

# What Do Women Want?

## Regional Differences of Women in the Business School Pipeline

**PEARL MAO**, Executive Director of MBA Programs,  
School of Economics and Management, Tsinghua University

**ERIN ERNST**, Director of Admissions,  
Foster School of Business, University of Washington, Seattle

**AVIVAH WITTENBERG-COX**  
Chief Executive Officer, 20-first

Moderator: **MICHELLE SPARKMAN-RENZ**  
Director, Research Communications, GMAC

# Outcomes

## Understand regional differences about women in the business school pipeline ...

- ❑ **Experience** of the decision-making process,
- ❑ **Preferences** and motivations, and
- ❑ **Messages** they might focus on and embrace.

# Different Perspectives

## Speaker Introductions

### **PEARL MAO**

Executive Director of MBA Programs,  
School of Economics and Management, Tsinghua University

### **ERIN ERNST**

Director of Admissions,  
Foster School of Business, University of Washington, Seattle

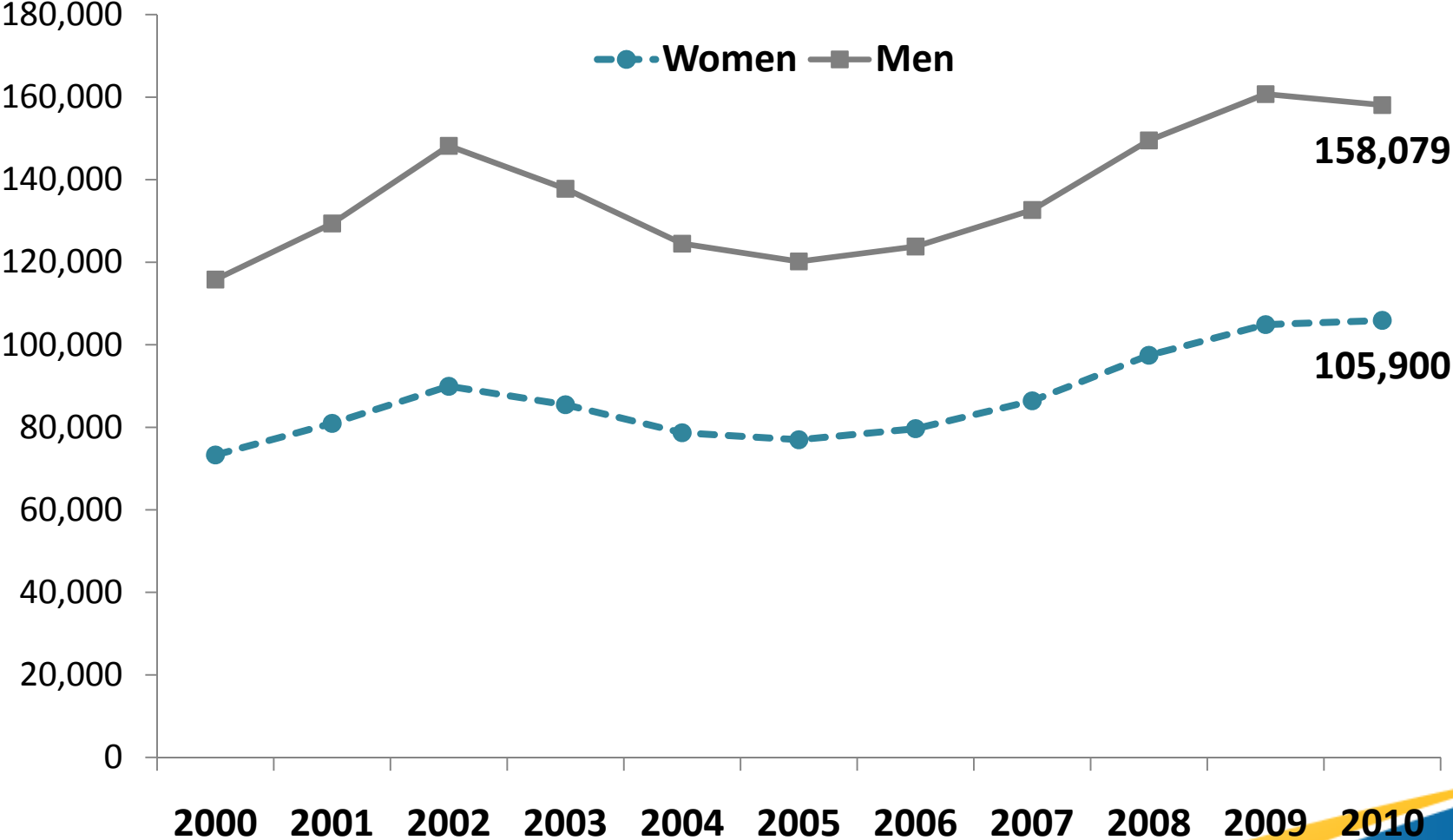
### **AVIVAH WITTENBERG-COX**

Chief Executive Officer, 20-first

Moderator: **MICHELLE SPARKMAN-RENZ**

Director, Research Communications, GMAC

# GMAT® Exams Taken by Gender



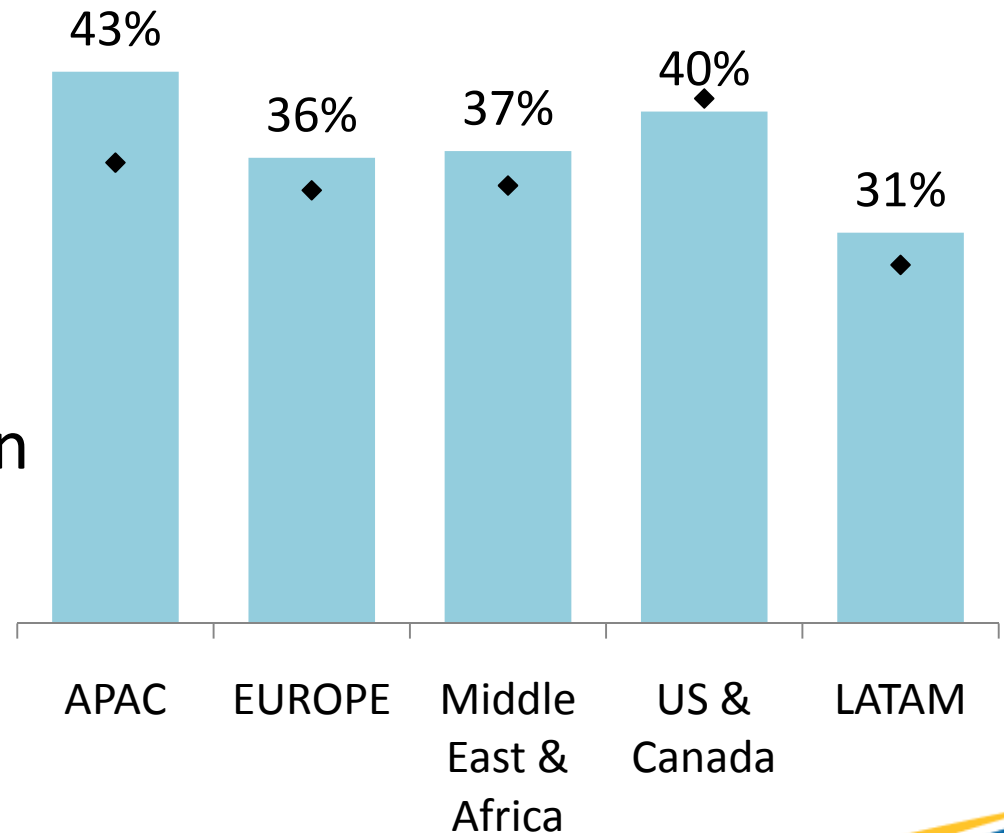
Source: GMAT® Testing Year Data, TY2000-TY2010



