



# Year-End Follow-Up Poll of Employers 2009 Results

**Note:** This report is an abbreviated version of the full Year-End Follow-Up Poll of Employers, 2009 Results report, which is available only to survey participants.

The Year-End Follow-Up Poll of Employers 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®). The GMAT exam is an important part of the admissions process for more than 4,700 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.

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## Introduction

From November 4 to November 18, 2009, the Graduate Management Admission Council® (GMAC®) conducted a year-end follow-up poll of employers who participated in the 2009 Corporate Recruiters Survey in the early part of the year. The year-end poll provides insight into companies' hiring with a focus on six candidate types and gathers early assessments of 2010 hiring plans for MBAs and other business school graduates. Data collected through this study help participating employers compare their experiences with those of their peers through benchmarking statistics and provide business schools and students with an advance look at 2010 job market prospects.

This year's results are based on responses from 317 employers representing 287 companies. Of these, 212 are employers from 172 companies in the United States, and 105 are employers from 115 companies in 35 other countries worldwide. In the United States, participants represent firms in 34 states and the District of Columbia. Details about the sample and methodology can be found at the end of this report.

## Key Findings

- Many companies are gaining stronger positions compared with the year before—the majority of participants (70%) expected that their business would improve in 2010.
- The level of uncertainty in hiring plans remains high—16 percent to 26 percent of participating employers did not determine 2010 hiring plans for various candidate types.
- The top three types of job candidates reported by firms that continued hiring in 2009 were experienced hires (80%), recent graduates with a bachelor's degree (73%), and recent MBA graduates (65%).
- A slight increase is expected in the proportion of companies hiring new MBAs in 2010, from 65 percent to 69 percent. A slight decline, however, may occur in the number of companies hiring recent Masters in Management and other specialized master's program graduates.
- Across all types of hires, a third or more (33% to 41%) of participants reported hiring fewer candidates in 2009 than they initially planned, and only 4 percent to 11 percent hired more than planned. More job openings, however, may be available in 2010 as 27 percent to 43 percent of hiring firms planned to employ more candidates in 2010.
- In 2010, all candidates, and especially recent graduates, should expect that salaries will most likely remain at the 2009 levels, as reported by about half (45% to 58%) of participating employers.

## Impact of Current Economic Conditions

Since 2007, the world economy has been in the throes of a major downturn, characterized by some as the “great recession,” in parallel to the Great Depression of the 1930s. “That’s an amazing sentence: Iceland goes bankrupt. But that’s exactly what happened yesterday,” stated *BusinessWeek* in October 2008 when an entire nation declared insolvency, which had never happened before.

In the United States, the end of 2009 caps a two-year period of historic proportions that saw the unfolding of one of the deepest recessions with the largest bankruptcy in US history (Lehman

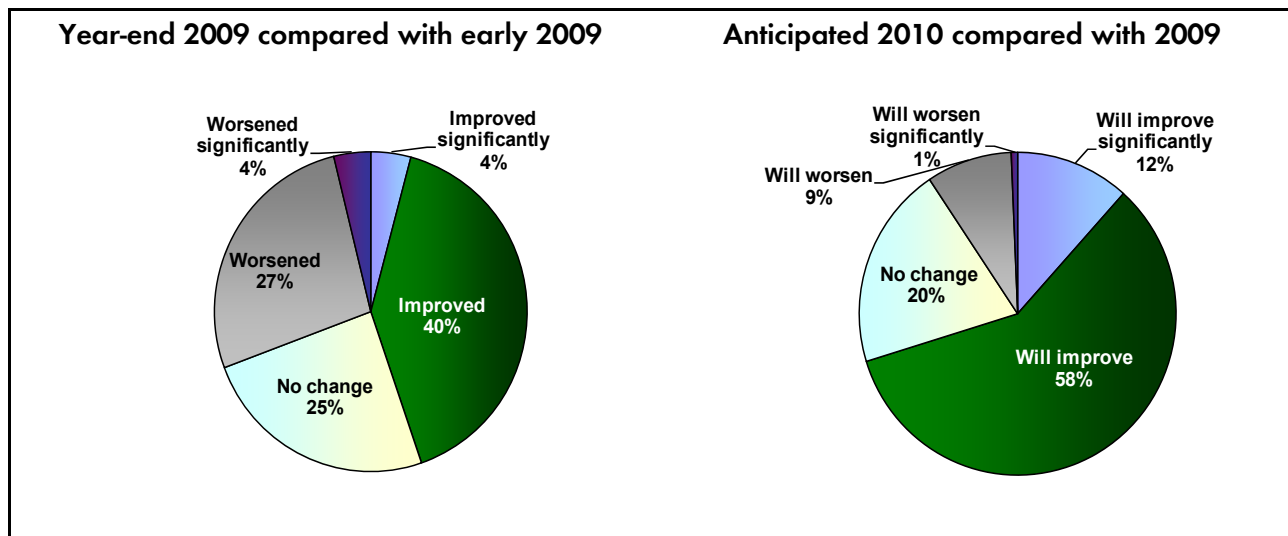
Brothers), the largest drop in stock market performance (the Dow Jones Industrial Average), and the largest quarterly loss of any company in US history (AIG). A significant deterioration of economic conditions strongly affected the 2009 job market.

