

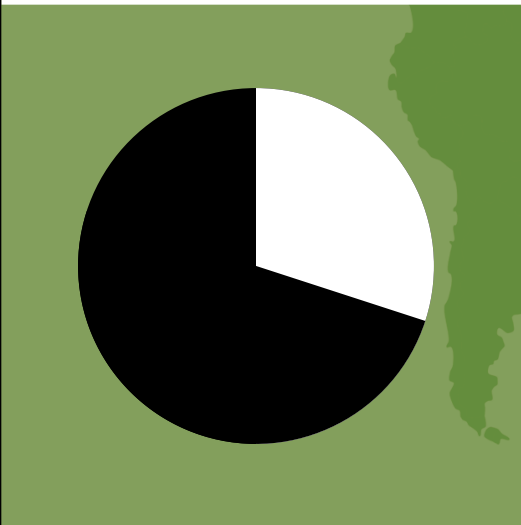
*In partnership with:*



**MBA Career Services  
& Employer Alliance**



**EFMD**



# 2016 Corporate Recruiters Survey Report

## ABOUT THIS STUDY

The Corporate Recruiters Survey is a product of the Graduate Management Admission Council® (GMAC®), a global nonprofit education organization of leading graduate business schools and the owner of the Graduate Management Admission Test® (GMAT®) exam.

The GMAT exam is an important part of the admissions process for more than 6,100 graduate management programs around the world. GMAC is dedicated to creating access to and disseminating information about graduate management education; these schools and others rely on the Council as the premier provider of reliable data about the graduate management education industry.

## EXPLORE INTERACTIVE REPORT

An *Interactive Data Report* accompanies the *2016 Corporate Recruiters Survey Report* and is available exclusively to schools and corporate recruiters who participated in the survey. The *Interactive Data Report* is an online tool that survey participants can use to customize data searches by multiple survey response variables such as employment outcomes, job placement, industry group, company size, world region, internships, recruiter behavior, and more.

## RESEARCH INSIGHTS

For additional coverage and findings from the 2016 Corporate Recruiters Survey, visit GMAC's **Research Insights** web page, a new online platform created by GMAC's Research Services Department to provide schools and industry professionals with greater access to timely, relevant, and data-driven insights on trends affecting graduate management education. **Research Insights** resides on the GMAC website at [gmac.com/researchinsights](http://gmac.com/researchinsights). Topics cover every step of the student lifecycle—from candidates' first consideration of business school to alumni's career progression.

## BE A PARTNER IN OUR SURVEY RESEARCH

Graduate business schools that participate in GMAC's survey research receive:

- **Early-Release Survey Reports** that summarize key findings and their implications for the industry, with year-on-year trends;
- **Interactive Data Reports** that offer survey participants multiple ways to create customized views of detailed demographic data most relevant to your program; and
- **Benchmark Reports**—a free online tool that lets schools generate instant reports comparing your survey results against those of your peer schools.

## VISIT [GMAC.COM/SURVEYSIGNUP](http://gmac.com/surveysignup) TO PARTICIPATE

Note: The *Interactive Data Report* is best viewed in Internet Explorer 10+, Google Chrome, Safari, or iOS browsers. This summary report is publically available at [gmac.com/corporaterecruiters](http://gmac.com/corporaterecruiters).

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# Introduction

Now in its 15th year, the Corporate Recruiters Survey provides an overview of the current employer hiring demand for MBA and non-MBA master's-level business graduates and offers insights into hiring practices and trends across industries and world regions. The Graduate Management Admission Council (GMAC), together with survey partners EFMD and MBA Career Services Council (MBA CSEA), conducted the Corporate Recruiters Survey in February and March 2016, in association with career services offices at 109 graduate business schools worldwide. Findings in the *2016 Corporate Recruiters Survey Report* are based on the responses received from 842 employers representing more than 530 companies in 40 countries worldwide who work directly with participating business schools.

## FEATURED TOPICS

- Hiring outlook for recent MBA and non-MBA business master's graduates, including year-on-year projected hiring over time, 2015 actual hiring outcomes, and projected job rates in 2016 by candidate type, region, and industry, as reported by corporate recruiters who work directly with universities;
- Employer demand for new hires who hold non-MBA business master's degrees beyond those traditionally reported in the Corporate Recruiters Survey, such as data analytics, supply chain management and others, overall and by industry;
- Expected starting salaries for recent business school graduates in the United States, internship availability, international hiring, and job placement;<sup>1</sup>
- Candidate qualities and traits companies value when seeking business school talent; and
- Recruiter habits when working with business schools such as plans for campus visits, use of social media recruitment, and school selection factors.

## General Population Employer Survey

This year, GMAC conducted a second employer survey—the General Population Employer Survey—at the same time as the Corporate Recruiters Survey in February and March 2016, to broaden and deepen GMAC's reach among employers in key countries and supplement Corporate Recruiter findings with relevant insights into general business hiring practices in the wider marketplace.

GMAC conducted this supplemental survey of human resource professionals and recruiters from employer samples purchased through an outside private vendor. These samples include employers located in six countries: China, France, Germany, India, the United Kingdom,

and the United States. These countries were selected because they represent the largest markets for graduate management education in their respective regions. Findings from this supplemental survey represent responses from 1,282 employers. A separate section in the middle of this report highlights key findings from the General Population Employer Survey (**see pages 17-18**). All other findings detailed in this report represent those of the Corporate Recruiters Survey.<sup>2</sup>

Additional coverage of results from both the Corporate Recruiters Survey and the General Population Employer Survey can be found on the **Research Insights** web page on [gmac.com/researchinsights](http://gmac.com/researchinsights).

<sup>1</sup>As used in this report, the term "international students" refers to graduate business students who either study at a school located outside their country of citizenship or who seek to work in a location outside of their country of citizenship.

<sup>2</sup>See a short *Methodology* discussion at the back of this report for the Corporate Recruiters Survey and the General Population Employer Survey. A more detailed Methodology, including demographic profiles of respondents to both surveys, is available online at [www.gmac.com/corporaterecruiters](http://www.gmac.com/corporaterecruiters).

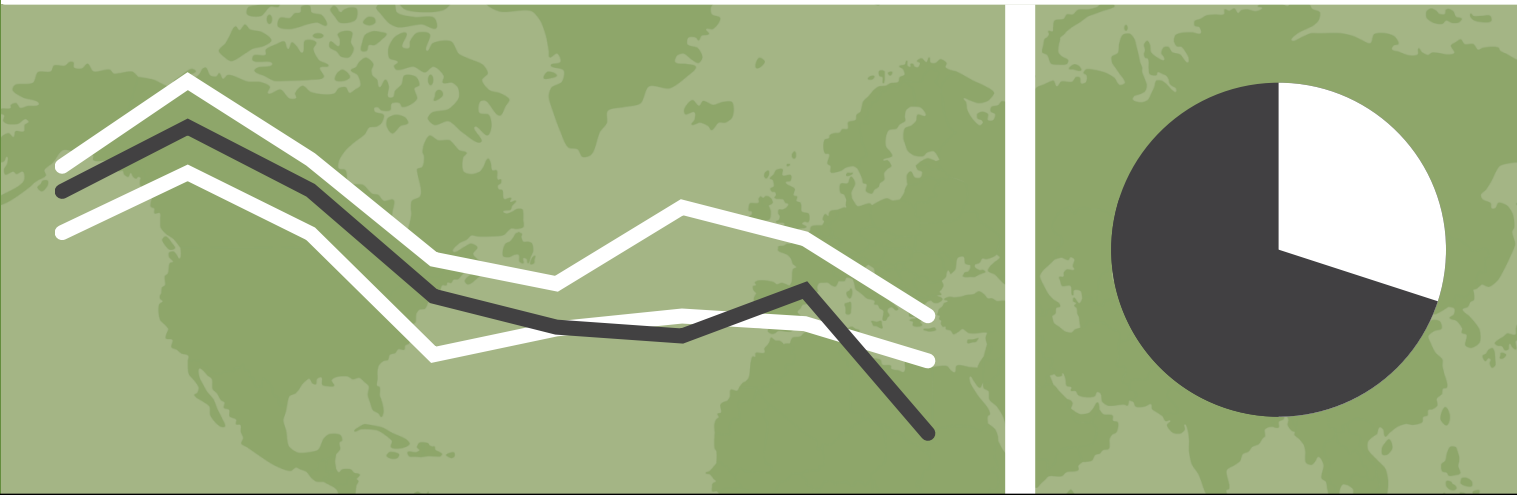
## Key Findings

**In 2016, companies continue to express high levels of hiring demand for business school graduates. Business school career service offices attract corporate recruiters who are ready to hire graduate business school talent.**

- Eighty-eight percent of corporate recruiters who work directly with participating graduate business schools plan to hire recent *MBA* graduates in 2016, compared with 80 percent of companies that actually hired MBAs in 2015.
- A greater percentage of companies in Asia-Pacific, Europe, Latin America, and the United States plan to hire MBAs in 2016 compared with those who did so in 2015.
- Hiring projections for graduates of non-MBA business master's programs, such as management, accounting, and finance, vary depending on world region:
  - A greater share of companies in the Asia-Pacific region and Latin America plan to hire *Master in Management* and *Master of Finance* graduates in 2016 compared with 2015;
  - A greater share of companies in Asia-Pacific, Europe, and Latin America plan to hire *Master of Accounting* graduates in 2016 compared with last year.
- Nearly 9 in 10 (89%) companies plan to conduct on-campus recruitment in 2016, up from 85 percent in 2015.

**Employers recruit from other non-MBA business master's programs to find talent to fill roles within their organizations. For the first time, GMAC asked employers about their recruiting within such programs as Master in Supply Chain Management and Master in Data Analytics.**

- Overall, about a quarter or more of corporate recruiters are actively seeking graduates of the following programs: *Master in Supply Chain Management* (27% of respondents), *Master in Data Analytics* (26%), and *Master in Marketing* (24%).
- Graduates of *Master in Supply Chain Management* programs are in greatest demand among companies in the manufacturing (42% of respondents), technology (39%), and products and services (37%) sectors.
- Forty-three percent of technology firms plan to recruit new hires directly from *Master in Data Analytics* programs, nearly twice the share of companies in other industries that plan to hire these candidates.



### Employers value business school talent, as demonstrated through competitive salaries companies expect to offer recent graduates.

- US-based companies plan to offer recent *MBA* graduates a starting median base salary of US\$105,000 in 2016, up from a median of US\$100,000 in 2015.
- The median starting base salary of US\$85,000 that US employers will pay to graduates of both *Master in Data Analytics* and *Master in Marketing* programs is expected to exceed the median salary they will offer to graduates of *Master in Management* and *Master of Accounting* programs.
- Recent graduates with a *Master in Supply Chain Management* degree can expect to see a median starting salary of US\$75,000, on par with *Master of Finance* graduates.

### Opportunities for international job placement vary by region.

- Overall, 52 percent of corporate recruiters report that their companies either have plans to hire (24%) or are willing to consider hiring (28%) recent business school graduates who require additional legal documentation, such as work permits or H1-B visas.
- Nearly a third (30%) of companies that plan to hire business school graduates in 2016 will place these candidates in multiple world regions.

### Across regions and industries, companies seek candidates who will fit within their organizational culture, work in teams, and have the potential to make an impact.

- Leadership potential stood out as the highest-ranked candidate attribute within the energy and utilities sector, and ranked second most important in the health care and pharmaceuticals, manufacturing, and products and services sectors.
- Overall, executive presence, the ability to build external networks, and ability to work independently were the three lowest-ranked traits.