# More Women in the Pipeline



■ TY2010 ◆ TY2006



**105,990** exams by women  
(Women ↑, Men ↓)

**>40%** for 1<sup>st</sup> time

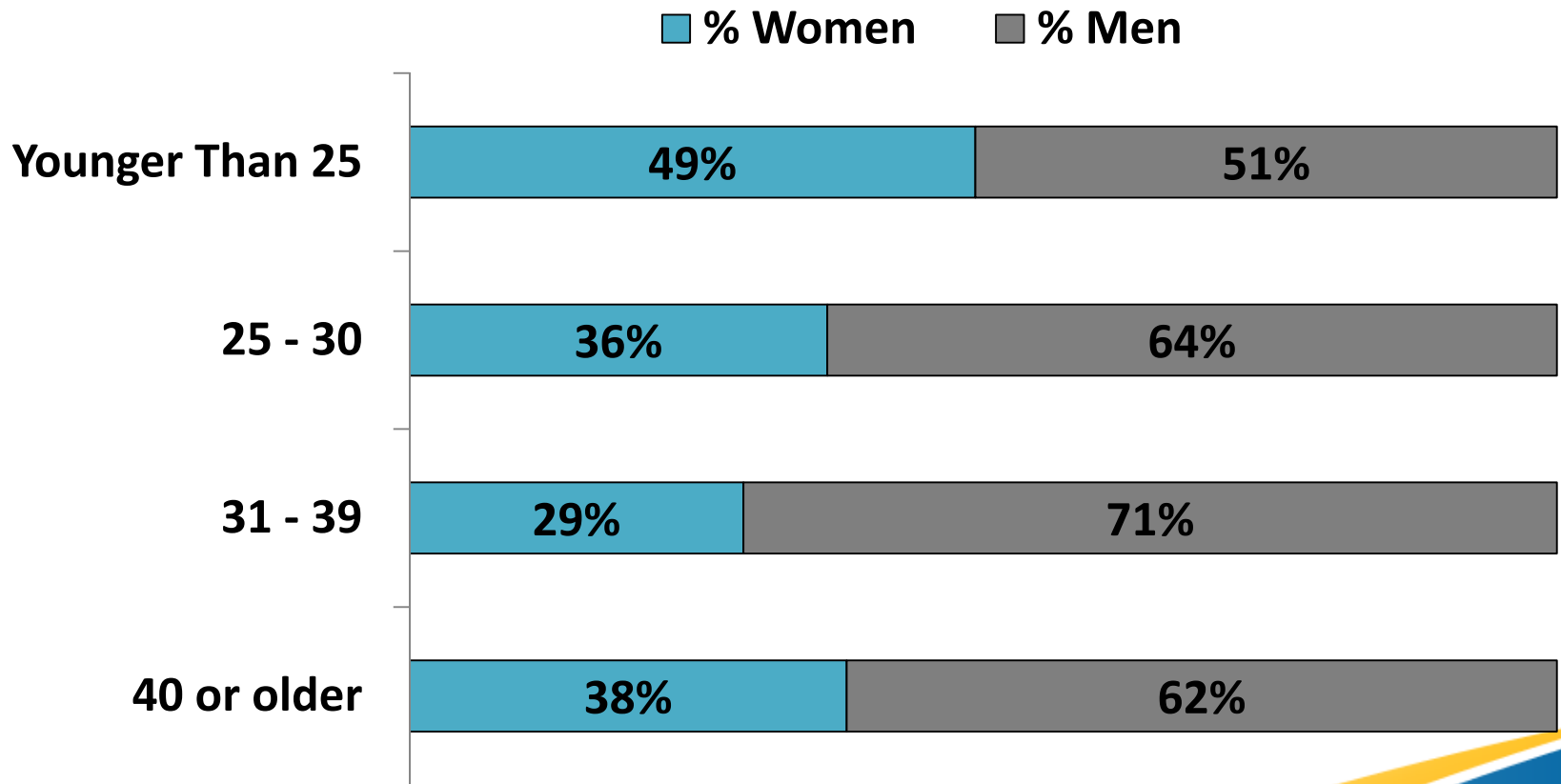
**China** at >60%

Source: GMAT® Exams Taken by Gender and Citizenship, TY2010 data

# Age Cohort Gaps

## Global Distribution by Age

**46%**  
of all exams taken by  