At each point of stress, however, the world economic crisis of 2007–2009 revealed strengths and weaknesses of persons, organizations, and governments and tested the soundness of financial and regulatory systems in countries across the globe. The majority of businesses continued to run, the fittest may have even prospered, and many continued to hire.

The recovery has started; however, a cumulative loss of millions of jobs continues to drive the unemployment rates across the globe. According to the US Bureau of Labor Statistics, the unemployment rate in the United States reached 10.2 percent in October 2009, the highest level since 1983. With accumulating job losses and abruptly diminished wealth, the recovery has not yet found its way to individual households; however, many companies are gaining stronger positions compared with a year before.

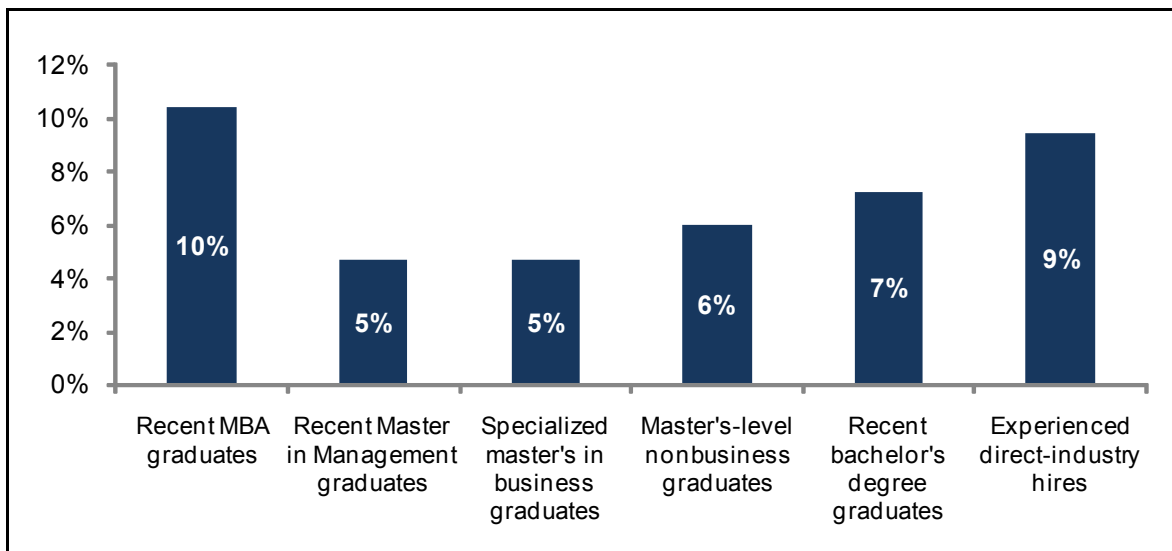
In the main Corporate Recruiters Survey conducted from February to March 2009, more than two-thirds of participating employers (68%) expected that economic conditions would have a negative effect on their businesses; however, less than one-third (31%) of employers polled in November reported that the situation had worsened compared with the beginning of the year (Figure 1). After having managed 2009 relatively well, employers were more optimistic about 2010—the majority of participants (70%) expected that their business would improve next year.