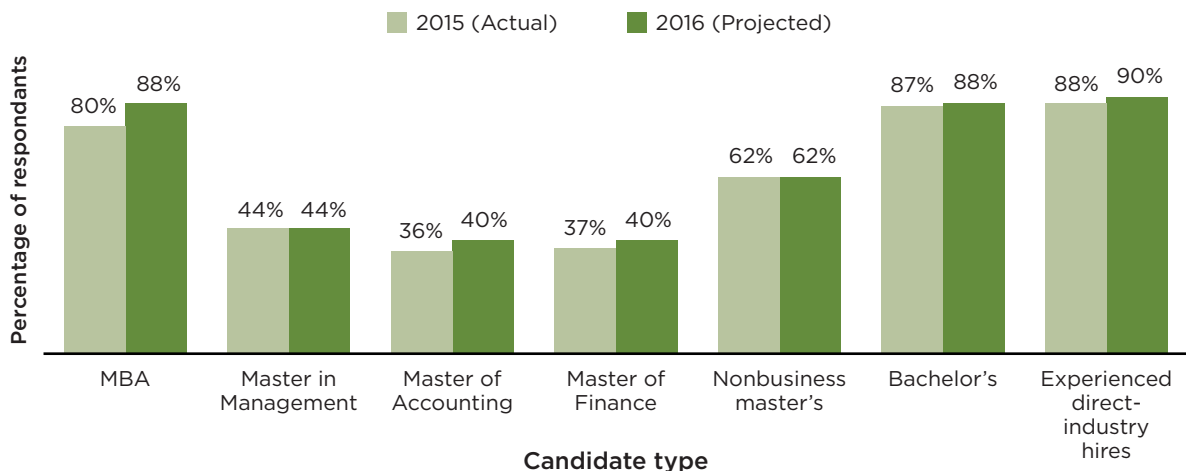
# Hiring Outlook

Employer demand for recent *MBA* and *non-MBA business master's* graduates is high, according to more than 800 corporate recruiters who participated in the 2016 Corporate Recruiters Survey. Nearly 9 in 10 (88%) employers report plans to hire recent *MBA* graduates in 2016, compared with 80 percent of companies that hired MBAs last year (**Figure 1**).

Regional hiring demand for *MBA* graduates shows strong growth across job markets in all world regions analyzed in this report. Employer demand for graduates of *non-MBA master's* programs is mixed, with hiring projections in 2016 looking stronger for some candidate types in some regions, and others projected to be about even with or slightly lower than last year's actual hiring numbers.

Nevertheless, employers across most world regions say their companies are geared up for growth and expansion, and their hiring projections reflect their desire to seek graduate business school talent, especially recent *MBA* graduates, to help them meet their organizational goals.

**Figure 1. Global Hiring Projections for 2016 vs. Actual Hiring in 2015, by Candidate Type and Percentage of Respondents**



Source: GMAC (2016) Corporate Recruiters Survey.

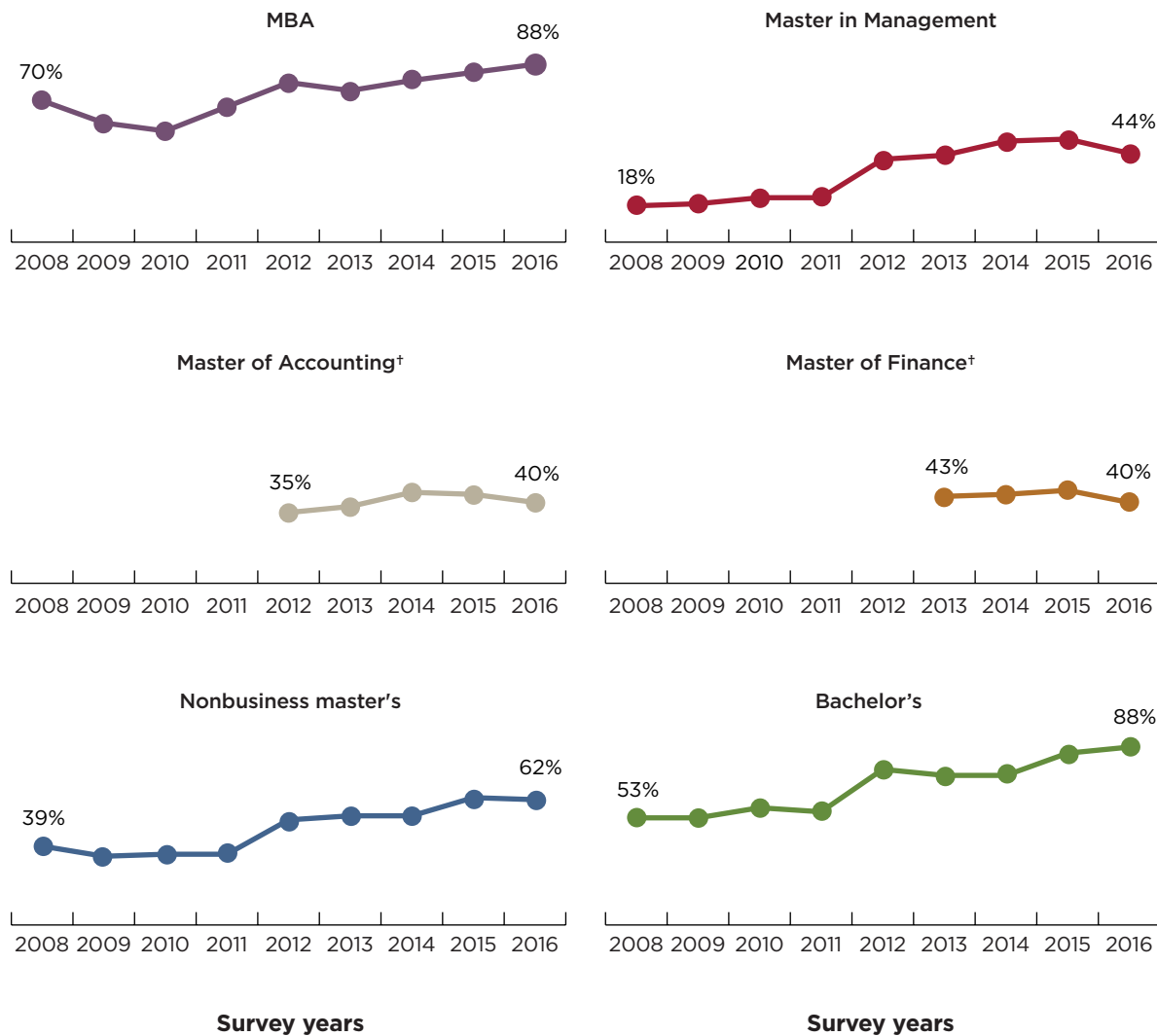
## A Longitudinal View of Hiring Projections

In spite of the "*Great Recession*" and the subsequent world recovery from its impact, *MBA* graduates have remained a high-demand source of business talent, as shown in **Figure 2**. At the start of the Great Recession in 2008, 70 percent of companies that participated in GMAC's Corporate Recruiters Survey reported plans to hire *MBA* graduates. That proportion dropped to its lowest point in 2010 when 55 percent of companies planned to hire *MBAs*. Since then, the share of companies planning to hire these candidates has grown substantially—in 2016, 88 percent of respondents to the Corporate Recruiters Survey plan to hire *MBA* candidates.



Though fewer companies sought candidates from *Master in Management* programs in 2008 (18%), hiring demand increased in 2012 and grew slowly through 2015. In 2016, however, fewer companies plan to hire graduates from these programs. Employer demand for recent *Master of Accounting* and *Master of Finance* graduates, tracked in GMAC's corporate recruiter research since 2012 and 2013 respectively, has remained fairly steady, although there is a slight drop in hiring projections this year for both candidate types compared with 2015.

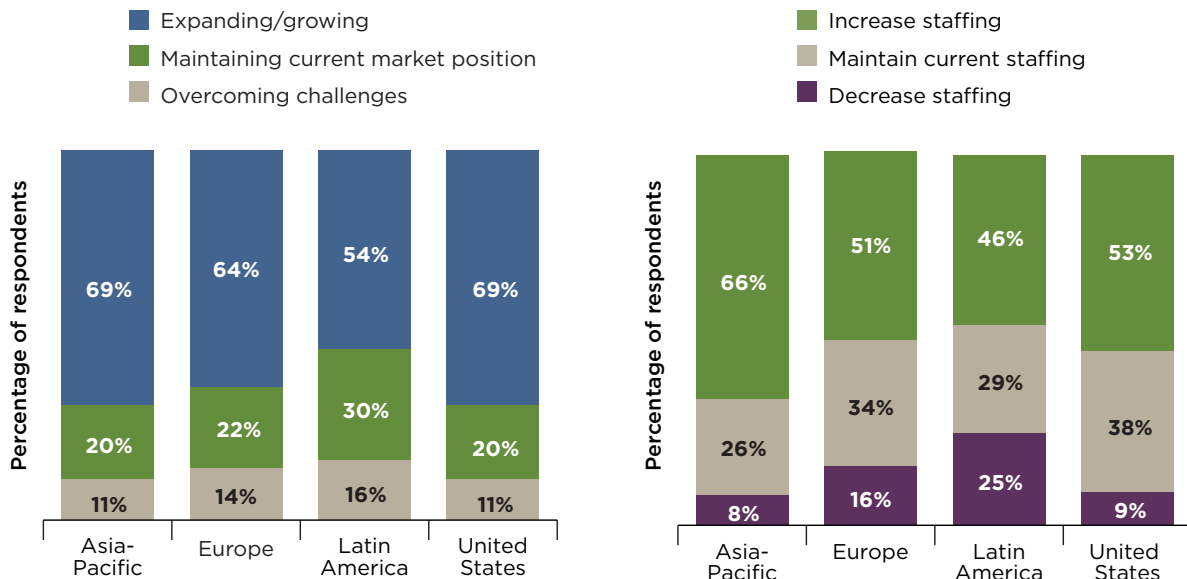
**Figure 2. Year-on-Year Corporate Recruiter Hiring Projections, by Candidate Type, 2008 to 2016, (Percentage of Respondents)**



<sup>†</sup>Data for Master of Accounting and Master of Finance not available prior to 2012 and 2013, respectively. Source: GMAC (2016) Corporate Recruiters Survey. Data collected in survey years 2008 through 2016.

The job forecast for this year's class of *MBA* and *non-MBA business master's* graduates reflects current marketplace realities and employer expectations for their company's overall business direction. Globally, a majority of employers report their companies will be focused on growth and expansion in 2016 (**Figure 3**). By region, a majority of employers in Asia-Pacific (66%), the United States (53%), and Europe (51%) report they will be increasing their overall employee staffing levels in 2016; however, 46 percent of Latin American companies will be increasing their employee ranks, while a quarter expect to reduce staffing levels.

**Figure 3. Overall Company Direction and Expected Changes in Total Employee Headcount in 2016, by World Region**



Source: GMAC (2016) Corporate Recruiters Survey.

***“We have worked hard to get buy-in from all areas of the company on understanding the value of having MBA's from top tier schools.”***

— United States products and services employer

***“We closely cooperate with schools and constantly receive feedback from recently hired MBAs to understand the values they are seeking in employment and how we can match our business needs with their expectations to achieve synergy.”***

— European manufacturing employer

***“We're leveraging past data to forecast future hiring needs and focus, and generating pipeline from alumni relationships to drive candidate interest.”***

— United States products and services employer

## Regional Hiring Trends

The following section examines 2016 employer hiring demand for recent business school graduates in the following regions: Asia-Pacific, Europe, Latin America, and the United States.<sup>3</sup> This section profiles respondents from each region based on company size, industry, and reasons why employers seek to hire MBA candidates.