women are from  
youngest group (< 25)



Source: Distribution of GMAT® Exams Taken by Age and Gender, TY2010 data

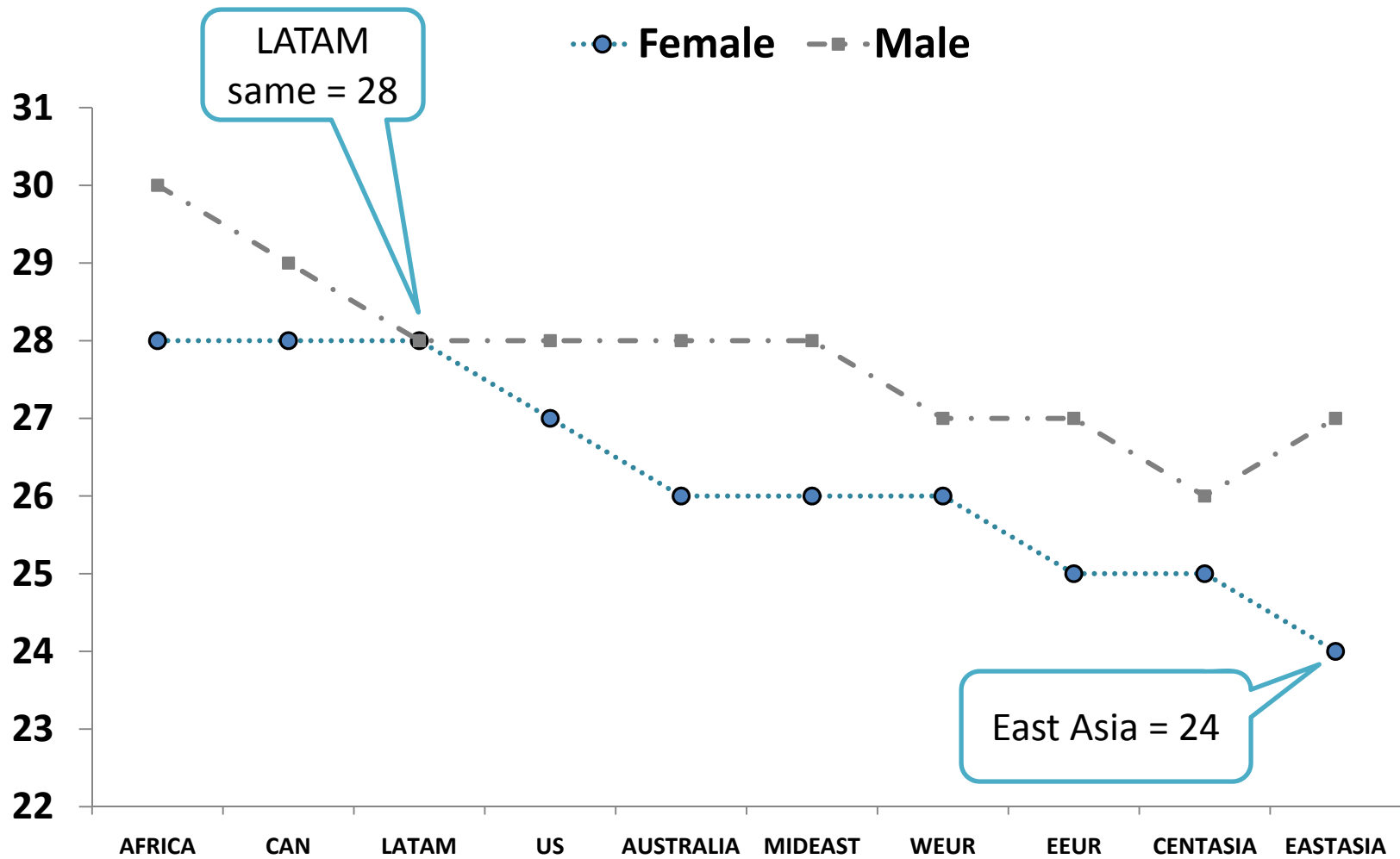
# Decision points

## Global Mean Age



Source: GMAT® TY2010 data, mean age by examinee region (residence)