**Figure 1. The State of Business: 2009 and 2010 (Projected)**



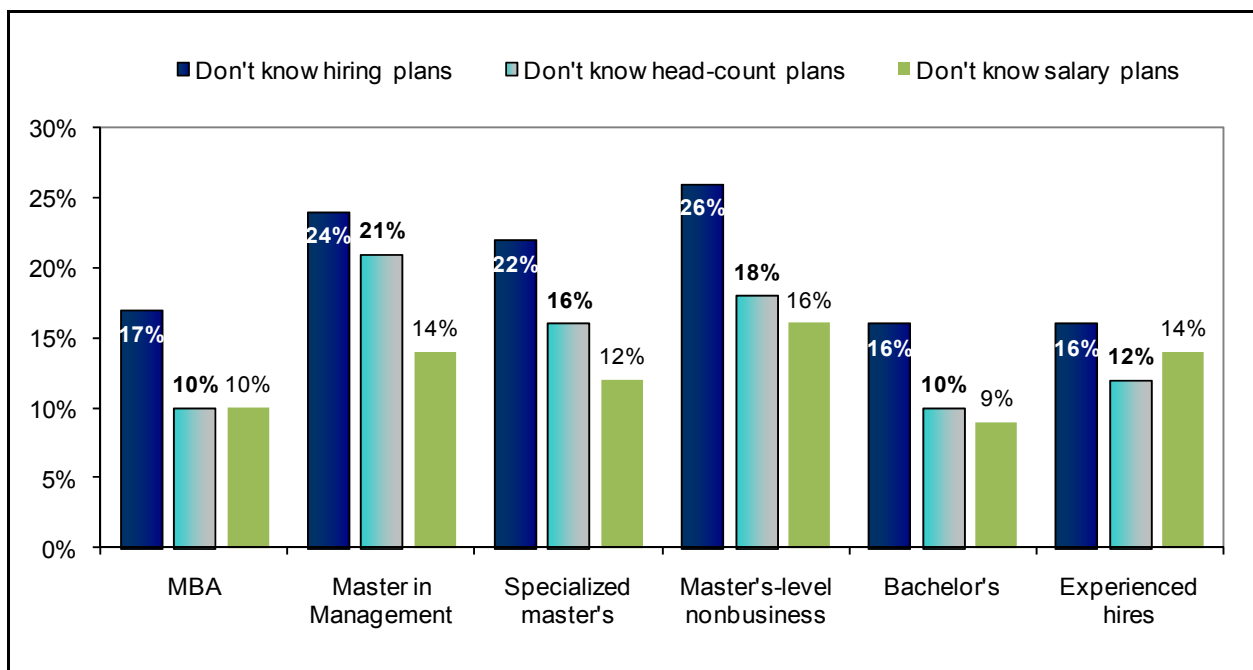
Planned or unplanned, 16 percent of participating employers overall did not hire any candidates in 2009. Summarizing the 2009 hiring efforts, 5 percent to 10 percent of companies that wanted to hire certain types of candidates were unable to fulfill their plans (Figure 2).

**Figure 2. Percentage of Employers That Did Not Hire Candidates as Planned in 2009, by Candidate Type**



Regardless of a more optimistic business forecast for 2010, uncertainty about hiring plans and compensation for next year remained high (Figure 3). Approximately 16 percent to 26 percent of participating employers did not know their 2010 hiring plans for various candidate types. Of those who planned to hire, 10 percent to 21 percent did not know how many candidates would be hired, and 9 percent to 16 percent did not know how starting salaries for 2010 would compare to last year's salaries.