### ASIA-PACIFIC

Employer hiring demand for graduate business school candidates remains high in the Asia-Pacific region, with 84 percent of employers planning to hire recent MBA graduates in 2016, compared with 73 percent that hired these candidates last year (**Figure 4**). In 2016, more employers in Asia-Pacific also plan to hire graduates of Master in Management programs (75% vs. 71%), Master of Accounting programs (49% vs. 39%), and Master of Finance (54% vs. 48%) programs compared with 2015.

- **Company direction:** Sixty-nine percent of corporate recruiters representing companies in Asia-Pacific report plans for growth and expansion.
- **Hiring magnitude:** Of employers in Asia-Pacific who plan to hire recent MBA graduates, 62 percent will increase the number of MBA candidates they hire in 2016. Among employers who plan to hire Master in Management candidates in 2016, 43 percent will increase the number of these candidates they hire this year.

### EUROPE

Employer hiring demand for recent MBA graduates is on the upswing in Europe. For 2016, 71 percent of employers in Europe report plans to hire recent MBA graduates, up seven percentage points from 2015 (**Figure 5**). Similarly, 43 percent of European companies plan to hire Master of Accounting candidates this year, up from 36 percent of companies that actually hired them in 2015 and a majority (62%) of European companies report plans to hire recent Master in Management graduates this year, slightly lower than 2015 (65%). Fewer companies expect to hire Master of Finance candidates this year (46%) compared with half (50%) that did in 2015, however (**Figure 5**).

- **Company direction:** Nearly two-thirds (64%) of corporate recruiters in Europe expect their company to expand and grow in 2016, a welcome turnaround from the uneven economic growth seen across the continent over the past few years.
- **Hiring magnitude:** Of the companies that plan to hire MBA candidates, 46 percent will increase the number of these graduates they hire in 2016. And among employers who plan to hire recent Master in Management graduates in 2016, 43 percent of them will hire more of these candidates than they did last year.

### LATIN AMERICA

Employment projections of companies in Latin America signal a robust hiring demand in 2016 for all graduate business candidates. Recent MBA graduates will be the most sought-after candidate type, with 82 percent of companies seeking these candidates, up 19 percentage points from 2015. This year, more Latin American employers also intend to hire candidates from Master in Management programs compared with 2015 (58% vs. 47% of respondents), Master of Finance programs (57% vs. 38%), and Master of Accounting programs (39% vs. 30%; **Figure 6**).

- **Company direction:** Fifty-four percent of employers in Latin America report their companies have plans for expansion in 2016, 30 percent expect they will maintain their current market position, and 16 percent will be overcoming challenges.
- **Hiring magnitude:** Of the 82 percent of employers planning to hire MBA candidates this year, nearly half (47%) report they will hire a greater number of these candidates in 2016, possibly to support their expansion plans.

<sup>3</sup>See *Regional Location of Corporate Recruiters Survey Respondents* at the back of this report for the list of countries and US states that represent respondent locations.

## UNITED STATES

Nine out of 10 US employers (91%) report plans to hire recent MBA graduates this year compared with 84 percent who hired these candidates last year. (Figure 7). Hiring projections for non-MBA business master's candidates is expected to remain on par with actual 2015 hiring.

- **Company direction:** The positive hiring projections for US companies reflect the fact that more than two-thirds (69%) of them report plans for expansion and growth in 2016.
- **Hiring magnitude:** Nearly half (44%) of those employers with plans to hire MBAs in 2016 expect to hire a greater number of these candidates than they did in 2015. Likewise, the vast majority of US companies that plan to hire recent non-MBA business master's graduates will maintain or increase the number of such hires compared with last year (Figure 7).

## US REGIONS

Across all US regions, the hiring outlook for MBAs in 2016 appears robust, with more than 9 in 10 employers in the Northeast and Midwest and nearly as many in the South and West planning to hire MBA graduates this year. The share of US companies planning to hire graduates of non-MBA business master's programs in 2016 in most cases is on par with 2015, with some regional exceptions. For example, in the US West, more companies plan to hire recent graduates of master's programs in management, accounting, and finance than they did in 2015 (Table 1).

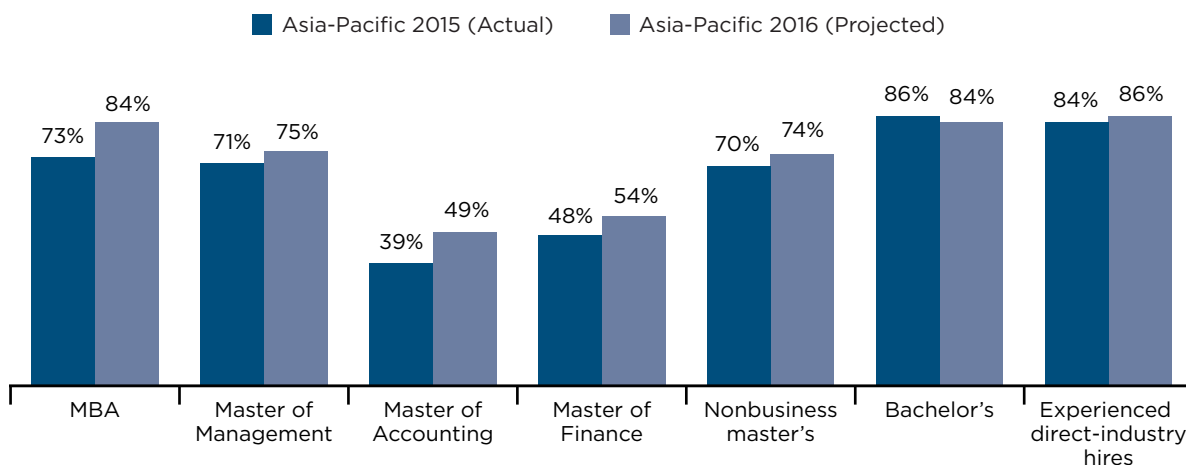
**Table 1. Percentage of US Companies That Hired or Plan to Hire Business School Graduates, by Candidate Type and US Region, 2015 vs. 2016\***

	Northeast		Midwest		South		West	
	2015 (Actual)	2016 (Projected)	2015 (Actual)	2016 (Projected)	2015 (Actual)	2016 (Projected)	2015 (Actual)	2016 (Projected)
<b>MBA</b>	88%	95%	89%	94%	84%	89%	75%	88%
<b>Master in Management</b>	47%	45%	35%	39%	32%	30%	31%	37%
<b>Master of Accounting</b>	33%	31%	41%	37%	41%	47%	26%	29%
<b>Master of Finance</b>	38%	36%	29%	23%	37%	44%	24%	25%

\*US regions are based on survey participant location and are organized using regional classifications of the US Census Bureau. See the *Regional Location of Corporate Recruiters Survey Respondents* in the back of this report for a list of states in each region.  
Source: GMAC (2016) Corporate Recruiters Survey.

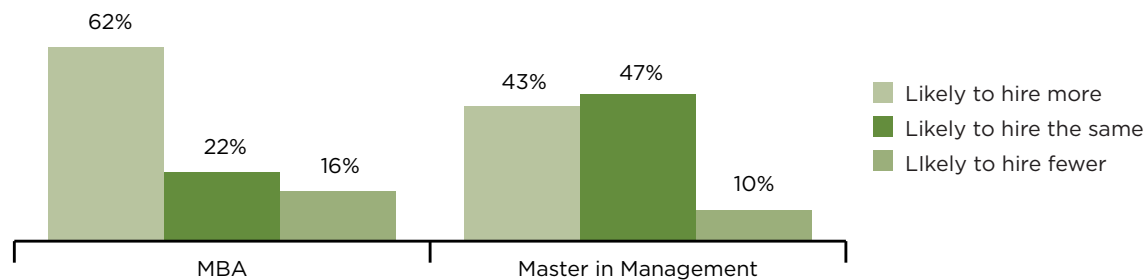
**Figure 4. Regional Hiring Trends Reported by Employers in Asia-Pacific Region**

Percentage of Asia-Pacific Employers That Hired or Plan to Hire, by Candidate Type, 2015 (Actual) vs. 2016 (Projected)



Source: GMAC (2016) Corporate Recruiters Survey.

Hiring Magnitude for Asia-Pacific Employers, 2016 Projections, by Candidate Type



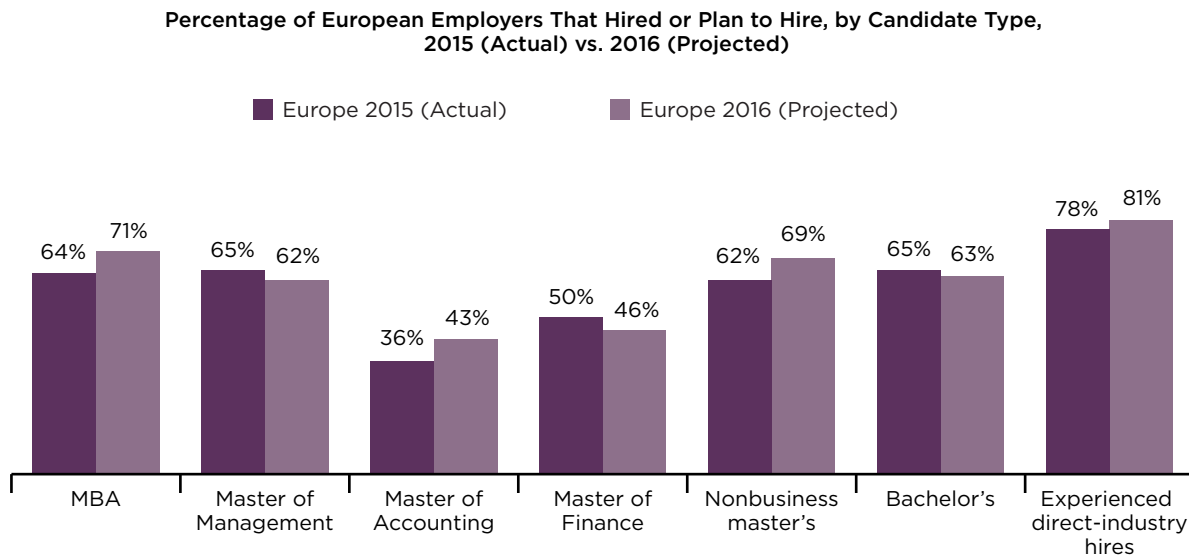
Source: GMAC (2016) Corporate Recruiters Survey.

	Demographic Profile of Asia-Pacific Employers* (% of Respondents)	Why Asia-Pacific Employers Hire MBAs (% of Respondents)		
<b>Company Size</b>	Fewer than 100 employees	26%	Gain new perspective	50%
	100 to 999 employees	20%	Support company growth	45%
	1,000 to 9,999 employees	21%	Innovative thinking	45%
	10,000 or more employees	33%	Business acumen	42%
<b>Industry</b>	Consulting	30%	Succession planning	32%
	Products & Services	23%	Technological abilities	29%
	Finance & Accounting	16%	Help company manage challenges	24%
	Technology	15%	Depth of knowledge	24%
	Energy & Utilities	5%	Energetic	21%
	Manufacturing	5%	Breadth of knowledge	21%
	Nonprofit & Government	5%	Past success with business school hires	13%
	Health Care & Pharmaceuticals	2%		

\*Number of respondents = 61.

