



C O R P O R A T E
Recruiters Survey
2010 General Data Report

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®). The GMAT exam is an important part of the admissions process for more than 4,800 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. This year, GMAC partnered with the European Foundation for Management Development (EFMD) and MBA Career Services Council (MBA CSC) in developing questions for the survey and increasing business school participation worldwide.

EFMD is an international membership organization based in Brussels, Belgium. With more than 650 member organizations from academia, business, public service, and consultancy in 75 countries, EFMD provides a unique forum for information, research, networking, and debate on innovation and best practice in management development. EFMD is recognized globally as an accreditation body of quality in management education and has established accreditation services for business schools and business school programs, corporate universities, and technology-enhanced learning programs.

The MBA CSC is an international professional association representing individuals in the field of MBA career services and recruiting. The MBA CSC provides a forum for the exchange of ideas and information and addresses issues unique to the needs of MBA career services and recruiting professionals. MBA CSC also provides professional development and networking opportunities for its members and develops and promotes its *Standards for Reporting MBA Employment Statistics*.

Contents

INTRODUCTION	1
OVERALL SUMMARY OF SURVEY RESULTS	2
Key Findings	2
Business Outlook	3
Recruitment Strategies	5
Diversity Recruitment in the United States	6
Job Opportunities by Candidate Type	7
Demand for New Hires	7
Job Areas and Position Levels	8
Compensation	11
Promotions	12
MBA Job Outlook.....	13
Full-Time, Part-Time, Executive, and Online Program Graduates.....	13
Characteristics of 2009 Hires With MBA Degrees	13
Recruiting MBAs on Campus	13
To Hire or Not to Hire: MBA Assessment	14
Managerial Competency Assessment	14
Employer Satisfaction With MBA Employees	15
Why Employers Do Not Hire MBA Graduates.....	16
Recent MBA Graduate Hires' Compensation and Benefits	16
MBA Retention Rates	17
Recruitment Firm Perspectives	18
METHODOLOGY	21
Sample Selection.....	21
Survey Administration.....	22
New This Year.....	22
Data Analysis	23
Research Limitations.....	27
Participant Profile.....	27
APPENDIX A: SURVEY PARTICIPANTS.....	37
Participating Schools.....	37
Participating Companies.....	42
CONTACT INFORMATION.....	61
Authorship	61
Acknowledgements	61
How to Participate in the 2011 Corporate Recruiters Survey	62

Introduction

The Graduate Management Admission Council® (GMAC®), in cooperation with MBA Career Services Council and EFMD, is pleased to present the results of the 2010 Corporate Recruiters Survey, the ninth annual survey of business graduates' employers. The primary purposes of this study are to examine the job market for graduates from MBA and other specialized master's-level programs in business and management, to identify employer needs and expectations and their evolution over time, and to provide employers with useful statistics on recruitment methods, compensation packages, and retention rates. The survey's results, which are based on responses from 2,367 employers in 57 countries, can be used by—

- Individuals in the graduate management education community, including business school professionals, graduate business students, and prospective students, to gauge the job market and better understand employers' expectations;
- Employers of business graduates to develop their hiring plans and benchmark their practices against hiring practices of similar organizations; and
- Career management professionals at business schools to better manage students' expectations and employer relationships.

This *General Data Report* presents a small subset of the data reported in the *Comprehensive Data Report*, which is available exclusively to participating schools and employers and is part of the 2010 Corporate Recruiters Survey report set. The content of this report consists primarily of tables presenting overall survey responses by topic. The text that accompanies each major section of the report highlights key findings. The tables, however, are not comprehensively discussed. The reader should note that where there is a reference to 2009 and 2010, 2009 refers to actual hiring data and 2010 to anticipated hiring data. When interpreting statistically significant findings, one should use caution, as the large samples may imply slight differences in the population that have little or no practical meaning.

Other publications in the set include:

- The *Corporate Recruiters Survey 2010 Survey Report*—a publicly released executive report that summarizes the overall significant findings and implications, including year-to-year trends.
- A complimentary individualized *School Benchmarking Report* for participating schools that compares aggregated responses of employers that work with a particular participating school against aggregated responses of other employers.