**Figure 3. Uncertainty in 2010 Hiring Plans, by Candidate Type**

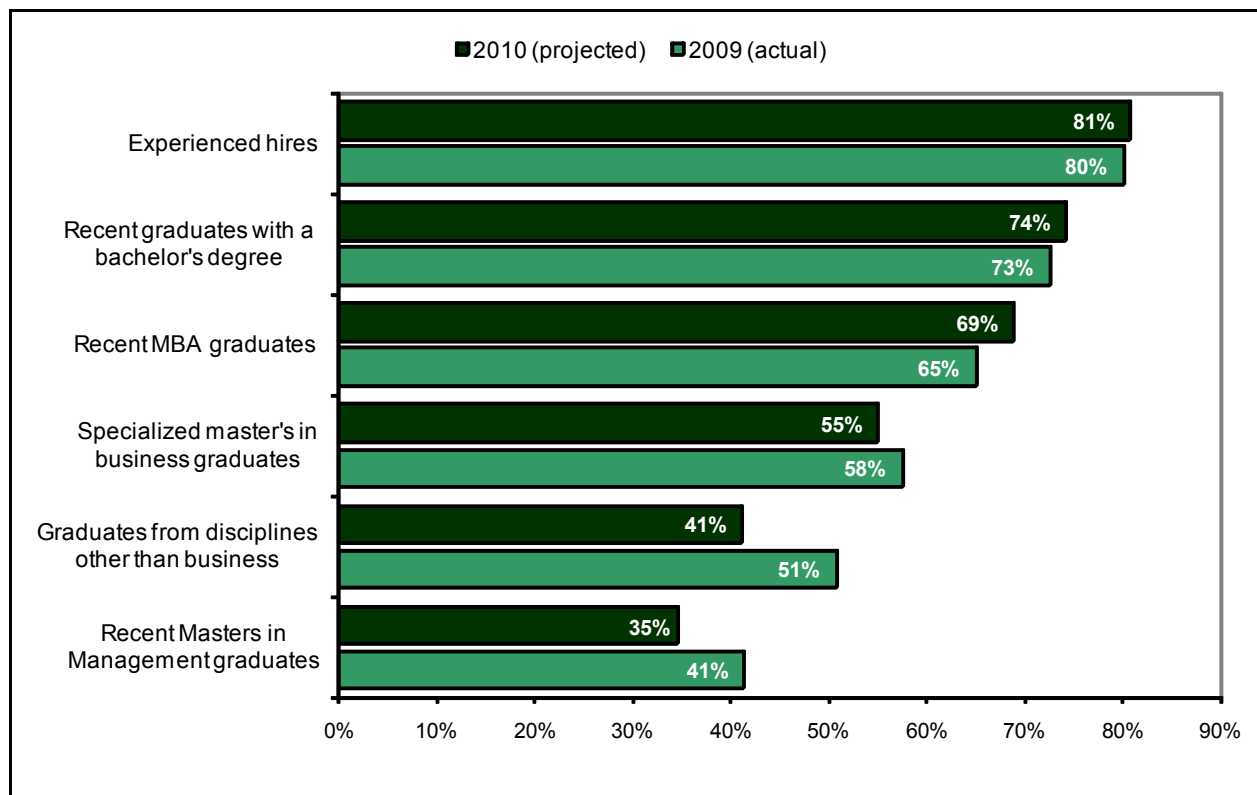


## 2009 Hiring Outcomes and 2010 Projections

Of those respondents that continued hiring new talent in 2009, 80 percent employed experienced candidates, 73 percent hired recent graduates with a bachelor’s degree, and 65 percent hired recent MBA graduates—the top three types of candidates (Figure 4). The percentage of companies that might hire experienced hires or new bachelor’s degree holders is projected to remain essentially unchanged in 2010, while a slight increase—from 65 percent to 69 percent—is projected in the number of firms that might hire new MBAs.

The proportion of companies that plan to hire recent graduates from disciplines other than business was expected to diminish substantially, by 10 percentage points, in 2010. The propensity to hire Masters in Management (down six percentage points) and other specialized master’s (down three percentage points) graduates was projected to decline slightly.

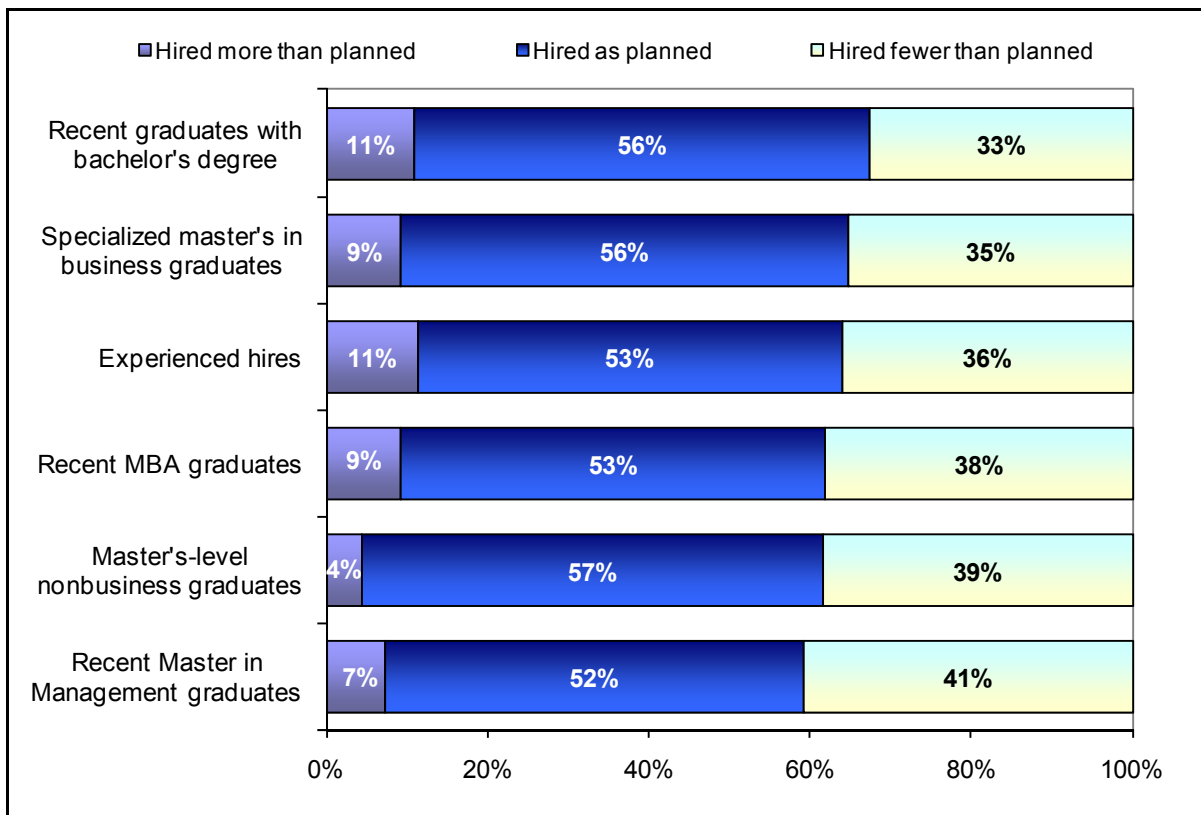
**Figure 4. 2009 Hiring Outcomes and Projected 2010 Hiring Plans<sup>a</sup>, Percentage of Employers That Hired or Planned to Hire at Least One Candidate, by Candidate Type**



a. Percentage of companies that plan to hire candidates in 2010 ["2010 (projected)"] is based on respondents that indicated "definitely yes" or "probably yes."