# 10 Regions by Mean Age

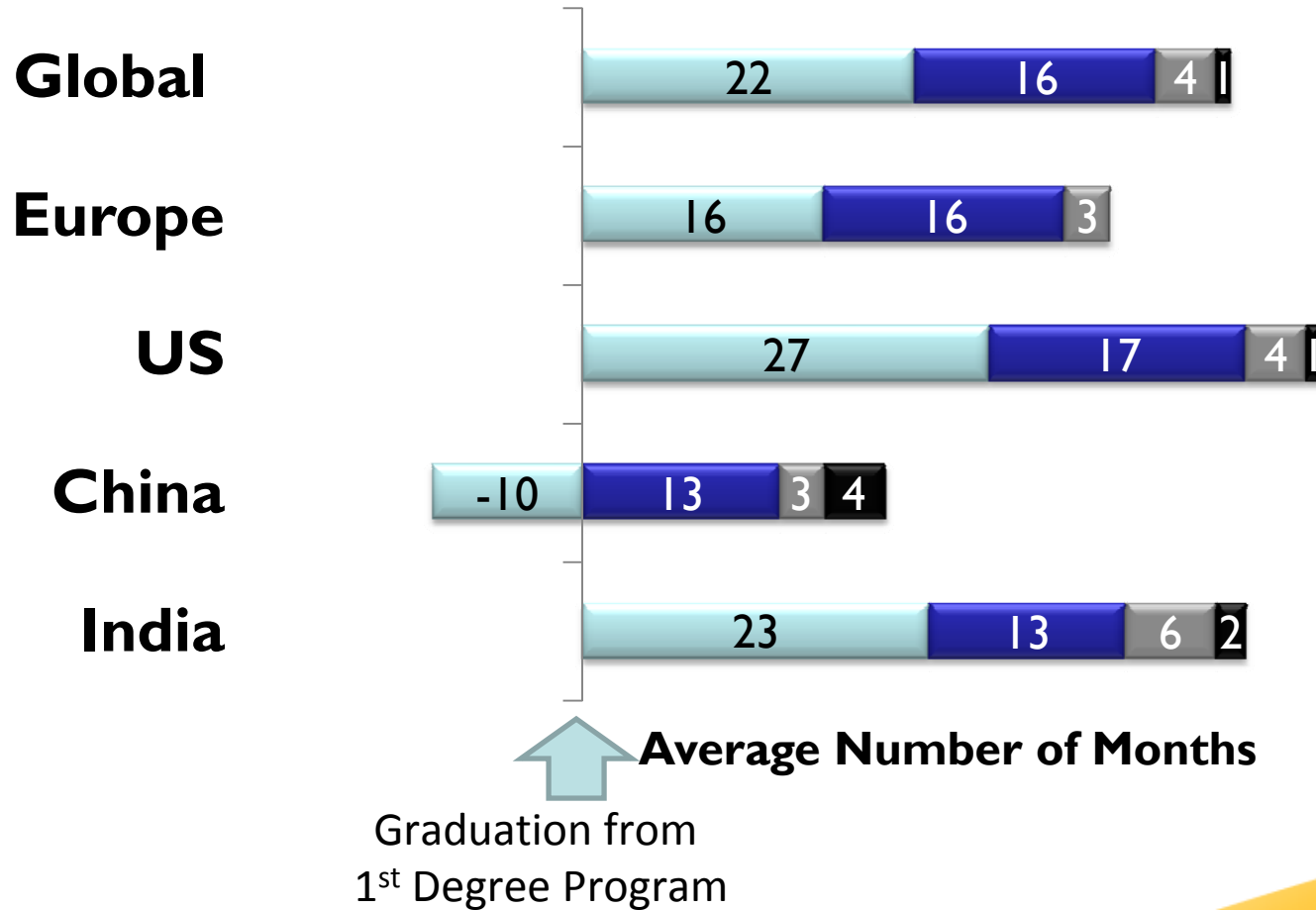


Source: GMAT® TY2010 data, mean age by examinee region (residence) and gender



# Timelines: Women At Different Stages

- First considered b-school
- Registered on mba.com
- Sat for the GMAT exam
- Submitted an application