One hundred sixty-eight graduate business schools facilitated the administration of this survey either by submitting employer contact information for companies that hire their graduates or by administering the survey using their internal resources.

GMAC would like to thank MBA Career Services Council and EFMD for their contributions to the questionnaire design and school recruitment for this 2010 Corporate Recruiters Survey. GMAC would also like to thank all the schools and employers that participated. Without you, this report would not have been possible.

Overall Summary of Survey Results

This section of the report presents an overall summary of the 2010 Corporate Recruiters Survey data. The objective of this section is to describe the overall feedback of participating employers on the recruitment and evaluation of business graduates and professionals with graduate management degrees. A detailed participant profile can be found in the *Methodology* section of this report.

Key Findings

- The majority of respondents—76 percent—expect that their company business will improve in 2010. With a primary focus on improving performance and productivity, 60 percent of participating companies, up from 48 percent in 2009, plan to expand their customer base in 2010.
- Although optimism among employers is undoubtedly growing, about half of participating companies will continue focusing on cost reduction (57%) and overcoming economic challenges (49%) in 2010.
- Employee referrals (76%) top the list of strategies companies use to find new talent. Nearly two in three firms (64%) recruit graduate business school students on campus. Hiring on campus accounts for half of the recruitment effort of such organizations. The proportion of on-campus recruitment is expected either to stay the same (47%) or increase (44%) in 2010.
- More companies plan to hire in 2010 than in 2009, although a moderate decline is expected in the average number of hires per hiring company.
- More than half (55%) of participating organizations, 5 percent more than last year, plan to hire recent MBA graduates in 2010, filling an average of eight vacancies per company. Companies cited lack of job openings (51%) as a primary reason they did not hire recent MBA graduates in 2009.
- Marketing or sales (45%) followed by finance other than investment banking (42%) are top areas of demand for recent MBA graduates. More than one-third of participating employers (36%) also planned to hire Master in Management graduates for marketing and sales positions, and graduates with specialized master's in business degrees appeared to have more opportunities in accounting (34%) than in other fields. According to more than half of participating firms (56%), business school graduates can expect to receive their first promotion in one to two years after joining the company.
- More than half of participants reported that they expect no change in 2010 annual base salaries for recent graduates from MBA, Master in Management, and other specialized master's programs compared with 2009 salaries.
- While the majority of MBA employers focused their recruitment efforts on full-time program graduates, about half (46%) also employ those with an executive MBA degree, and more than half (56%) employ part-time MBA program graduates.
- The vast majority of employers believe that those who hold an MBA degree demonstrate higher knowledge and abilities in managing strategy and innovation (86%); strategic and systems skills (85%); general business functions (82%); managing decision-making processes (79%); greater

capacity for generative thinking (75%); and learning, motivation, and leadership (74%) than other employees at the same job level. Almost all employers (99%) report satisfaction with their MBA employees, including 76 percent that are very or extremely satisfied.

Business Outlook

Table 1. Overall Company Organizational Goals in 2009 and in 2010

	2009	2010
	N=2,188	N=2,194
Improve performance or productivity	71%	76%
Expand customer base	48%	60%
Reduce costs	66%	57%
Overcome economic challenges	58%	49%
Improve customer service	41%	46%
Expand geographically	23%	32%
Diversify the organization	25%	30%
Complete or integrate a merger	15%	15%
Other goals ^a	6%	7%

a. Other goals include (2009) adding new products, bankruptcy reorganization, business start-up, employee engagement, change of business model, deepening customer relationships, developing jobs, emerging from bankruptcy, entering a new business line, expanding current business platform, expanding staff, growth in emerging markets, improving cash flow, increasing sales, product and services consolidation, restructuring, retention, staff well-being, valuing people, working capital, and managing for cash. For 2010: accelerating pipeline, adding products and services, aging workforce, acquisitions, building up talent pool, business consolidation by restructuring processes, commercializing product line, expanding e-commerce footprint, defending against competition, developing jobs and new products, enhancing social responsibility, expanding current locations, focusing on core business, key customers, and power brands, growth, hiring, implementing new strategy, innovation, staffing.