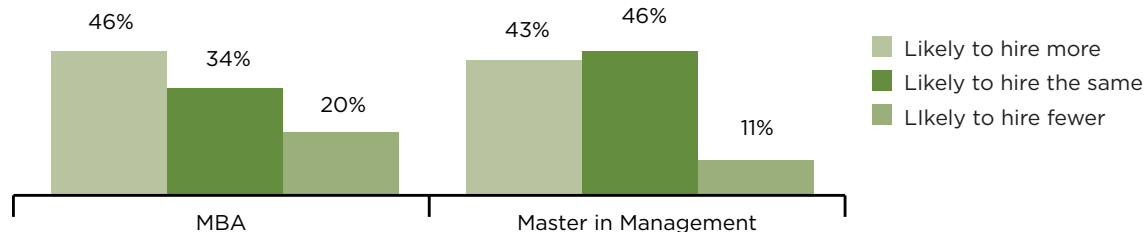
Source: GMAC (2016) Corporate Recruiters Survey.

**Figure 5. Regional Hiring Trends Reported by Employers in Europe**



Source: GMAC (2016) Corporate Recruiters Survey.

**Hiring Magnitude for European Employers 2016 Projections, by Candidate Type**



Source: GMAC (2016) Corporate Recruiters Survey.

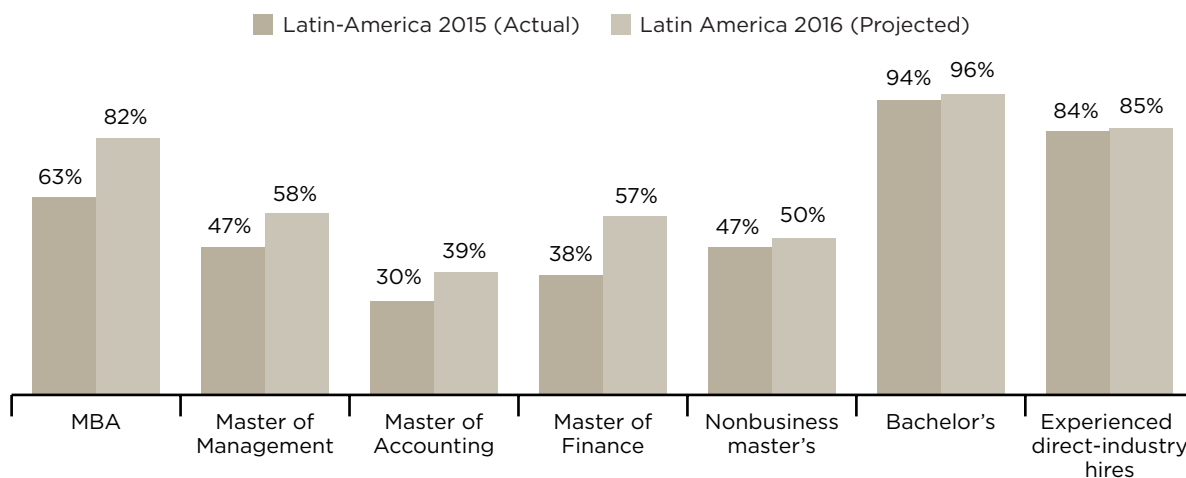
	Demographic Profile of European Employers* (% of Respondents)		Why European Employers Hire MBAs (% of Respondents)	
<b>Company Size</b>	Fewer than 100	24%	Support company growth	54%
	100 to 999 employees	23%	Succession planning	49%
	1,000 to 9,999 employees	18%	Business acumen	43%
	10,000 or more employees	35%	New perspective	38%
<b>Industry</b>	Consulting	33%	Innovative thinking	38%
	Products & Services	21%	Technological abilities	30%
	Technology	16%	Energetic	27%
	Finance & Accounting	13%	Past success with business school hires	24%
	Manufacturing	6%	Help company manage challenges	22%
	Energy & Utilities	5%	Depth of knowledge	22%
	Health Care & Pharmaceuticals	4%	Breadth of knowledge	16%
	Nonprofit & Government	2%		

\*Number of respondents = 83.

Source: GMAC (2016) Corporate Recruiters Survey.

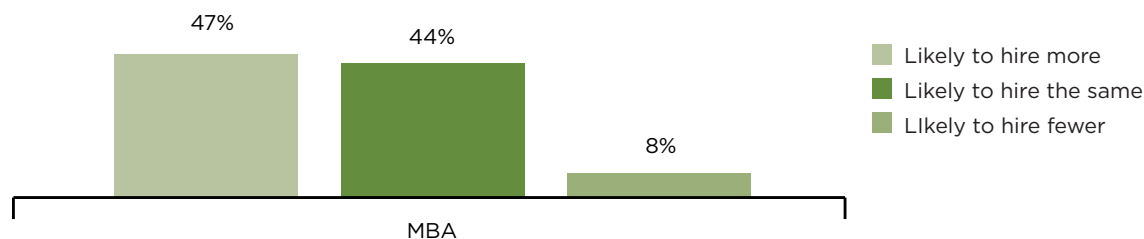
**Figure 6. Regional Hiring Trends Reported by Employers in Latin America**

**Percentage of Latin American Employers That Hired, or Plan to Hire, by Candidate Type, 2015 (Actual) vs. 2016 (Projected)**



Source: GMAC (2016) Corporate Recruiters Survey.

**Hiring Magnitude for Latin America Employers, 2016 Projections, by Candidate Type**



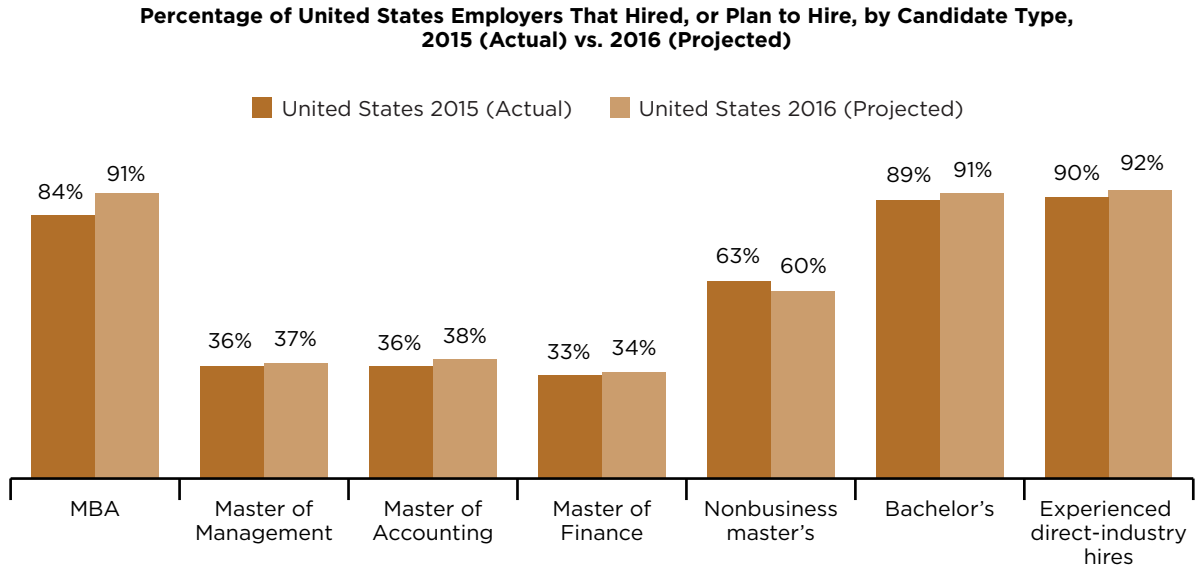
Source: GMAC (2016) Corporate Recruiters Survey.

	Demographic Profile of Latin American Employers* (% of Respondents)		Why Latin American Employers Hire MBAs (% of Respondents)	
<b>Company Size</b>	Fewer than 100	11%	Succession planning	58%
	100 to 999 employees	27%	Innovative thinking	56%
	1,000 to 9,999 employees	45%	New perspective	50%
	10,000 or more employees	18%	Support company growth	47%
<b>Industry</b>	Consulting	34%	Business acumen	31%
	Products & Services	25%	Energetic	28%
	Technology	13%	Breadth of knowledge	25%
	Health Care & Pharmaceuticals	11%	Depth of knowledge	17%
	Manufacturing	7%	Technological abilities	14%
	Energy & Utilities	5%	Help company manage challenges	11%
	Finance & Accounting	4%	Past success with business school hires	8%
	Nonprofit & Government	2%		

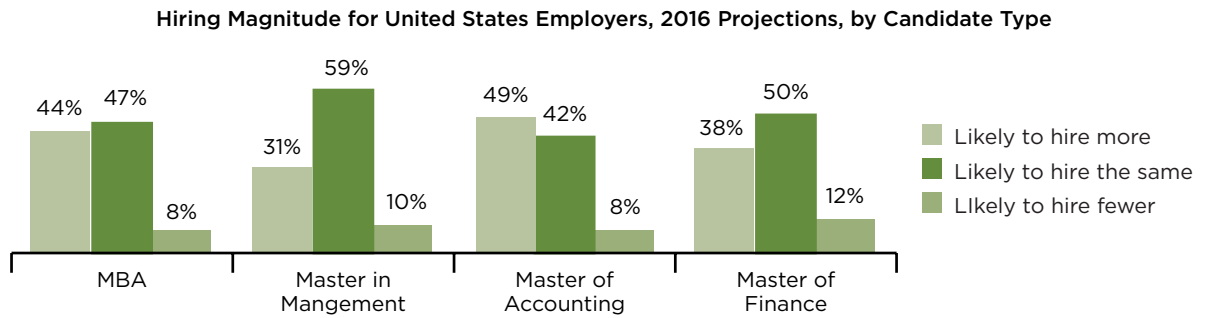
\*Number of respondents = 56.

Source: GMAC (2016) Corporate Recruiters Survey.

**Figure 7. Regional Hiring Trends Reported by Employers in the United States**



Source: GMAC (2016) Corporate Recruiters Survey.



Source: GMAC (2016) Corporate Recruiters Survey.

	Demographic Profile of United States Employers* (% of Respondents)		Why United States Employers Hire MBAs (% of Respondents)	
<b>Company Size</b>	Fewer than 100	14%	Succession planning	67%
	100 to 999 employees	13%	Support company growth	56%
	1,000 to 9,999 employees	18%	Business acumen	55%
	10,000 or more employees	55%	Innovative thinking	52%
<b>Industry</b>	Consulting	21%	Past success with business school hires	48%
	Products & Services	20%	New perspective	40%
	Finance & Accounting	19%	Energetic	31%
	Technology	11%	Breadth of knowledge	30%
	Health Care & Pharmaceuticals	11%	Technological abilities	26%
	Manufacturing	8%	Depth of knowledge	25%
	Energy & Utilities	5%	Help company manage challenges	10%
	Nonprofit & Government	4%		

\*Number of respondents = 625.  
Source: GMAC (2016) Corporate Recruiters Survey.



