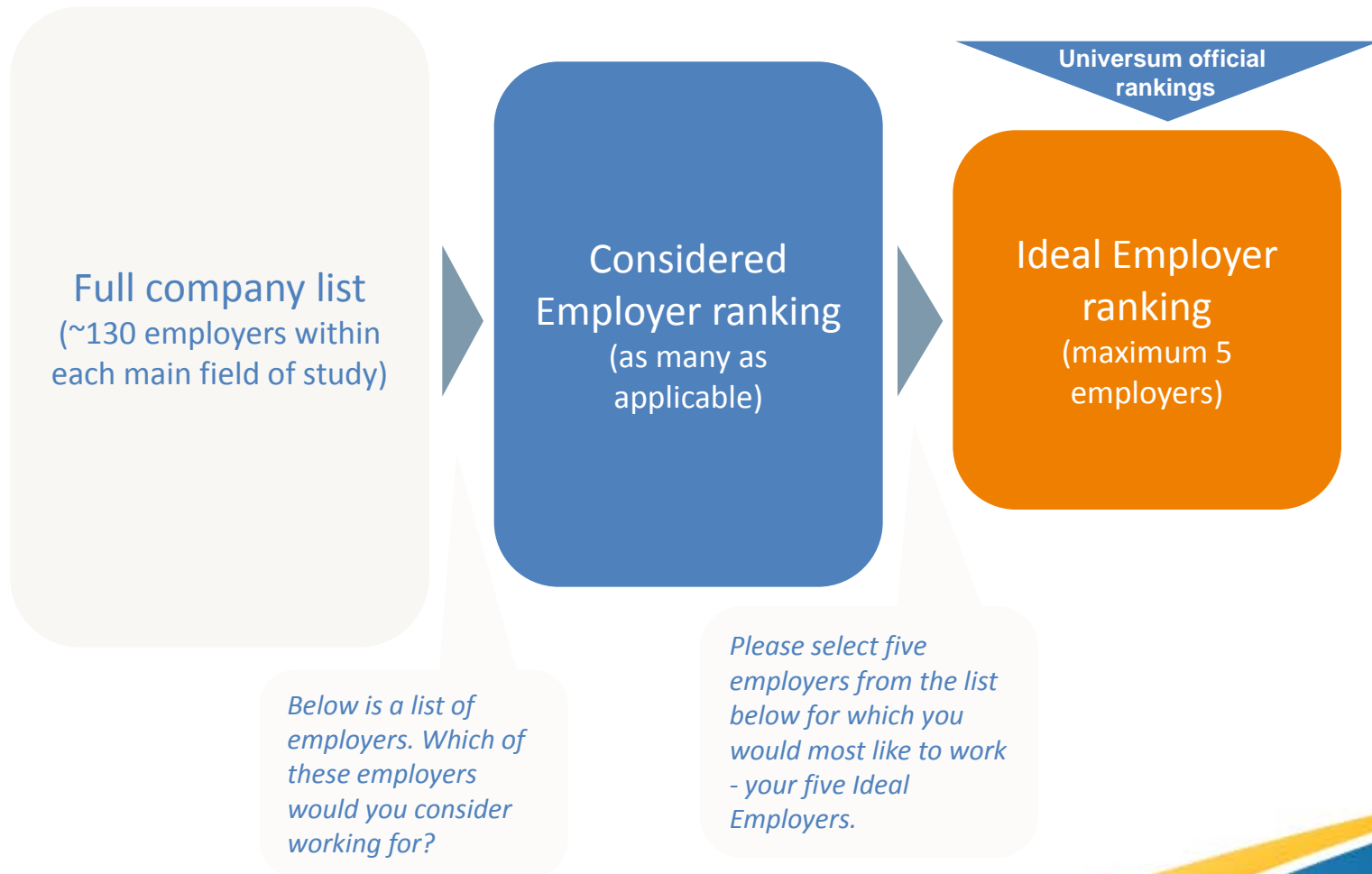
4 *Employer attractiveness*

Views on the future

53% of MBAs are optimistic about finding a job with their favorite employer within 6 months after graduation

On average, MBAs expect to stay 4.7 years at their first employer after graduation

The Universum rankings



Ideal Employers 2011

Total

Employer	Rank
Google	1
McKinsey & Company	2
Apple	3
Goldman Sachs	4
The Boston Consulting Group	5
Bain & Company	6
Facebook	7
Amazon	8
J.P. Morgan	9
Nike	10

Female

Employer	Rank
Google	1
Apple	2
Walt Disney Company	3
McKinsey & Company	4
Facebook	5
Johnson & Johnson	6
Nike	7
The Boston Consulting Group	8
Amazon	9
Bain & Company	10

Male

Employer	Rank
Google	1
McKinsey & Company	2
Goldman Sachs	3
Apple	4
The Boston Consulting Group	5
Bain & Company	6
J.P. Morgan	7
Amazon	8
Deloitte	9
Nike	10

Strategy and management consulting on the rise

Strength and growth in technology

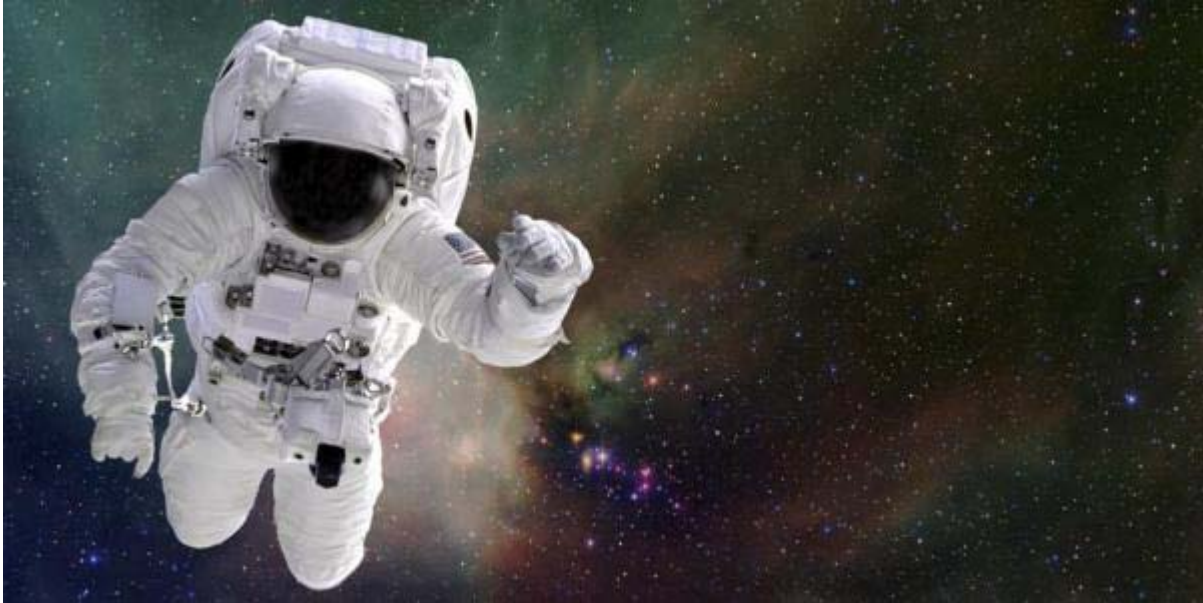
Bumpy road for banks and financial institutions

Roller coaster ride for CPGs

SURVEY QUESTION:

Please select five employers from the list below for which you would most like to work - your five Ideal Employers.

Thank You!



Universum

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