Table 2. Effect of Global Economic Slowdown on Companies in 2009

	Percentage of respondents
	N=2,189
Extremely positive	2%
Positive	12%
None	21%
Negative	57%
Extremely negative	8%
Total	100%
Positive	13%
None	21%
Negative	65%
Total	100%

Table 3. Expected Change in Company Business in 2010

	Percentage of respondents
	N=2,155
Improve significantly	10%
Improve	67%
Remain same (no change)	18%
Worsen	5%
Worsen significantly	<1%
Total	100%
Improve	76%
Remain same (no change)	18%
Worsen	5%
Total	100%

Table 4. Expected Change in Company Business in 2010, by 2009 Economic Impact^a

	Extremely positive	Positive	None	Negative	Extremely negative
	N=35	N=259	N=454	N=1,227	N=180
Improve significantly	20%	18%	10%	8%	11%
Improve	49%	68%	67%	68%	58%
Remain same (no change)	23%	13%	18%	19%	21%
Worsen	6%	2%	5%	5%	8%
Worsen significantly	3%	—	<1%	<1%	2%
Total	100%	100%	100%	100%	100%

a. $\chi^2 = 58.54$; $df = 16$; $p < .05$.

Recruitment Strategies

Table 5. Company Recruitment Strategies

	Percentage of respondents
	N=2,189
Employee referrals	76%
Company website for job postings and/or resumé submissions	73%
On-campus recruitment of graduate business school students:	64%
For full-time job opportunities	86%
For internships	79%
Online job search engines or job boards.	64%
Organize or participate in career fairs	54%
Networking events	46%
Recruitment agencies or executive recruiters	45%
Sponsorship of current employees to attend graduate business school	34%
Social media including sourcing and advertising	30%
Job announcements in print	29%
Work with professional associations to have access to their candidate database.	26%
Employ graduate business school students as interns without actively recruiting current students to be interns.	16%
Other recruitment strategies ^a	5%

a. Other recruitment strategies include classroom presentations, client referrals, college career centers, direct search, former interns, internal hiring, receiving CVs, state employment agency, notifying area business schools of openings, personal contacts, pipeline (reaching out to talent in other companies, keeping them "warm" until available positions open up), presentations and conferences inside schools, school career services, rehiring former employees, search engine marketing, talent mapping, word of mouth, working with university professors to direct their best students to our firm.

Table 6. Proportion of Company Recruitment of Graduate Business School Students Conducted on and off Campus

	Percentage of respondents
	N=878
On-campus recruitment effort	50%
Off-campus recruitment effort	50%
Total	100%

Table 7. Anticipated Change in Proportion of On-Campus Recruitment in 2010 Compared With 2009

	Percentage of respondents
	N=867
Increase significantly	5%
Increase moderately	15%
Increase slightly	24%
No change	47%
Decrease slightly	6%
Decrease moderately	2%
Decrease significantly	2%
Total	100%
Increase	44%
No change	47%
Decrease	9%
Total	100%

Diversity Recruitment in the United States

Table 8. US Companies That Target Specific Demographic Groups

	Percentage of respondents
	N=1,249
Target specific demographic groups	42%
Ethnic minorities	70%
Women	62%
Veterans, individuals with disabilities	6%
Other groups ^a	32%

a. Other groups include all diverse groups, all types of global inclusion initiatives that cover all groups, anyone who is not white non-disabled male, aviation business and flight students, business, finance and engineering, engineers, LGBTQ [lesbian, gay, bisexual, transgender, questioning], military, various.