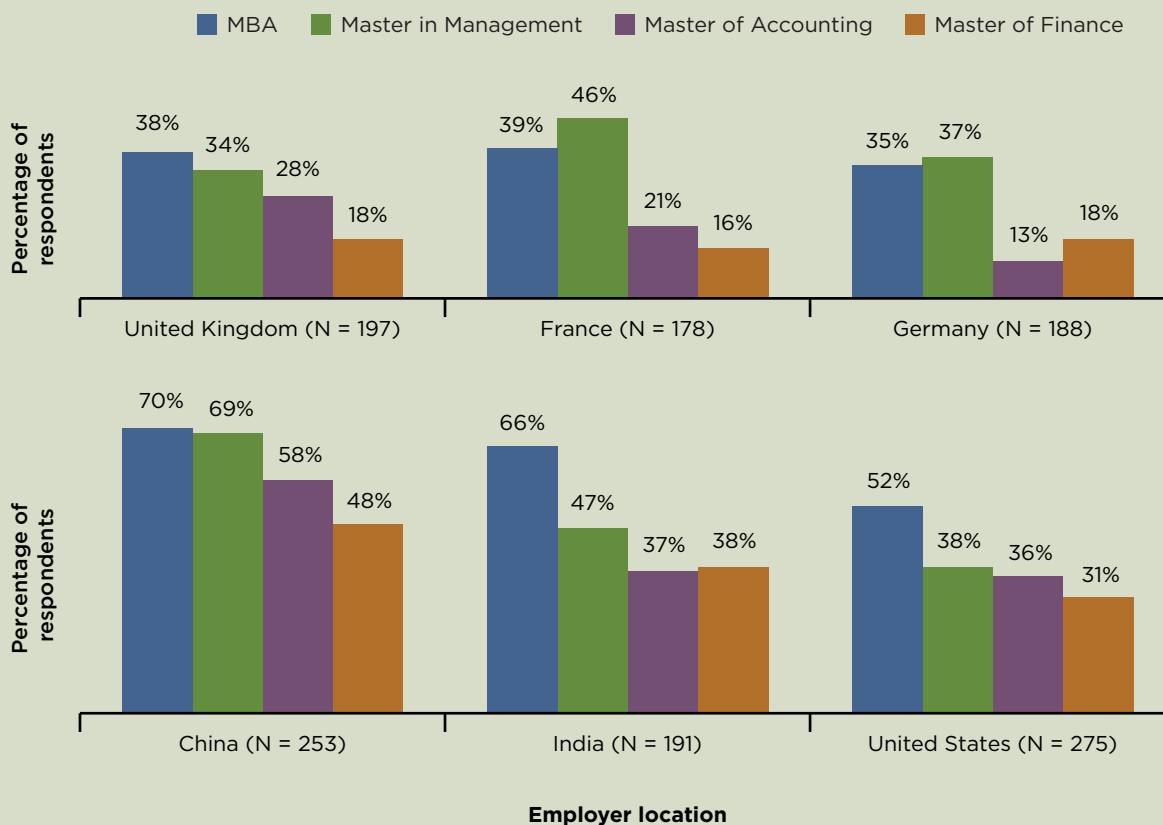
# General Population Employer Survey

## A Two-Page Summary of Supplemental Survey Findings in Six Select Countries

The General Population Employer Survey, conducted at the same time as the Corporate Recruiters Survey in February and March 2016, broadens GMAC's reach among employers in key countries and supplements findings from the Corporate Recruiters Survey with relevant insights into general business hiring for MBA and other business graduates in the wider marketplace. This survey collected responses from 1,282 employers representing companies in China, France, Germany, India, the United Kingdom, and the United States—six countries that represent the largest markets for graduate management education in their respective regions.

- Results of the General Population Employer Survey show a wide range in MBA hiring plans for 2016 among these six countries, ranging from 35 percent of companies planning to hire MBAs in Germany to 70 percent of companies in China (Figure 8).
- Hiring projections from the General Population Employer Survey are lower than those reported in the Corporate Recruiters Survey. The difference in hiring projections between the two surveys highlights the power of the business school career services role in the employment recruiting pipeline for graduate business talent. Respondents to the Corporate Recruiters Survey are employers who work directly with graduate-level business programs year-round, specifically because they recognize that business school career services centers are a primary source for connecting them with the highly valued business talent that they seek.

**Figure 8. Percentage of Employers Planning to Hire Graduate Business Candidates in 2016, by Country (General Population Employer Survey)**



Source: GMAC (2016) General Population Employer Survey.

Regional results from the General Population Employer Survey as seen above lend additional perspective on employer demand for graduate business talent in specific locations.

- Hiring projections by Chinese companies for MBA and non-MBA business master's graduates most closely resemble projections reported in the Corporate Recruiter Survey for employers located in the Asia-Pacific region.
- Compared with China, India, and the United States, European employers overall have lower demand for graduate management talent. Nevertheless, employer demand for recent MBA graduates is expected to be slightly stronger among companies in the United Kingdom and France compared with Germany. Recent graduates of Master in Management programs will be in greatest demand in France and Germany. German companies have the lowest hiring projections for recent Master of Accounting graduates.
- Overall, the hiring projections for US employers in the General Population Employer Survey are lower than those seen in the main Corporate Recruiters Survey. This disparity points to the increased opportunity for post-degree jobs available through career services offices compared with the open market.

## VALUE OF GRADUATE MANAGEMENT EDUCATION

Nearly all the companies surveyed in the General Population Employer Survey employ business school graduates and these employers report that 2 in 5 of their employees (41%), on average, have a graduate business degree. The reach of business school graduates into the make-up of the workforce in these companies points to the value of a graduate management education, as the following additional findings from the General Population Employer Survey reveal:

- 72 percent of employers report that MBAs add value to their organizations;
- 70 percent agree that an MBA degree offers a versatile skill set that allows employees to take on additional roles;
- 67 percent agree that an MBA provides a fast track to upper level positions;
- 66 percent agree that leaders in their organization tend to have a business master's degree; and

## EMPLOYEE SPONSORSHIPS

Nearly half (47%) of all respondents to the General Population Employer Survey report that their company reimburses or sponsors their employees to pursue graduate business degrees. Companies in China, India, and the United States are more likely to sponsor employees compared with those in France, Germany, and the United Kingdom (Table 2). Large companies are more likely to sponsor employees compared with smaller companies.

Sponsoring employees to enroll in graduate management programs is costly to companies, both in financial terms and in lost employee work time. General Population Employer Survey participants report, however, that they can tangibly measure their return on investment (ROI) in terms of employee retention (47% of respondents), employee engagement (43%), productivity (41%), and work quality (41%).

**Table 2. Percentage of Companies Sponsoring Employees with Tuition Reimbursement, by Country and Program Type (General Population Employer Survey, 2016)**

	MBA	Master in Management	Master of Finance	Master of Accounting
China	67%	63%	39%	51%
France	30%	38%	12%	21%
Germany	32%	29%	11%	18%
India	54%	43%	28%	30%
United Kingdom	36%	25%	16%	22%
United States	50%	39%	25%	32%

Source: GMAC (2016) General Population Employer Survey.

## Demand by Industry, Job Function

The 2016 Corporate Recruiter Survey findings show an increase in the proportion of companies that plan to hire recent MBA graduates in 2016. With some exceptions, a slightly greater share of companies plan to hire recent Master of Accounting, Master in Management, and Master of Finance graduates in 2016 than did so in 2015.

What follows is an industry-by-industry overview of employer demand for business school graduates (**Figure 9**), organizational goals, and job functions companies expect to fill in 2016, based on data from Corporate Recruiters Survey respondents who were able to report their companies' actual 2015 hiring results and projected 2016 hiring plans.<sup>4</sup>

### HEALTH CARE/PHARMACEUTICALS

The health care sector continues to surge and shows the highest level of demand for MBA graduates, with 100 percent of employers planning to hire these candidates in 2016. Demand for non-MBA business master's graduates with degrees in management, accounting, and finance is also higher this year compared with 2015 (**Figure 9**).

- **Staffing level direction:** Of health care employers planning to hire MBAs in 2016, 42 percent will increase the number of recent MBA graduates they hire compared with 2015, 48 percent will maintain their hiring numbers, and 10 percent will hire fewer. Similar industry data are not available for non-MBA business master's graduates.
- **Organizational goals for 2016:** Improve performance and productivity (78%) and launch new products and services (66%).
- **Job functions:** The most common job functions that health care and pharmaceutical companies will fill with recent business school graduates include business development (88% of respondents), marketing and sales (85%), general management (83%), and finance (82%).

### CONSULTING

Nine in 10 (92%) consulting firms plan to hire MBA graduates in 2016, up from 83 percent that hired these graduates last year. More consulting firms also will be hiring recent graduates with master's degrees in accounting and finance in 2016 compared with last year (**Figure 9**).

- **Staffing level direction:** Among companies that plan to hire recent MBA graduates, 59 percent will hire more of these candidates, 32 percent will maintain last year's hiring numbers, and 9 percent will reduce the number of MBA hires. More than half of consulting firms that plan to hire recent Master of Accounting and Master of Finance graduates will hire more of these candidates this year compared with 2015 (76% of employers and 58%, respectively). Nearly half (47%) of consulting firms plan to increase the number of Master in Management candidates they hire compared with last year.
- **Organizational goals for 2016:** Expand customer base (64%) and improve performance and productivity (59%).
- **Job functions:** Nearly all consulting companies will place recent graduates in a consulting role (93%). They will also place recent business school hires in data analytics positions (68% of respondents), business development (65%), and IT (63%).

<sup>4</sup>Nonprofit/Government sector data are not available due to insufficient response (N < 25). Staffing level direction and job function data are not available for the Energy/Utilities sector due to insufficient response (N < 25).

**Figure 9. Percentage of Companies Hiring Worldwide, by Industry\* & Candidate Type, 2015 (Actual) vs. 2016 (Projected)**

Industry*	MBA		Master in Mangement		Master of Accounting		Master of Finance	
	2015 (Actual)	2016 (Projected)	2015 (Actual)	2016 (Projected)	2015 (Actual)	2016 (Projected)	2015 (Actual)	2016 (Projected)
Consulting	83%	92%	46%	45%	26%	30%	31%	36%
Energy/Utilities	85%	88%	NA <sup>†</sup>		NA <sup>†</sup>		NA <sup>†</sup>	
Finance/Accounting	76%	84%	34%	29%	47%	50%	47%	51%
Health Care/Pharmaceuticals	94%	100%	46%	61%	25%	39%	29%	30%
Technology	82%	84%	50%	42%	44%	47%	45%	47%
Manufacturing	85%	92%	40%	44%	31%	30%	33%	26%
Products/Services	76%	86%	50%	53%	40%	47%	39%	45%

\*Nonprofit/Government not shown due to insufficient responses (N < 25).

<sup>†</sup>Data not available for management, accounting, or finance master's hiring projections in Energy/Utilities sector due to insufficient responses (N < 25).

Source: GMAC (2016) Corporate Recruiters Survey.

## MANUFACTURING

Nine in 10 (92%) employers in the manufacturing sector plan to hire MBA candidates in 2016, up from 85 percent that hired these candidates in 2015. More employers plan to hire Master in Management graduates in 2016 as well, compared with last year, although slightly fewer will be seeking recent master's graduates of accounting and finance programs this year (**Figure 9**).

- **Staffing level direction:** Thirty-three percent of manufacturers that plan to hire recent MBA graduates will hire more than they did last year, 59 percent will hire the same number, and 9 percent will hire fewer than 2015. Similar data for non-MBA business master's graduates are not available.
- **Organizational goals for 2016:** Unique to the manufacturing sector, a top company goal is to reduce costs (77%), followed by improving performance and productivity (75%), and launching new products and services (60%).
- **Job functions:** Marketing and sales (87% of respondents), operations and logistics (86%), finance (82%), general management (81%), business development (77%), accounting (69%), and IT/MIS (67%) are the top job functions that manufacturers plan to fill with recent graduate business hires.

## ENERGY AND UTILITIES

Nearly 9 in 10 (88%) employers in the energy and utilities sector expect to hire MBA graduates in 2016, compared with 85 percent that hired these candidates last year (**Figure 9**). Survey responses about non-MBA business master's candidates were too few to analyze.

**Organizational goals for 2016:** Improve performance (68%) and reduce costs (63%).

## PRODUCTS AND SERVICES

Eighty-six percent of employers in the products and services sector expect to hire MBA graduates in 2016, a 10 percentage point increase in the share of companies that hired these candidates in 2015. More companies also will be hiring candidates with master's degrees in accounting, finance, and management (**Figure 9**).