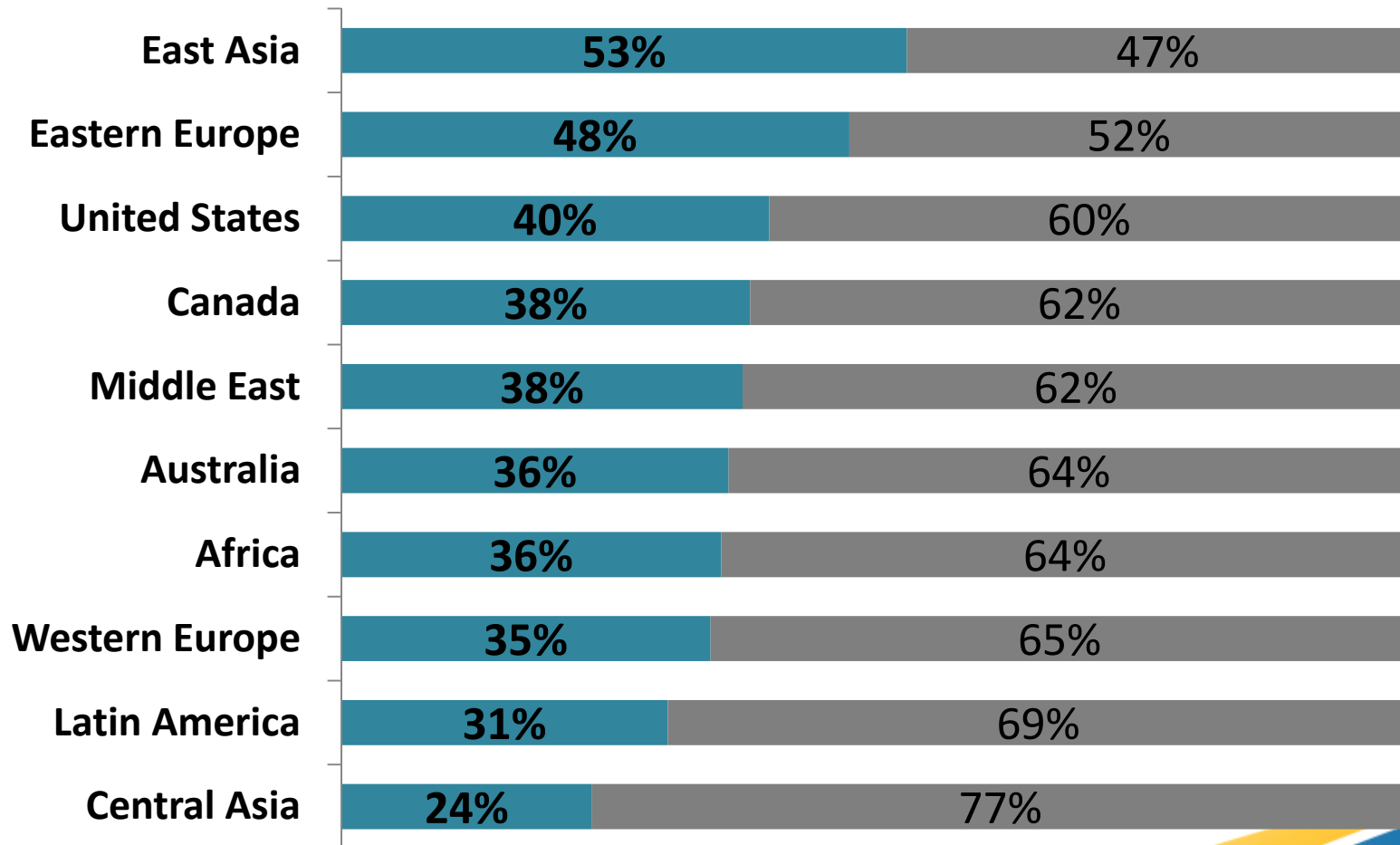
Data for WOMEN survey respondents by residence.  
 Source: GMAC® mba.com Prospective Students Survey, 2009-2010

# Women & Your Recruiting Itinerary?

## Distribution by Region

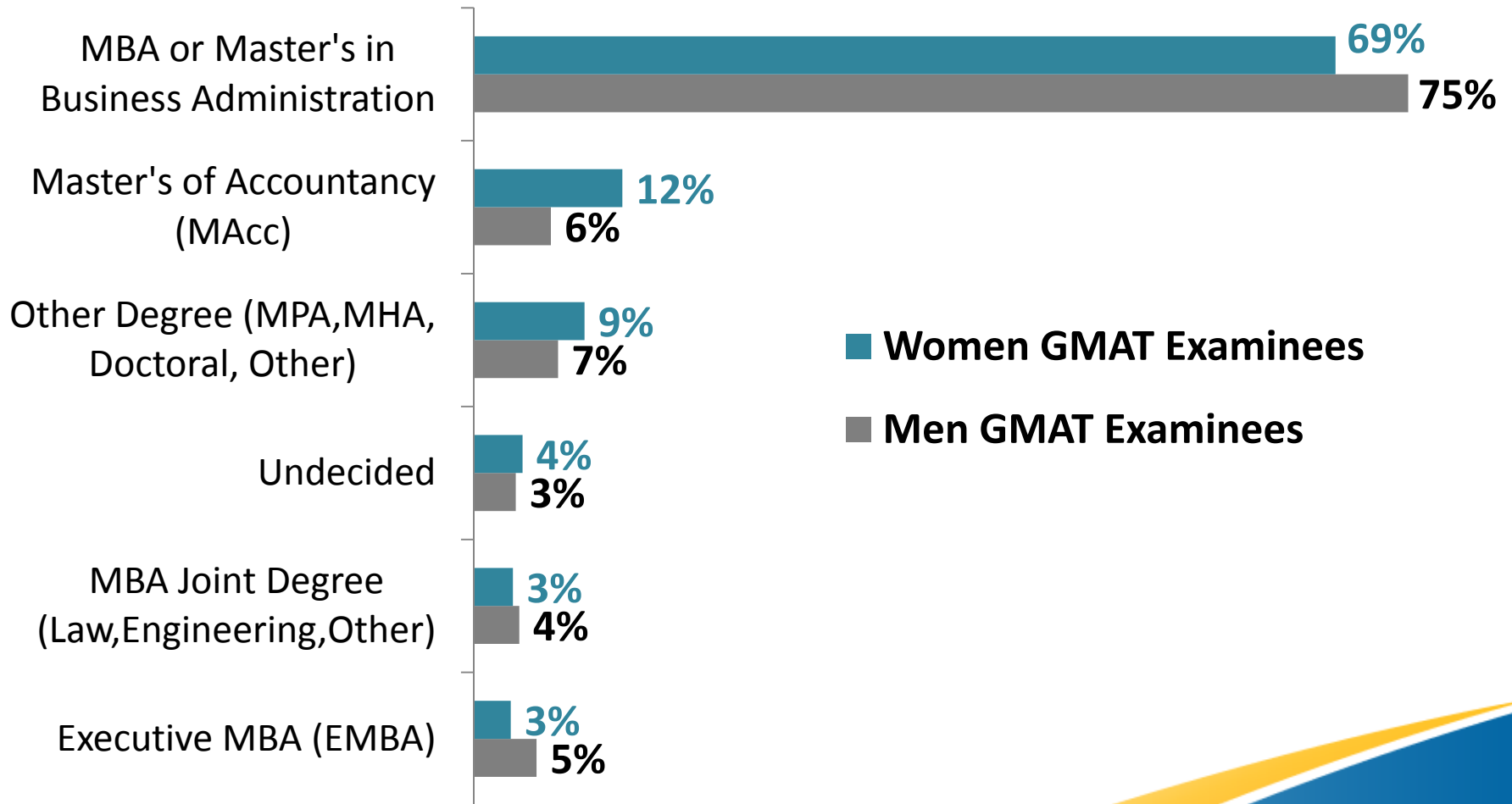
**40%**  
worldwide

■ % women ■ % men



Source: Distribution of GMAT® Exams Taken by Region (residence) and Gender, TY2010 data