Job Opportunities by Candidate Type

Demand for New Hires

Table 9. Job Candidates Companies Hired in 2009 and Plan to Hire in 2010

	2009	2010
	N=1,962	N=1,962
Recent MBA graduates	50%	55%
Recent Master in Management graduates	18%	22%
Other specialized master's in business graduates	37%	44%
Master's-level graduates from disciplines other than business	31%	35%
Recent graduates with a bachelor's degree	56%	58%
Experienced direct-industry hires	58%	64%
Did not hire any of the above candidates	13%	8%

Table 10. Average Number of New Hires per Hiring Company, 2009–2010

	2009 (actual)	2010 (anticipated)	Percentage change	N
Recent MBA graduates ^a	9.2	8.3	–9.8%	N=442
Recent Master in Management graduates ^b	8.6	7.5	–12.8%	N=102
Other specialized master's in business graduates ^b	25.8	23.5	–8.9%	N=232
Master's–level graduates from disciplines other than business ^b	8.8	9.5	8.0%	N=156
Recent graduates with a bachelor's degree ^b	38.4	31.4	–18.2%	N=470
Experienced direct–industry hires ^c	40.5	21.5	–46.9%	N=464

a. $t = 1.93$; $df = 463$; $p = .055$.

b. Year-to-year difference in means is not statistically significant.

c. $t = 2.62$; $df = 463$; $p < .05$.

Table 11. Proportion of New Hires in Company Hiring Mix,^a 2009 and 2010

	2009 (actual)	2010 (expected)
	N=853	N=667
Recent MBA graduates	8%	10%
Recent Master in Management graduates	2%	2%
Other specialized master's in business graduates	12%	15%
Master's-level graduates from disciplines other than business	3%	4%
Recent graduates with a bachelor's degree	37%	41%
Experienced direct-industry hires	38%	28%
Total	100%	100%

a. Based on respondents who hired (2009) or planned to hire (2010) at least one new employee. Proportion of each category of hires is calculated as a number of hires in this category divided by the total number of hires; zeros are included.

Job Areas and Position Levels

Table 12. Job Areas for Which Employers Plan to Hire Recent Graduates in 2010

	MBA	Master in Management	Other specialized master's in business	Disciplines other than business
	N=940	N=369	N=763	N=598
Accounting	24%	23%	34%	16%
Consulting	27%	25%	21%	20%
Business development	31%	25%	20%	17%
Investment banking	16%	15%	14%	9%
Finance other than investment banking	42%	28%	31%	18%
General management	29%	28%	15%	16%
HR or organization management	17%	24%	21%	18%
Information technology or MIS	15%	19%	26%	27%
Marketing or sales	45%	36%	29%	27%
Operations and logistics	25%	25%	23%	25%
Other job areas	17%	30%	32%	49%

Table 13. Job Levels for Which Employers Plan to Hire Recent Graduates in 2010

	MBA	Master in Management	Other specialized master's in business	Disciplines other than business
	N=933	N=367	N=756	N=596
Entry level	52%	55%	58%	59%
Mid-level	66%	55%	56%	58%
Senior level	19%	25%	28%	25%
Executive level	9%	13%	13%	11%

Table 14. Position Levels Within Job Areas for Which Employers Plan to Hire Recent MBA Graduates in 2010

	All job areas	Position level per job area ^{a, b}				
		Entry level	Mid-level	Senior level	Executive level	Total
Accounting	24%	64%	65%	22%	15%	100%
Consulting	27%	51%	72%	20%	12%	100%
Business development	31%	47%	73%	28%	16%	100%
Investment banking	16%	57%	66%	22%	15%	100%
Finance other than investment banking	42%	55%	71%	20%	11%	100%
General management	29%	48%	72%	32%	19%	100%
HR or organization management	17%	58%	71%	29%	19%	100%
Information technology or MIS	15%	61%	75%	26%	17%	100%
Marketing or sales	45%	50%	70%	22%	11%	100%
Operations and logistics	25%	53%	73%	27%	13%	100%
Other job areas	17%	56%	69%	25%	13%	100%

a. Percentage of cases in a row.

b. $\chi^2 = 367.79$; $df = 44$; $p < .05$.