- **Staffing level direction:** Of the products and services companies planning to hire recent MBAs in 2016, 41 percent will increase the number they bring onboard compared with last year, 49 percent will maintain last year's hiring numbers, and 10 percent will hire fewer MBA candidates.

Among products and services companies planning to hire non-MBA master's graduates in 2016, a quarter (26%) of companies will increase the number of recent Master in Management graduates they hire this year, 62 percent will maintain last year's counts, and 11 percent will hire fewer. Sixty-two percent of companies will increase the number of recent Master of Accounting graduates they hire this year, 26 percent will maintain 2015 hiring numbers, and 13 percent will hire fewer such candidates. Forty-two percent of companies will increase the number of recent Master of Finance graduates they hire in 2016, 39 percent will maintain 2015 hiring numbers, and 18 percent will hire fewer such candidates.

- **Organizational goals for 2016:** Improve performance and productivity (72% of respondents), reduce costs (58%), and expand customer base (56%).
- **Job functions:** Top functions include marketing and sales positions (92% of respondents), operations and logistics (80%), finance (80%), general management (76%), accounting (75%), data analytics (73%), and HR/organizational management (70%).

## FINANCE AND ACCOUNTING

More than 8 in 10 (84%) finance and accounting firms plan to hire MBA graduates in 2016 compared with 76 percent that hired MBA candidates in 2015. Slightly more companies will be hiring Master of Accounting and Master of Finance graduates this year as well compared with 2015 (**Figure 9**).

- **Staffing level direction:** Forty percent of companies that plan to hire MBAs in 2016 will increase the number they hire over last year, 52 percent will maintain 2015 hiring counts, and 8 percent will hire fewer MBA candidates. For Master of Accounting graduates, 47 percent of companies planning to hire these candidates will increase their hiring numbers in 2016, 44 percent will maintain 2015 hiring counts, and 8 percent will hire fewer such candidates. Of companies with plans to hire Master of Finance graduates, 39 percent will increase their hiring numbers in 2016, 52 percent will maintain hiring at 2015 levels, and 9 percent will hire fewer such candidates.
- **Organizational goals for 2016:** Improve performance and productivity (68% of respondents) and expand customer base (50%).
- **Job functions:** Eighty percent of finance and accounting firms will place recent business school graduates in a finance function, followed by investment banking (69% of respondents), data analytics (68%), and accounting (67%).

## TECHNOLOGY

Slightly more than 8 in 10 (84%) technology firms plan to hire recent MBA graduates in 2016, similar to 2015 (82% of employers). Forty-seven percent of employers in the technology sector expect to hire Master of Accounting and Master of Finance graduates in 2016, a slightly higher percentage than did so last year (**Figure 9**).

- **Staffing level direction:** Of companies with plans to hire recent MBA graduates, 52 percent plan to increase the number of MBAs they will hire in 2016, 36 percent plan to hire the same number as last year, and 11 percent will hire fewer. Similar data are not available for non-MBA business master's graduates.
- **Organizational goals for 2016:** Improve performance and productivity (71%), expand customer base (63%), and launch new products and services (57%).
- **Job functions:** Nearly 9 in 10 technology companies will hire business graduates to fill positions in business development (88%) and marketing and sales (87%). Other top functions include data analytics (83%), operations and logistics (77%), finance (76%), HR/organizational management (74%), IT/MIS (73%), accounting (73%), and general management (72%).

## Other Master's Programs Targeted for Recruitment

New in 2016, the Corporate Recruiters Survey asked employers to identify other types of non-MBA business master's graduates they target for recruitment and hiring beyond the master's graduates of accounting, finance, and management programs whom they traditionally recruit.

Globally, about a quarter or more of corporate recruiters are actively seeking graduates of the following programs: *Master in Supply Chain Management* (27% of respondents), *Master in Data Analytics* (26%), and *Master in Marketing* (24%). Employer interest in hiring candidates from various other non-MBA business master's programs varies by industry and world region:

- Across industries, candidates with a *Master in Information Technology or Information Systems* degree are sought by the greatest percentage of employers.
- Graduates of *Master in Supply Chain Management* programs are in greatest demand among companies in the manufacturing (42% of respondents), technology (39%), and products and services (37%) sectors (**Table 3**).

- Forty-three percent of technology firms plan to recruit new hires directly from *Master in Data Analytics* programs, nearly twice the share of companies in other industries that plan to hire these candidates.
- Employers in the nonprofit and government sector were the least likely to recruit candidates from other non-MBA business master's programs.
- Demand for recent graduates of master's-level programs in marketing, economics, and international business is greatest among employers located in Asia-Pacific, Latin America, and Europe; less so in the United States.

**Table 3. Percentage of Employers Planning to Recruit Other Non-MBA Business Master's Candidates, by Industry**

Other Non-MBA Master's	Industry* (Percentage of Respondents)							
	C	E/U	F/A	H/P	T	M	N/G	P/S
Master in IT/Systems	38%	37%	24%	27%	54%	22%	16%	25%
Master in Supply Chain Mgmt, Logistics or Operations	29%	27%	9%	20%	39%	42%	6%	37%
Master in Data Analytics	28%	17%	25%	18%	43%	23%	13%	27%
Master in Marketing	20%	20%	10%	29%	25%	30%	9%	40%
Master in Human Resources	23%	24%	11%	22%	25%	23%	9%	18%
Master in Economics	22%	22%	21%	4%	17%	8%	13%	15%
Master in International Business	19%	17%	6%	10%	16%	22%	3%	19%
Master in Risk Management	11%	10%	20%	4%	7%	11%	6%	5%
Master in Real Estate	6%	2%	6%	3%	3%	0%	0%	7%
Master in Hospitality	4%	2%	1%	3%	0%	0%	0%	8%

\*C = Consulting; E/U = Energy/Utilities; FA = Finance/Accounting; H/P = Health Care/Pharmaceuticals; T = Technology; M = Manufacturing; N/G = Nonprofit/Government; P/S = Products/Services.

Source: GMAC (2016) Corporate Recruiters Survey.

## Compensation

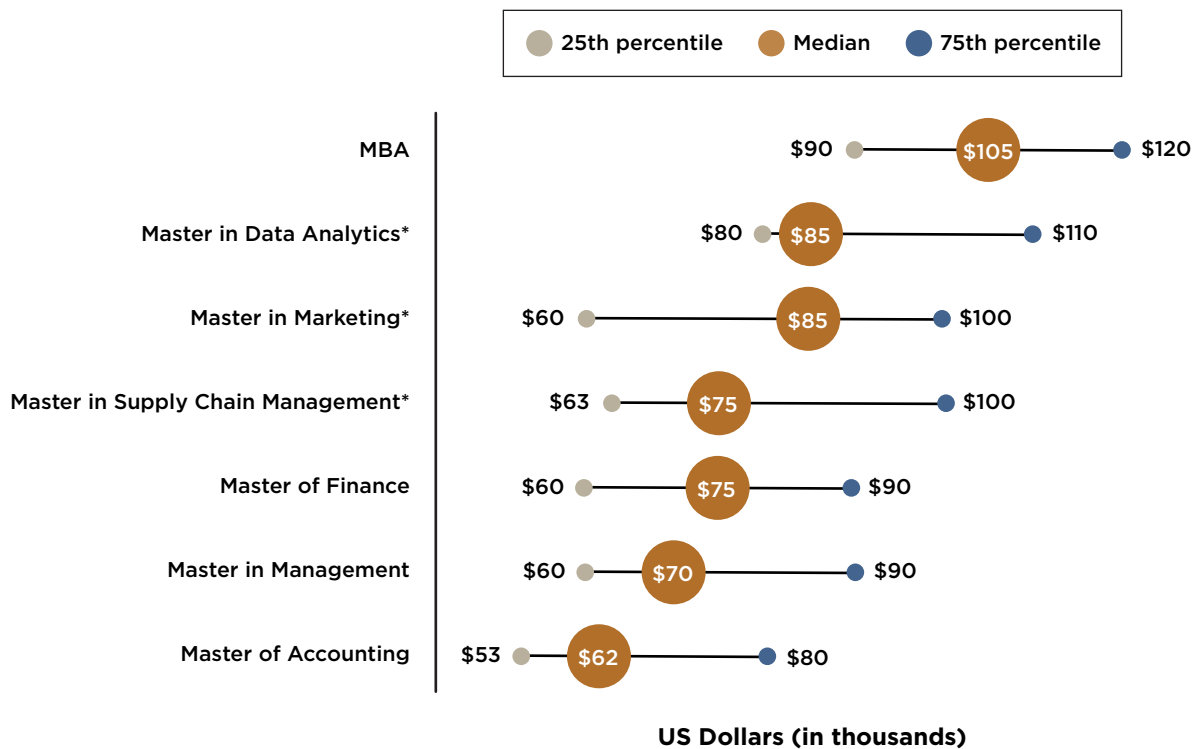
### SALARIES

In 2016, the majority of Corporate Recruiters Survey respondents report they will offer new graduate business hires starting salaries similar to those offered in 2015. Globally, more than half (54%) of employers plan to increase MBA starting salaries either at the rate of inflation (33% of respondents) or above (21%); 46 percent will keep starting MBA salaries the same as 2015. These MBA salary projections for 2016 are similar to projected salaries for new hires with non-MBA business master's degrees, with one exception: 67 percent of companies that plan to hire graduates with Master in Supply Chain Management degrees expect to increase their starting salaries either at the rate of inflation (46%) or above (20%).

Due to limited response rates from employers outside the United States, analysis of Corporate Recruiter Survey salary data will focus on compensation offered by US companies only. The median starting base salary for recent MBA graduates in the United States in 2016 is expected to be US\$105,000, up from a median of US\$100,000 in 2015 (**Figure 10**). Median starting base salaries in 2016 for recent graduates of master's programs in management, accounting, and finance are also projected to increase compared with last year. The median base starting salary for recent bachelor's-degree recipients is estimated to increase to US\$58,000, compared with the median of US\$55,000 offered in 2015.<sup>5</sup>

Based on data supplied by US corporate recruiters, the median starting base salary of US\$85,000 expected in 2016 for recent graduates with a Master in Data Analytics or Master in Marketing degree will exceed the median starting salary offered to recent Master in Management and Master of Accounting graduates. Recent graduates with a Master in Supply Chain Management degree can expect to see a median starting salary of US\$75,000, on par with a Master of Finance graduates.

**Figure 10. Expected 2016 Starting Salaries for Recent Business Graduates in the United States, by Candidate Type (US Dollars, in Thousands)**



\*The 2016 Corporate Recruiters Survey is the first time that GMAC collected salary data for this program type.  
Source: GMAC (2016) Corporate Recruiters Survey.

<sup>5</sup>Salary data not available for non-US regions.



## Internships

Three-quarters (77%) of the employers responding to the Corporate Recruiters Survey reported that their companies will offer internships to graduate-level business students in 2016. MBA internships will be the most prevalent—67 percent of companies overall expect to offer internships to MBA candidates, while just a quarter (23%) of companies plan to offer internships to non-MBA business master's students. **Table 4** shows the breakdown by industry and candidate type of the percentage of employers that will offer internships in 2016.

- By region, the percentage of employers planning to offer internships in 2016 to MBA candidates are as follows: United States (76%), Asia-Pacific (47%), Europe (36%), and Latin America (33%).
- The percentage of employers planning to offer internships in 2016 to non-MBA business master's candidates, by region include: Europe (45%), Asia-Pacific (37%), the United States (20%), and Latin America (19%).