A more detailed look at company hiring activity reveals that although slightly more than half of those who hired new candidates in 2009 employed the number of candidates they planned, one-third or more employers (33% to 41%) hired fewer people than planned (Figure 5).

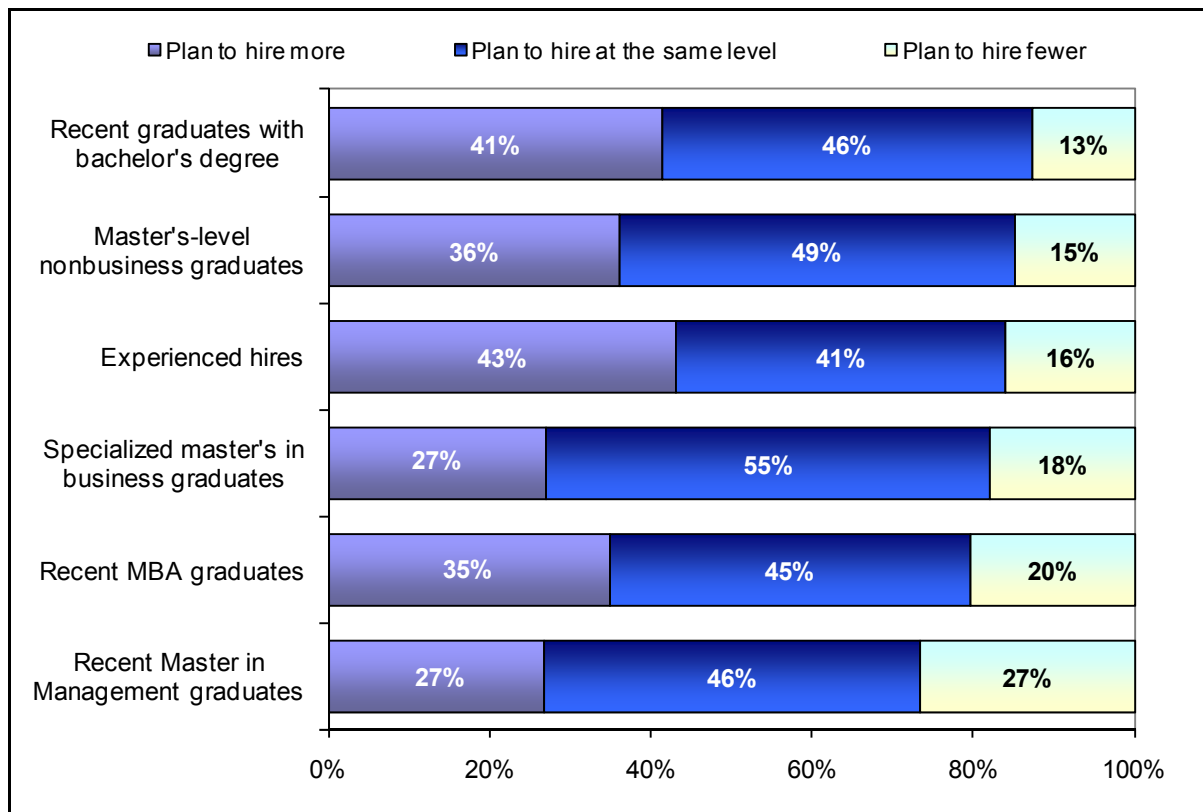
**Figure 5. Change in Actual 2009 New Hire Head Count Compared With Targeted Numbers, by Candidate Type**



As demand for products and services grows, job seekers might find more opportunities in 2010 compared with 2009. According to participating employers, more job openings might be available as 27 percent to 43 percent of hiring companies plan to hire more candidates in 2010 (Figure 6).