# Degree Programs of Interest



Source: GMAT® Examinees in TY2010,  
Percent of examinees with data by Intended Degree Program (select one)

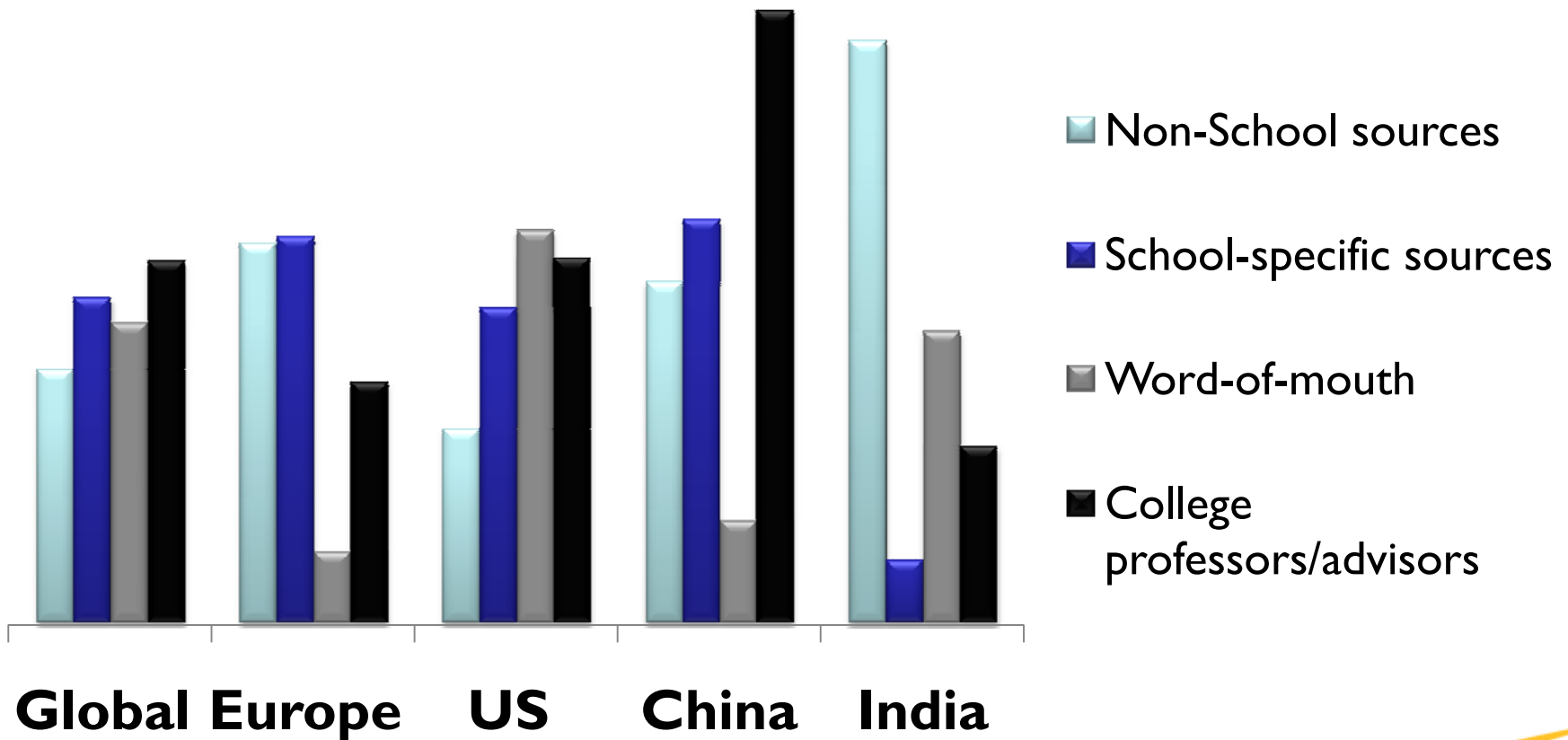
# Programs They Are Applying To

Group	Top program choice	Second choice	Third choice	Fourth choice
<b>Global women</b>	FT2MBA (31%)	FTIMBA (27%)	PTMBA (24%)	MS Acct (14%)
<b>Europe</b>	FTIMBA (34%)	MS Mgt (28%)	FT2MBA (23%)	MS Finance (16%)
<b>US</b>	PTMBA (33%)	FT2MBA (31%)	FTIMBA (23%)	Flexible MBA (15%)
<b>China</b>	MS Finance (45%)	MS Acct (32%)	FTIMBA (23%)	FT2MBA (19%)
<b>India</b>	FT2MBA (59%)	FTIMBA (55%)	EMBA (19%)	MS Mgt (15%)

Data for WOMEN survey respondents by residence.