**Table 4. Percentage of Employers Offering Internships in 2016, by Candidate Type and Industry**

MBA		Non-MBA Business Master's	
Health Care & Pharmaceuticals	84%	Energy & Utilities	34%
Technology	76%	Finance & Accounting	27%
Manufacturing	75%	Consulting	26%
Energy & Utilities	69%	Products & Services	26%
Finance & Accounting	66%	Nonprofit & Government	20%

Source: GMAC (2016) Corporate Recruiters Survey.

Past GMAC research has shown that securing an internship during business school has proven to be a clear path to full-time employment after graduation. Overall, in 2015, 93 percent of employers that offered MBA internships and 86 percent of those that offered internships to non-MBA business master's students report hiring these candidates for full-time positions. Not all interns were offered full-time positions. Of companies that offered MBA internships in 2015, 57 percent hired more than half of their interns. For companies that offered internships to non-MBA business master's students, 38 percent of employers hired more than half of their intern pool for full-time positions in 2015.

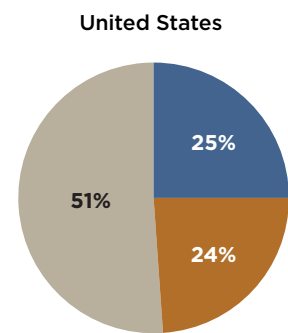
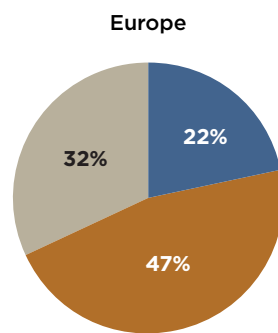
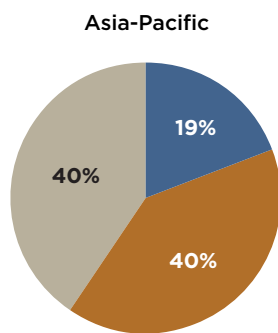
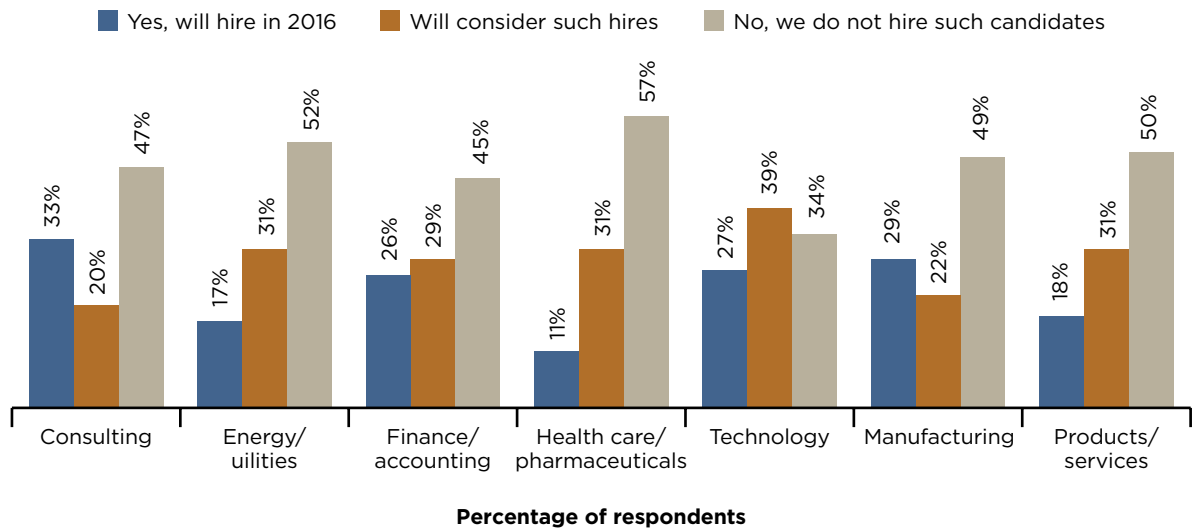
***“Students should have more intern experiences to help them identify their real interest and career direction.”***

—Asia-Pacific technology employer

# International Hiring

Overall, 52 percent of corporate recruiters report that their companies either have plans to hire (24%) or are willing to consider hiring (28%) recent business school graduates who require additional legal documentation, such as work permits or H1-B visas (**Figure 11**). Companies in the consulting (33% of respondents), manufacturing (29%), technology (27%), and finance (26%) sectors are more likely than others to have plans to hire international candidates requiring legal documentation. Although 25 percent of employers in the United States have specific plans to hire international candidates—a higher proportion than companies in Asia-Pacific or Europe—a majority (51%) of US companies report that they have *no plans* to hire such candidates, a far greater percentage than employers in other regions.

**Figure 11. Percentage of Employers With Plans to Hire International Students in 2016, by Industry and World Region\***



\*Data not available for Latin America due to insufficient response (N < 25).  
 Note: Percentages may not sum to 100 due to rounding.  
 Source: GMAC (2016) Corporate Recruiters Survey.

# Job Placement

Of employers who plan to hire recent graduate business degree-holders, 30 percent will place these candidates in more than one region. Globally, the majority of companies plan to place new graduate business hires within the same region where they recruited these candidates, most notably for Latin American and US companies (Table 5). International job placements are more common among large companies (38% of companies with 10,000 or more employees will place new graduate business hires in multiple regions, compared with 21% of companies with fewer than 100 employees). International job placement for recent graduate business hires is most common in the technology (40% of employers), manufacturing (35%), and consulting (34%) sectors.

**Table 5. World Region Where Companies Will Place Recent Graduate Business Hires in 2016 (% of Respondents)\***

	Location of Recruiter							
	Asia-Pacific (N = 56)		Europe (N = 73)		Latin America (N = 51)		United States (N = 519)	
Regional destination of recent hires	East & Southeast Asia	63%	Western Europe	66%	Latin America	92%	United States	98%
	United States	32%	Eastern Europe	44%	United States	24%	Western Europe	20%
	Central & South Asia	27%	Latin America	25%	Eastern Europe	18%	East & Southeast Asia	19%
	Western Europe	20%	United States	23%	Western Europe	16%	Latin America	14%
	Canada	13%	East & Southeast Asia	16%	Central & South Asia	14%	Central & South Asia	12%
	Middle East	11%	Central & South Asia	14%	Canada	14%	Canada	12%
	Australia & Pacific Islands	9%	Middle East	14%	East & Southeast Asia	12%	Eastern Europe	10%
	Eastern Europe	7%	Canada	12%	Middle East	12%	Middle East	9%
	Latin America	7%	Africa	10%	Australia & Pacific Islands	10%	Australia & Pacific Islands	8%
Africa	2%	Australia & Pacific Islands	7%	Africa	8%	Africa	8%	

\*Percentages in columns do not sum to 100 due to multiple selections.  
Source: GMAC (2016) Corporate Recruiters Survey.

# Talent Identification

The 2016 Corporate Recruiters Survey asked employers to identify those skills and traits they feel are the most important when evaluating MBA and non-MBA business master's graduates as potential new hires for their companies.

Among 12 traits that survey respondents were asked to rank as most important, a *candidate's ability to fit within an organizational culture* was ranked highest overall among all categories, followed by the *ability to work in teams*, and the *ability to make an impact*.

- Across industries, these same attributes ranked among the top five most important. Leadership potential stood out as the highest ranked attribute within the energy and utilities sector, and ranked second most important in the health care and pharmaceuticals, manufacturing, and products and services sectors. Overall, executive presence, the ability to build external networks, and the ability to work independently were the three lowest ranked traits (**Table 6**).
- By company size, small companies value the abilities to build external networks and work independently more so than large companies. Large companies value leadership potential and a candidate's ability to use data to tell a story more so than small companies.
- Across world regions, fit with company culture was consistently ranked the most important candidate trait that employers seek. The ability to participate in and build strong teams was ranked second in importance by companies located in Asia-Pacific and the United States. For European companies, a candidate's ability to make an impact was ranked second in importance, whereas leadership potential was the second most important candidate trait among employers in Latin America.

**Table 6. Top 10 Performance Traits and Abilities Sought by Industries, Ranked in Order of Importance for Recruitment and Hiring of Business School Talent\***

	Industry**							
	C	E/U	F/A	H/P	T	M	N/G	P/S
#1	Fit with company culture	Leadership potential	Fit with company culture	Fit with company culture	Ability to make an impact	Ability to make an impact	Ability to make an impact	Fit with company culture
#2	Ability to work in and build strong teams	Ability to work in and build strong teams	Ability to work in and build strong teams	Leadership potential	Fit with company culture	Leadership potential	Fit with company culture	Leadership potential
#3	Ability to make an impact	Fit with company culture	Ability to make an impact	Ability to work in and build strong teams	Ability to work in and build strong teams	Fit with company culture	Ability to work in and build strong teams	Ability to make an impact
#4	Adaptable	Strong business ethics	Leadership potential	Ability to make an impact	Leadership potential	Ability to work in and build strong teams	Adaptable	Ability to work in and build strong teams
#5	Strong business ethics	Ability to make an impact	Adaptable	Strong business ethics	Ability to use data to tell a story	Ability to use data to tell a story	Strong business ethics	Adaptable
#6	Leadership potential	Adaptable	Ability to use data to tell a story	Ability to use data to tell a story	Adaptable	Adaptable	Work independently	Strong business ethics
#7	Ability to use data to tell a story	Ability to use data to tell a story	Strong business ethics	Adaptable	Strong business ethics	Strong business ethics	Ability to build external networks	Ability to use data to tell a story
#8	Insightful	Insightful	Insightful	Insightful	Insightful	Insightful	Leadership potential	Insightful
#9	Work independently	Curiosity	Work independently	Executive presence	Curiosity	Curiosity	Insightful	Curiosity
#10	Curiosity	Executive presence	Curiosity	Curiosity	Work independently	Executive presence	Ability to use data to tell a story	Work independently

\*All 12 traits that survey respondents were asked to rank are represented in this list of the 10 most influential in recruiting job candidates.

\*\*C = Consulting; E/U = Energy/Utilities; FA = Finance/Accounting; H/P = Health Care/Pharmaceuticals; T = Technology; M = Manufacturing; N/G = Nonprofit/Government; P/S = Products/Services.

Source: GMAC (2016) Corporate Recruiters Survey.

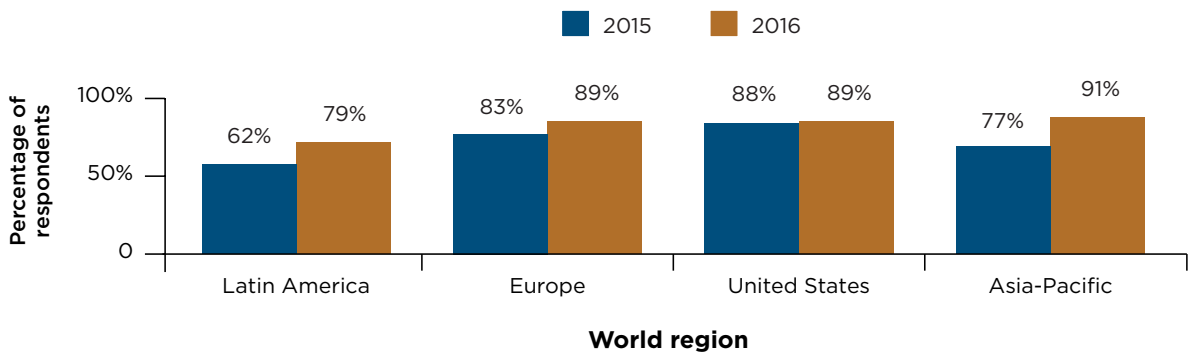
# Recruiter Behavior

## Campus Visits

On-campus recruitment is one of the most effective methods employers use to recruit, interview, and hire qualified graduate-level business school candidates, followed by recruiting from among current interns and employee referrals. In the 2016 Corporate Recruiters Survey, 89 percent of respondents plan to conduct on-campus visits, up slightly from 85 percent in 2015. On average, companies visit five business school campuses each year, though this varies by company size, with large companies visiting more campuses compared with smaller companies.