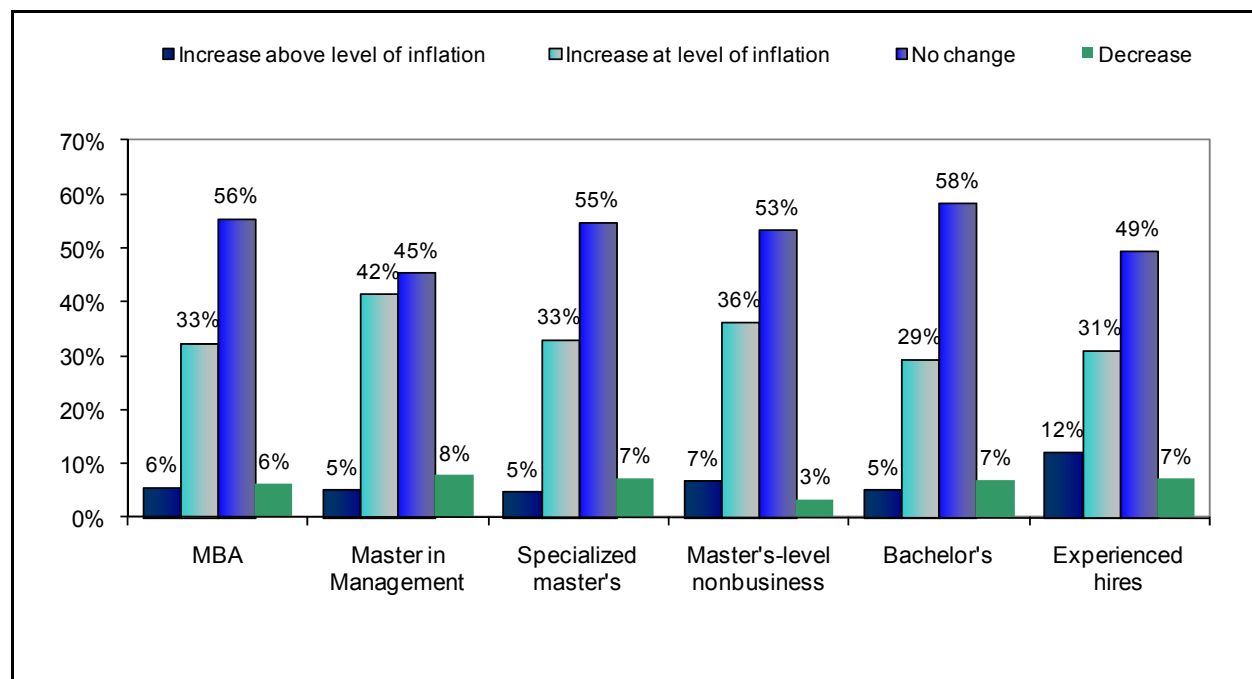


**Figure 6. Projected Change in 2010 Corporate Hiring Compared With 2009, by Candidate Type**



### Compensation

When getting a job offer in 2010, all candidates, and especially recent graduates, should expect that starting salaries will most likely remain at their 2009 levels, as reported by about half (45% to 58%) of participating employers (Figure 6). The greatest percentage of employers—12 percent—was opting to increase starting salaries above the inflation levels for experienced candidates that would be hired directly from industry.

**Figure 7. Expected Change in 2010 Average Annual Base Salaries, by Candidate Type**

## Conclusion

The 2009 year-end employer poll results suggest that an overall improvement in the job market could occur in 2010. Among the various recently graduating master's-level candidates with degrees in business or management, MBA graduates appeared to be most attractive to employers.

## Methodology

From November 4 to November 18, 2009, GMAC conducted a year-end follow-up poll of its 2009 Corporate Recruiters Survey participants. The purpose was to provide participating employers with benchmarking statistics on hiring practices and to provide business schools and graduate business students with an advance look at the 2010 job forecast. In February 2010, GMAC will conduct the ninth annual Corporate Recruiters Survey to yield a more comprehensive picture of the employment landscape and the demand for MBA and other business graduates.

The invitation for this follow-up was extended to 929 of the 2,825 GMAC 2009 Corporate Recruiters Survey participants who opted to participate in the year-end poll. By the response cut-off date, 317 respondents in 287 companies had completed the short, online questionnaire—a 34 percent response rate.

The poll consisted of six questions, including one optional open-ended question. The timing analysis showed that, on average, each respondent spent four minutes answering the poll questions.

**Note:** This study is not based on a representative sample of all employers of business school graduates. The information, therefore, should be viewed in relative terms when making comparisons and drawing conclusions.

## Participant Profile

Poll participation was voluntary rather than sampling-based, and poll respondents represent a small fraction of all 2009 Corporate Recruiters Survey participants (11%). With few exceptions, however, the poll participant profile closely matches that of the comprehensive survey participants (Table 1 to Table 3). The comprehensive survey was conducted from mid-February to mid-March 2009.