Table 15. Position Levels Within Job Areas for Which Employers Plan to Hire Recent Master in Management Graduates in 2010

	All job areas	Position level per job area ^{a, b}				
		Entry level	Mid-level	Senior level	Executive level	Total
Accounting	23%	58%	55%	38%	24%	100%
Consulting	25%	64%	59%	23%	12%	100%
Business development	25%	62%	64%	37%	17%	100%
Investment banking	15%	55%	63%	32%	27%	100%
Finance other than investment banking	28%	56%	60%	35%	22%	100%
General management	28%	55%	67%	40%	29%	100%
HR or organization management	24%	61%	62%	31%	22%	100%
Information technology or MIS	19%	62%	64%	28%	19%	100%
Marketing or sales	36%	55%	62%	38%	20%	100%
Operations and logistics	25%	58%	62%	38%	23%	100%
Other job areas	30%	59%	59%	25%	15%	100%

a. Percentage of cases in a row.

b. $\chi^2 = 215.08$; $df = 44$; $p < .05$.**Table 16. Position Levels Within Job Areas for Which Employers Plan to Hire Other Specialized Master's in Business Graduates in 2010**

	All job areas	Position level per job area ^{a, b}				
		Entry level	Mid-level	Senior level	Executive level	Total
Accounting	34%	70%	54%	29%	17%	100%
Consulting	21%	63%	61%	32%	16%	100%
Business development	20%	59%	64%	43%	24%	100%
Investment banking	14%	64%	64%	39%	21%	100%
Finance other than investment banking	31%	63%	65%	35%	17%	100%
General management	15%	59%	74%	47%	28%	100%
HR or organization management	21%	65%	69%	33%	20%	100%
Information technology or MIS	26%	65%	69%	36%	18%	100%
Marketing or sales	29%	53%	68%	41%	20%	100%
Operations and logistics	23%	65%	74%	35%	17%	100%
Other job areas	32%	57%	62%	34%	18%	100%

a. Percentage of cases in a row.

b. $\chi^2 = 394.14$; $df = 44$; $p < .05$.

Table 17. Position Levels Within Job Areas for Which Employers Plan to Hire Recent Graduates From Disciplines Other Than Business in 2010

	All job areas	Position level per job area ^{a, b}				
		Entry level	Mid-level	Senior level	Executive level	Total
Accounting	16%	67%	67%	39%	23%	100%
Consulting	20%	62%	65%	30%	14%	100%
Business development	17%	63%	67%	46%	28%	100%
Investment banking	9%	70%	69%	43%	30%	100%
Finance other than investment banking	18%	69%	63%	39%	22%	100%
General management	16%	59%	70%	45%	25%	100%
HR or organization management	18%	69%	62%	35%	25%	100%
Information technology or MIS	27%	64%	64%	34%	19%	100%
Marketing or sales	27%	59%	64%	36%	19%	100%
Operations and logistics	25%	63%	67%	39%	23%	100%
Other job areas	49%	61%	60%	28%	14%	100%

a. Percentage of cases in a row.

b. $\chi^2 = 389.50$; $df = 44$; $p < .05$.

Compensation

Table 18. Expected Starting Annual Salary for New Professional Hires From MBA, Nonbusiness Master's and Bachelor's Degree Programs, 2006–2010, in US Dollars

	2006	2007	2008	2009	2010
Recent MBA graduates	N=422	N=109 ^a	N=558	N=417	N=390
Mean ^b	\$80,839	\$80,452	\$83,541	\$79,936	\$80,508
Median	\$80,000	\$85,000	\$89,621	\$88,000	\$87,500
Master's-level graduates from disciplines other than business	N=197	N=33	N=232	N=178	N=169
Mean ^b	\$65,827	\$62,515	\$55,877	\$60,815	\$55,580
Median	\$65,000	\$60,000	\$55,000	\$65,000	\$60,000
Recent graduates with a bachelor's degree	N=325	N=54	N=418	N=431	N=390
Mean ^b	\$46,255	\$43,817	\$46,845	\$42,598	\$41,860
Median	\$45,000	\$43,500	\$47,000	\$45,000	\$45,000

a. MBA and other graduate business students.

b. The difference in means between 2009 and 2010 is not statistically significant.