Source: GMAC® mba.com Prospective Students Survey, 2009-2010

# Where Women Seek Information



Data for WOMEN survey respondents by residence.  
Source: GMAC® mba.com Prospective Students Survey, 2009-2010

# Motivations to Pursue GME

Prospective Students

Develop KSAs

Advance Career

Challenging/Interesting work

Satisfaction/Achievement

Credential/Stay Marketable

***Knowledge, Skills,  
and Abilities (KSAs)***

*Decision-making*

*Strategy & Innovation*

*General biz functions*

*Managing People*

*Strategic & System skills*

*Interpersonal skills*



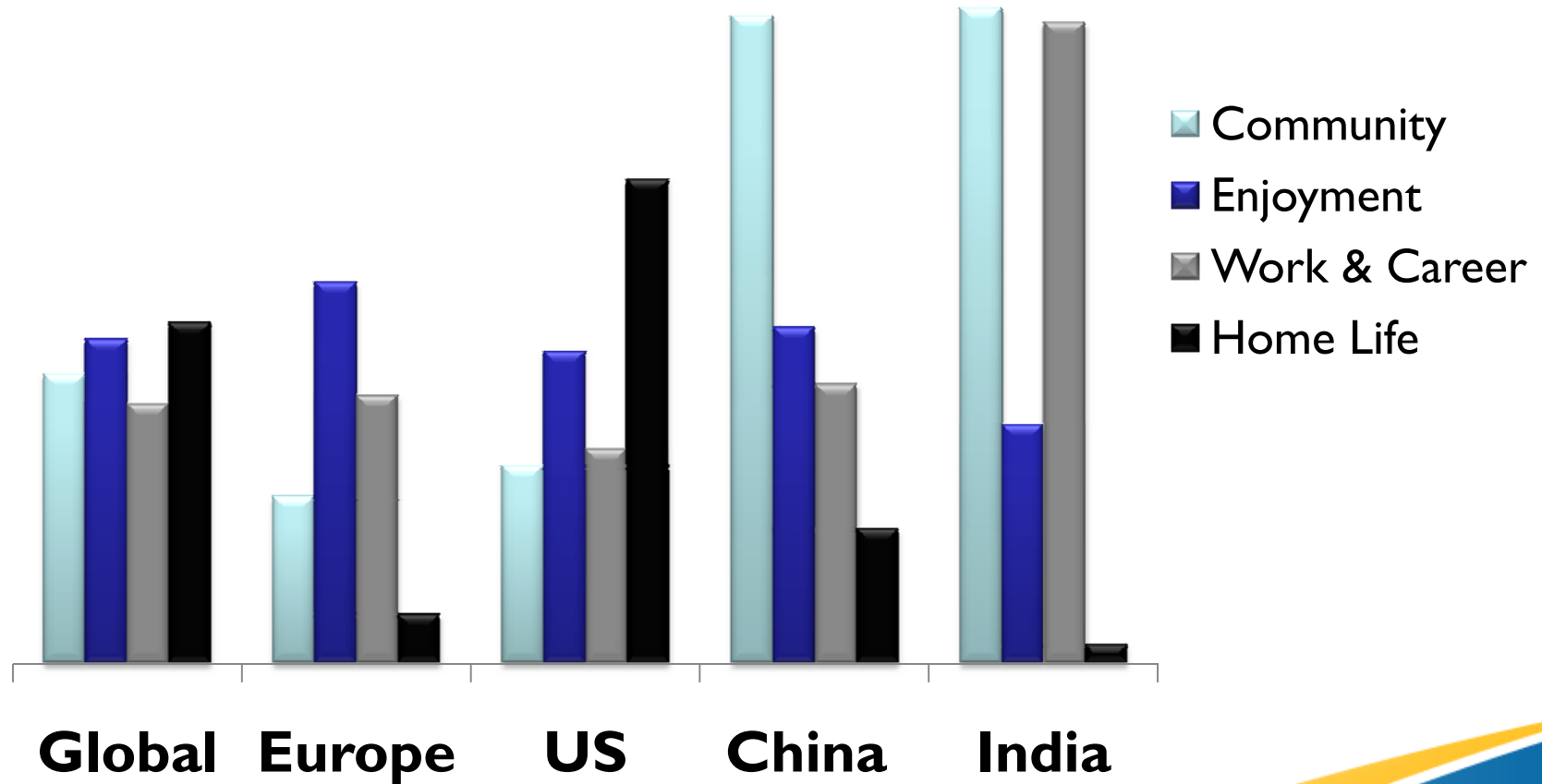
- Gain Respect
- Confidence for Success
- Seeking different skills
- 16% want to be Self-employed

Data for survey respondents.