**Table 1. Respondents' Primary Job Responsibility, Percentage of Respondents, by Study**

	2009 Employer Poll	2009 Corporate Recruiters Survey <sup>a</sup>
	N=317	N=2,825
Executive or line manager with hiring authority	41%	37%
Human resources executive or manager	14%	19%
Experienced-hire recruiter at a nonrecruitment firm who has some campus recruitment experience	13%	14%
Full-time campus recruiter, manager, or staff at a nonrecruitment firm	15%	11%
Experienced-hire recruiter at a recruitment firm who has some campus recruitment experience	3%	3%
Full-time campus recruiter, manager, or staff at a recruitment firm	2%	3%
Other responsibilities	12%	13%
Total	100%	100%

<sup>a</sup> Source: 2009 Corporate Recruiters Survey Comprehensive Data Report.

**Table 2. Respondents' Industry Group, Percentage of Respondents, by Study**

	2009 Employer Poll	2009 Corporate Recruiters Survey <sup>a</sup>
	N=289	N=2,618
Products and services	21%	26%
Consulting	20%	16%
Finance or accounting	19%	21%
Manufacturing	10%	9%
High technology	9%	10%
Health care or pharmaceutical	8%	7%
Nonprofit or government	7%	7%
Energy or utilities	6%	4%
Other industry	<1%	1%
Total	100%	100%

<sup>a</sup> Source: 2009 Corporate Recruiters Survey Comprehensive Data Report.

**Table 3. Respondents' Company Size and Location, Percentage of Respondents, by Study**

	2009 Employer Poll	2009 Corporate Recruiters Survey <sup>a</sup>
Company size	N=262	N=2,329
Fewer than 100 employees	21%	23%
100 to 999 employees	21%	25%
1,000 to 9,999 employees	25%	23%
10,000 or more employees	33%	29%
Total	100%	100%
Company location	N=289	N=2,699
United States	73%	71%
European Union	9%	9%
Asia-Pacific (APAC)	9%	9%
Latin America	5%	5%
Other world regions	4%	6%
Total	100%	100%
Location in United States	N=212	N=1,836
Northeast	25%	24%
Midwest	30%	30%
South	24%	27%
West	21%	19%
Total	100%	100%

<sup>a</sup>. Source: 2009 Corporate Recruiters Survey Comprehensive Data Report.

## Contact Information

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

## Authorship

The following individual made significant contributions to the concept, design, analysis, interpretation of data, and the drafting/revising of the manuscript for intellectual content:

Marina Murray, Manager, Applied Research, Research and Development, Graduate Management Admission Council (GMAC).

## Acknowledgements

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The Graduate Management Admission Council extends sincere appreciation to the employers of business school graduates who generously contributed both time and information to the 2009 Year-End Follow-Up Poll. Their participation in this research ensures the continuous availability of statistics on graduating student hiring for business schools and their students.

## Appendix A: List of Participating Companies

A.T. Kearney, Inc.	Blade, The
AAFES	Boehringer Ingelheim GmbH
Accenture	Boehringer Ingelheim Pharmaceuticals Inc.
Accor	Booz Allen Hamilton
Accretive Solutions	Boston Consulting Group, The
ACI Worldwide	Boston Scientific CRM
Action Consulting	Brambles Industries/CHEP
Adobe Rent a Car	Bridge Strategy Group
Aladdin Capital Management LLC	Bridgestone
Alberto-Culver	Bristol-Myers Squibb
Allied Irish Bank	Business Executives for National Security (BENS)
Allstate Insurance Co.	Calinda Software
Allsteel Inc.	Calvary Silver Circle
Alticor	Capital IQ
Amba Research	CARD Guatemala
Ameren Corporation	Cardinal Health, Inc.
American Express - AZ	Catholic Charities St. Louis
American TV	Cementos Pacasmayo SAA
Amtrak	Centex Homes
Anteater Web Design & Marketing Inc.	CGI Group Inc.
Applied Materials, Inc.	Chevron Corporation (Honduras)
Aspen Institute, The	Chevron Corporation (USA)
Assurant	Chronim
AT&T, Inc. (California)	Cigna Corporation (Connecticut)
AT&T, Inc. (Missouri)	Cigna Corporation (North Carolina)
AT&T, Inc. (New Jersey)	Cisco Mexico, S.A. de C.V.
Atradius	Citibank
Autoliv Gebze Mühendislik Merkezi	City of Clayton, Missouri; The
Avaya Argentina SRL	City of New York Office of Management and Budget
Bain & Company	CJ
Bain & Company SE Asia, Inc.	Cleveland Clinic Foundation
Bank of America	CME Group
Bank of America Securities	CMG Partners
Bank of New York Mellon, The	Coach
Barclays Capital	Cognizant Technology
Bayer Türk Kimya San. Ltd. Sti.	ConAgra Foods Lamb Weston
BBVA	ConocoPhillips
BD	Consolidated Electrical Distributors