In 2016, career services departments in business schools worldwide can look forward to an increased presence of corporate recruiters on campus to recruit graduate-level business school students. The share of companies recruiting on US campuses will be on par with last year (88% of US employers conducted on-campus visits in 2015; 89% are expected to do so in 2016). Programs in Asia-Pacific, Europe, and Latin America can expect to experience an increased employer presence on campus in 2016 compared with last year (**Figure 12**).

**Figure 12. Percentage of Employers Conducting On-Campus Recruitment, 2015 Actual vs. 2016 Projected, by World Region**



Source: GMAC (2016) Corporate Recruiters Survey.

“Off-campus recruitment” encompasses a wide range of recruitment activities, such as reaching out to students via social media, posting job vacancies on school job boards, or conducting job fairs. In 2016, 82 percent of corporate recruiters overall report plans to recruit potential business school hires through one or more types of off-campus activities, up from 77 percent last year. By world region, 83 percent of employers in Europe plan to conduct off-campus recruitment activities in 2016, the same as last year. In comparison with 2015, a majority of employers this year in Asia-Pacific (88% in 2016 vs. 74% in 2015), Latin America (80% vs. 70%), and the United States (81% vs. 76%) will increase their off-campus recruitment activities.

## Social Media

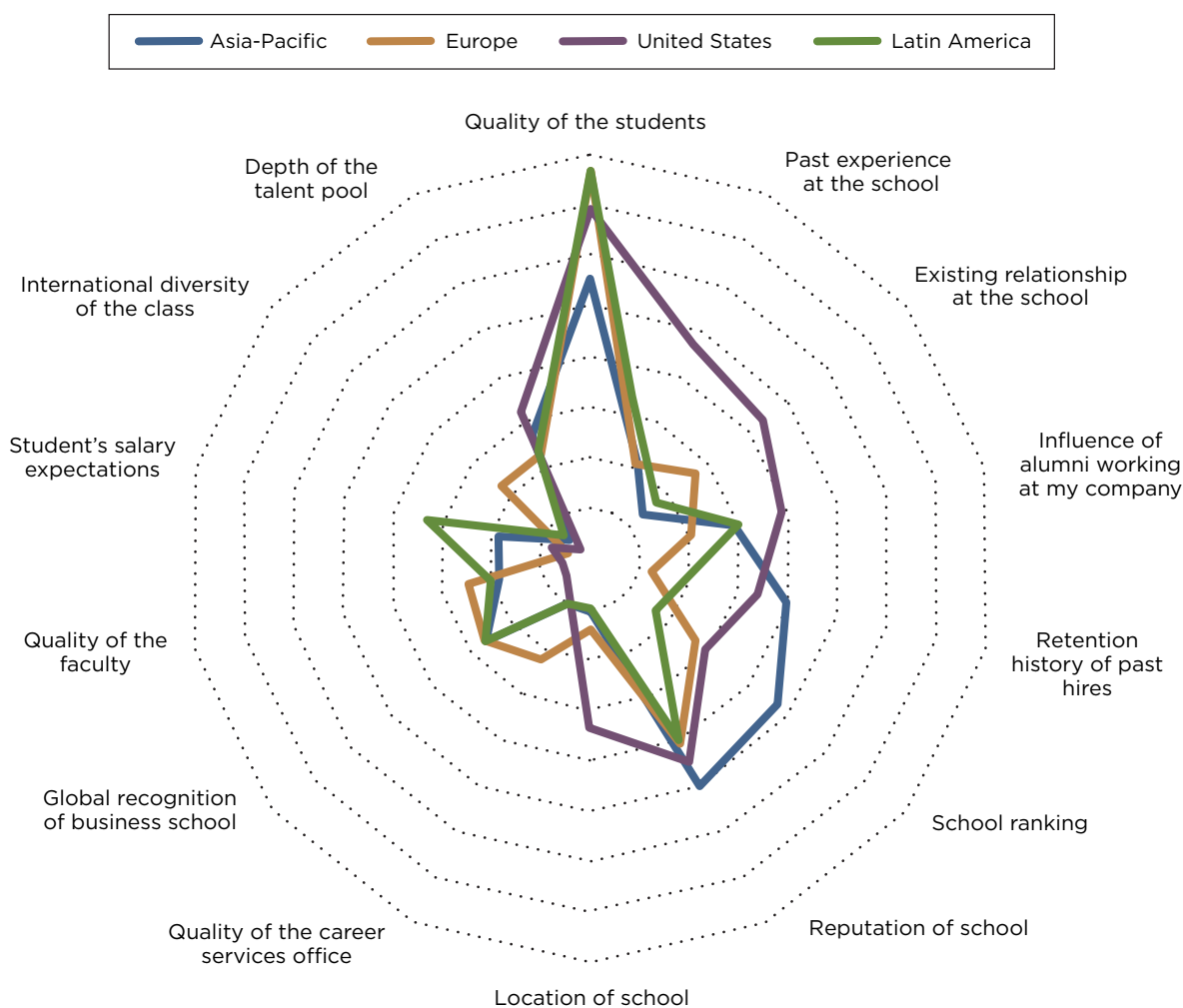
More than half (54%) of employers utilize social media as a part of their strategies to recruit master’s-level business graduates. Employers in Europe (79% of companies), Asia-Pacific (72%), and Latin America (60%) engage with social media more frequently than US companies, only 48 percent of which employ social media in their marketing outreach. On average, companies that use social media as a recruitment tool rely upon an average (mean) of 2.5 different social media outlets, which is fairly consistent across companies regardless of size or regional location.

Overall, and within each world region, companies used LinkedIn most frequently for recruiting business school graduates, followed by Facebook and Twitter. Other top social media outlets included YouTube and Instagram. In the Asia-Pacific region, Google+ stood out as a commonly used social media outlet and some employers also reported using WeChat as a part of their social media recruitment strategy.

## School Selection

The top factors that determine which graduate business schools a company will choose to visit to recruit students include: the quality of the students, reputation of the school, past experience with a school, existing relationships at a school, and influence of a business school's alumni at a university. With a few exceptions, these selection factors are pretty much the same regardless of company size or industry sector. There are some interesting differences, however, which show up when comparing corporate recruiters by regional location (Figure 13). For example, in Asia-Pacific, school ranking is one of the leading factors in a company's decision to recruit from a particular business school. On the other hand, fewer than 1 in 5 recruiters from companies in Latin America take the school ranking into account when determining where to recruit.

**Figure 13. Differences in Employers Top School Selection Factors, by World Region**



Note: Outer ring in the figure equals 80 percent.  
Source: GMAC (2016) Corporate Recruiters Survey.

# Concluding Note

Results from the 2016 Corporate Recruiters Survey demonstrate the value that employers continue to place on graduate management talent. Employer hiring demand for recent MBA graduates is strong and growing, as demonstrated both by the increased percentage of employers planning to hire these candidates in 2016 compared with last year, and the year-on-year rise in the share of employers that plan to hire MBA graduates over time. This is a sign of the resilience of the MBA degree in the marketplace, especially since the bottom of the Great Recession five years ago, when MBA hiring was down and many questioned the value of a graduate management education. Employers not only seek business school graduates to fill management positions, but see them as a valuable source of talent to fill IT/MIS, supply chain management, and data analytics functions, among others. Median starting base salaries continue to rise for all candidates, and depending upon degree type, often may be more than double those offered to recent bachelor's-degree graduates.

Importantly, the findings from the Corporate Recruiters Survey continue to demonstrate the powerful resource that business school career services offices serve in connecting their school's graduate management talent with the companies seeking to hire them. Business schools attract employers who are in need of talent to build their leadership, support company growth, and bring innovative thinking and business acumen to their operations.



# Methodology

The main findings in this report are based upon results of the 2016 Corporate Recruiters Survey, GMAC's annual survey of employers who recruit from and hire MBA and non-MBA business master's graduates of business schools around the world. GMAC conducted this survey in consultation with associates from EFMD and MBA Career Services and Employer Alliance (MBA CSEA) between February 10 and March 13, 2016. These organizations recruited 109 business schools worldwide who then created a sample framework consisting of 27,023 employers who recruit MBA and master's-level business students. A total of 842 employers located in 40 countries worldwide responded to the survey, including adequate sample sizes to report details for Asia-Pacific, Europe, Latin America, and the United States.

## Additional Data Source

GMAC supplemented the findings of this year's Corporate Recruiters Survey with data collected through a separate survey of 1,282 employers based in China, France, Germany, India, the United Kingdom, and the United States. The sample of respondents to this survey, called the General Population Employer Survey, represents human resource professionals who were recruited by Lightspeed GMI, a division of Lightspeed LLC.

A detailed *Survey Methodology*, including demographic profiles of respondents to both surveys, can be found online on the gmac.com website at [www.gmac.com/corporaterecruiters](http://www.gmac.com/corporaterecruiters).

## Regional Location of Corporate Recruiters Survey Respondents

The following list represents country/regional locations of employers who responded to the Corporate Recruiters Survey:

- **Asia & Pacific Islands:** Australia, Burma (Myanmar), Cambodia, China, Hong Kong, India, Japan, Kazakhstan, Malaysia, Pakistan, Philippines, Singapore, South Korea, and Taiwan.
- **Canada:** Canada.
- **Europe:** Belgium, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Italy, Luxembourg, Poland, Portugal, Spain, Sweden, Switzerland, and the United Kingdom.
- **Latin America:** Ecuador, Mexico, and Venezuela.
- **Middle East and Africa:** Israel, Kuwait, South Africa, Turkey, and United Arab Emirates.
- **United States:** United States.

For purposes of this survey, US regions are based on employer locations using regional classifications of the US Census Bureau. The **US Northeast** includes Connecticut, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, and Rhode Island. The **US Midwest** includes Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Ohio, and Wisconsin. The **US South** includes Alabama, Arkansas, Delaware, District of Columbia, Florida, Georgia, Kentucky, Maryland, Mississippi, North Carolina, South Carolina, Tennessee, Texas, Virginia, and West Virginia. The **US West** includes Arizona, California, Colorado, Oregon, Utah, Washington, and Wyoming.

# Contact Information

For questions or comments regarding the study findings, methodology or data, please contact the GMAC Research Services Department at [research@gmac.com](mailto:research@gmac.com).

## Contributors

The following individuals from the Research Services Department in the School Products Division of GMAC made significant contributions to the publication of this report: **Rebecca Estrada-Worthington**, Survey Research Manager, questionnaire design, sample development, survey management, analysis and interpretation of data, and drafting of the manuscript for intellectual content; **Gregg Schoenfeld**, Director, Management Education Research, questionnaire development, analysis and interpretation of data, and manuscript review; **Devina Caruthers**, Research Associate Manager, sample development, administrative work; **Paula Bruggeman**, Research Publications Manager, manuscript revisions, editorial review, and publication management; **Alex Chisholm**, Senior Director, Research Services, manuscript review; **Tacoma Williams**, Research Coordinator, quality assurance; **Matthew Hazenbush**, Research Communications Manager, manuscript review; and **Bob Alig**, Executive Vice President, School Products Division, manuscript review.

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The **Corporate Recruiters Survey** is one in a series of four annual or biannual surveys produced by the Graduate Management Admission Council that explore relevant issues in graduate management education. Other GMAC surveys include...

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