Source: GMAC® mba.com Prospective Students Survey, 2009-2010

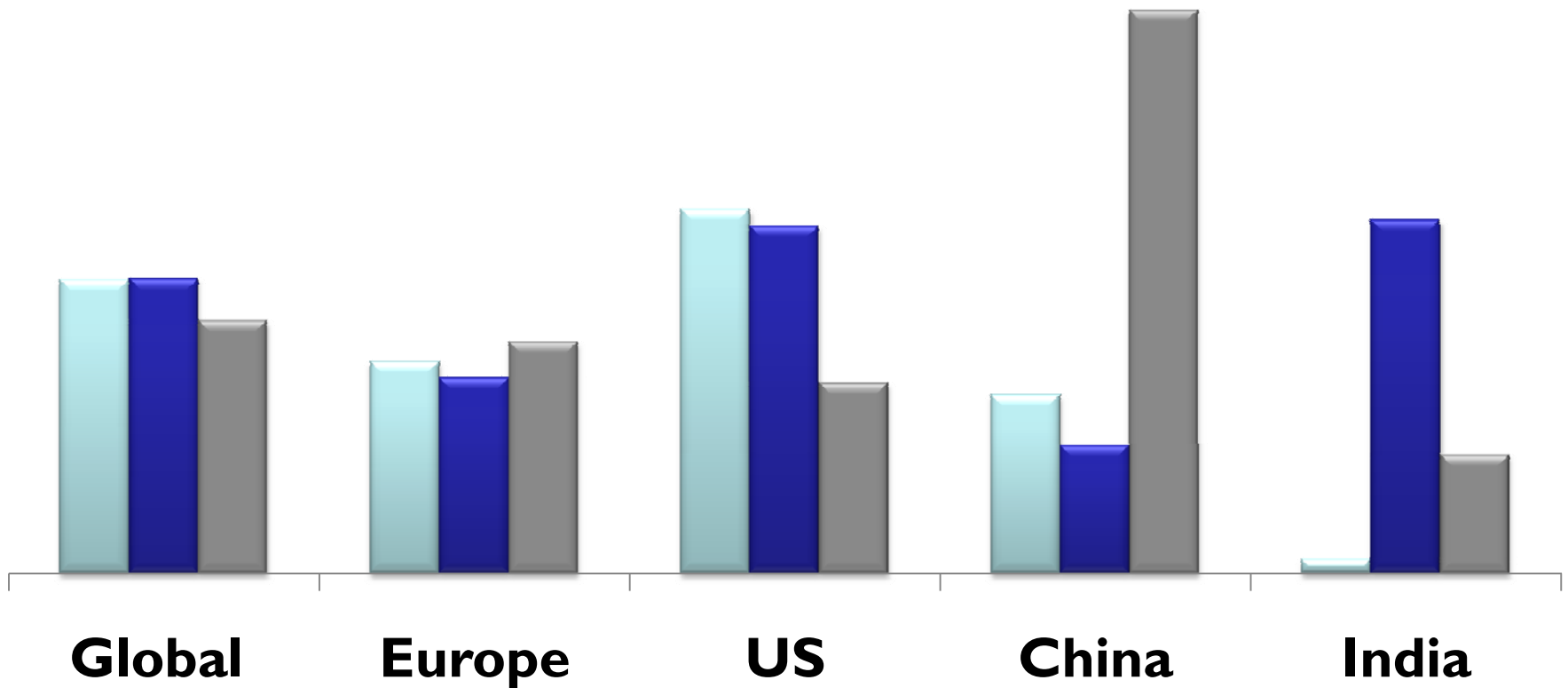
# Motivations and Interests

Most are Motivated to Learn; Advance Career; & Obtain Challenging and Interesting Work, as well as Develop Confidence (33%)



# Proactively Addressing Concerns Among Women

■ Time and energy demands ■ Financial demands ■ Uncertain outcomes



Data for WOMEN survey respondents by residence.  
Source: GMAC® mba.com Prospective Students Survey, 2009-2010



# Top Reservations Among Women

Globally, **11%** women have **NO** reservations

	Africa/ Middle East	Latin America	Asia/PI	Central Asia	Europe	Canada	United States
<b>1</b>	<b>MONEY</b>	<b>MONEY</b>	<b>MONEY</b>	<b>DEBT</b>	<b>MONEY</b>	<b>MONEY</b>	<b>DEBT</b>
<b>2</b>	<b>DEBT</b>	<b>DEBT</b>	UNCERTAIN ECONOMY/ JOBS	<b>MONEY</b>	<b>DEBT</b>	<b>DEBT</b>	<b>MONEY</b>
<b>3</b>	DELAY PERSONAL PLANS	DELAY JOB	<b>DEBT</b>	DELAY PERSONAL PLANS	TIME FOR VIPs	TIME FOR VIPs	TIME & ENERGY
<b>4</b>	TIME FOR VIPs	UNCERTAIN ECONOMY/ JOBS	TIME & ENERGY	UNCERTAIN ECONOMY/ JOBS	TIME & ENERGY	TIME & ENERGY	TIME FOR VIPs
<b>5</b>	TIME & ENERGY	TIME FOR VIPs	DELAY JOB	TIME & ENERGY	DELAY PERSONAL PLANS	DELAY PERSONAL PLANS	DELAY PERSONAL PLANS

Data for WOMEN survey respondents by residence (multiple selections).

Source: GMAC® mba.com Prospective Students Survey, 2010 only.

# Where Do Women Want to Work?

## Intended Industry of Employment (Top 5)

Global Women	Europe	US	China	India
Accounting	Management Consulting	Accounting	Banking	Information Technology/ Services
Consulting Services	Consulting Services	Marketing Services	Investment Banking/ Management	Management Consulting
Management Consulting	Banking	Consulting Services	Consulting Services	Consulting Services
Marketing Services	Investment Banking/ Management	Education or Educational Services	Management Consulting	Information Technology Consulting
Education or Educational Services	Marketing Services	Nonprofit	Accounting	Banking

Data for WOMEN survey respondents by residence.

Source: GMAC® mba.com Prospective Students Survey, 2009-2010

# Tactics from the Panel

- ❑ Meet with or communicate with women in personalized, one-on-one interaction about your school and its offerings when possible
- ❑ Utilize female alumnae, faculty, & current students to address concerns related to returning to school, choosing b-school, selecting a program, women activities in a program, and opportunities post-MBA.
- ❑ Engage women in discussions on other **topics of interest** to them that tie directly to the MBA to attract women from a variety of sectors, industries, backgrounds.
  - **Leadership, Sponsorship, Networking;**
  - **Motivations, Career Cycles & Role Models;**
  - **“Gender Bilingual”**
    - women examples in admissions/marketing materials
    - offer webinars, live sessions, blog posts

# Data resources