Consultoría en Desarrollo Empresarial	Genesco
Cooper Industries	GigaTech Consulting
Co-operative Group, The	GlaxoSmithKline
Core Capital Management, LLC.	GMAC Financial Services
Cortal Consors	Gogi Design
CQ University	Graduate Leverage
Credit Agricole Asset Mgmt Alternative Invest	Grant Thornton, LLP
Cummins, Inc.	Growthink
Daiichi Sankyo, Inc.	Haivenu Tours
Dell, Inc.	Halliburton
Deloitte Consulting	Hasbro
DePuy Spine, Inc.	Haskins Steel Co., Inc.
DexCom	Health Management Associates, Inc.
DHL International GmbH	Hilti France
DHL Logistics	Hines
Discovery Institute	Hitachi Consulting
Dong Energy	Honeywell International Inc.
Dow Chemical Company, The	Hospira, Inc.
DTE Energy Company	HSBC
Duff & Phelps B.V.	I Search Worldwide
DuPont	IBM China
Eagle Bank and Trust Company of Missouri	IBM Corporation (New York)
Eaton Corporation (Mississippi)	IBM Corporation (Pennsylvania)
Eaton Corporation (Wisconsin)	ICAP Human Capital Consultants
EKS&H	IMAS
Enterprise Rent-A-Car	Independence Blue Cross
Ethicon, Inc. - a Johnson & Johnson Company	Information Gateways Inc.
Evalueserve	Infosys Consulting
Farmers Insurance Group	ING Direct
FCF Fox Corporate Finance GmbH	Ingersoll-Rand Company
Fidelity Consulting Group	Intel Corporation (Arizona)
Fifth Third Bancorp	Intel Corporation (California)
Finansbank	Intel Corporation (Oregon)
Fluor Corporation	Interbrand China
FMC Technologies	John Deere
Ford Motor Company	Johnson & Johnson
FTI Consulting	Johnson & Johnson Brazil
GCHQ	Kenrich Group LLC, The
General Electric Company	Keyspan
General Mills, Inc.	Kimberly Clark - Latin American Operations
General Motors Corporation (Arizona)	Knob Noster R8 School District
General Motors Corporation (Michigan)	KPMG LLP

Kraft Foods (Illinois)	Payless ShoeSource
Kraft Foods (New Jersey)	Peabody Energy
Kuehne + Nagel Ltd.	Pfizer, Inc.
LaBarge Products, Inc.	PFK Inc.
Land O'Lakes, Inc.	PharmaVox
LEGO Group	Philip Morris Sabanci
Liberty Property Trust	PPG Industries
Lincoln International LLC	PricewaterhouseCoopers LLP
Linde	Principal Financial Group
Los Angeles Community College District	Procter & Gamble
Lowe's Companies, Inc.	R.J. Reynolds Tobacco Company (R.J. Reynolds)
Manpower Professional CARD	Reuters
marketRx (Arizona)	Ricardo Strategic Consulting
marketRx (Pennsylvania)	Room to Read
Marriott International, Inc.	RubinBrown LLP
Mars & Co.	Russell Investment Group
Marsh & McLennan	S.C. Johnson & Son, Inc.
Mason Street Advisors	Samsung
McBee Associates, Inc.	Sansiveri, Kimball & McNamee, L.L.P.
Medtronic, Inc.	SAP
MetLife	Sara Lee Corporation
Microsoft Corporation	Schneider Electric (China) Investment Co. Ltd.
Miller Consulting Services	SCI Consulting Group
MMC Group	Scottrade, Inc.
Mubea North America	Seabury Group
National Alliance for Public Charter Schools	Serpost S.A.
Nationwide	Shepard Associates
NCS Pearson	Shinsei Technology Services
Neighborhood Housing Services of Chicago	Siegfried Group, LLP
Nestle-Purina	Sila Solutions Group
New York Life Insurance Co.	SMUD
Nordson Corporation	SN Servicing Corporation
Northwest Airlines, Inc.	Solomon Islands College of Higher Education
Northwestern Mutual (West Virginia)	Southern California Edison
Northwestern Mutual Financial Network (Oregon)	Staffing Solutions, Inc.
Northwestern Mutual Financial Network (Peru)	Strada Properties, Inc.
Novartis Animal Health US Inc.	Swiss Medical S.A.
OECD	Tecnositaf
OmniCapital Group LLC	Telefónica del Perú S.A.A.
Opera Solutions UK	Tempo, S.A.
Organización Radial Olimpica	Thomson Reuters
Páginas Amarelas	Thunderbird Learning Consulting Network



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Two Degrees, LLC  
US Department of Agriculture  
US Department of State  
US Government Accountability Office (GAO)  
UBS Investment Bank  
Ultra Electronics Maritime Systems  
Underwriters Laboratories Inc.  
Unilever  
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United States Postal Service  
UOB  
Vancouver Coastal Health  
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Whirlpool Corporation  
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ZS Associates  
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