Table 19. Expected Starting Annual Salary for New Professional Hires From Other Master's Programs in Business and Direct-Industry, 2008–2010, in US Dollars

	2008	2009	2010
Recent Master in Management graduates	N=117	N=78	N=96
Mean ^a	\$62,528	\$58,808	\$50,478
Median	\$65,000	\$65,000	\$52,056
Other specialized master's in business graduates	N=204	N=207	N=241
Mean ^a	\$61,969	\$59,509	\$55,618
Median	\$60,000	\$57,000	\$55,000
Experienced direct-industry hires	N=293	N=315	N=357
Mean ^b	\$74,515	\$64,733	\$71,857
Median	\$75,000	\$64,084	\$70,000

a. The difference in means between 2009 and 2010 is not statistically significant.

b. (2009/2010) $t = 2.31$; $df = 670$; $p < .05$.

Table 20. Expected Change in Annual Base Salary for Recent MBA, Master in Management, and Other Specialized Master's Hires, 2010 Compared With 2009

	MBA	Master in Management	Other specialized master's in business
	N=675	N=249	N=520
Increase at the level of inflation	25%	31%	24%
Increase above the level of inflation	14%	14%	13%
No change	56%	51%	58%
Decrease	5%	5%	5%
Total	100%	100%	100%

Promotions

Table 21. Typical Timeline for Business School Graduate Hires to Receive Their First Promotion

	Percentage of respondents
	N=1,122
In less than a year	5%
In one to two years	56%
In three to four years	29%
In five years or more	1%
Other ^a	6%
No room for promotion	2%
Total	100%

a. Business school graduates are hired for senior-level positions right away, depends on abilities of a particular individual, no specific time frame, everything depends on employee skills and company situation, promotion is not tied to business school graduation, when they reach a certain professional level.

MBA Job Outlook

Full-Time, Part-Time, Executive, and Online Program Graduates

Table 22. Recruitment or Employment of MBA Candidates, by Program Type, or Sponsorship of Current Employees to Attend MBA Programs

	Full-time	Part-time	Executive	Online
	N=1,093	N=1,093	N=1,093	N=1,093
Actively recruit	78%	30%	22%	10%
Employ	78%	56%	46%	23%
Sponsor current employees to attend	15%	28%	22%	12%
None of the above	8%	31%	39%	69%

Characteristics of 2009 Hires With MBA Degrees

Table 23. Characteristics of 2009 Hires With MBA Degrees

	Percentage of hires
Experienced direct-industry hires	38%
Hold MBA degree	12%
Recent MBA graduates	8%
Required additional legal documents (e.g., visa, work permit, etc.)	10%
Were interns at the hiring company	36%
All 2009 hires with MBA degree	13%

Recruiting MBAs on Campus

Table 24. Actual 2009 and Expected 2010 On-Campus Recruitment Status, Companies That Recruit MBA Candidates on Campus

	2009	2010
	N=787	N=787
Recruited or will recruit on campus	76%	73%
Did not or will not recruit on campus	2%	2%
Do not know	22%	25%
Total	100%	100%

Table 25. Number of Graduate Business Schools Where Companies Recruit MBA Candidates on Campus^a

	2009 (actual)	2010 (expected)	Percentage change
	N=520	N=520	N=520
Per company	8.0	8.3	+4%

a. $t = -2.92$; $df = 519$; $p < .05$.

To Hire or Not to Hire: MBA Assessment

Managerial Competency Assessment

Table 26. MBA Behavioral Competencies Compared With Other Employees at Same Job Level

N=1,155	Much higher	Higher	Same	Lower	Much lower	Total	Average rating ^a
Managing human capital	9%	49%	38%	4%	<1%	100%	3.63
Managing tools and technology	8%	38%	48%	6%	1%	100%	3.46
Managing decision-making processes	17%	62%	20%	1%	—	100%	3.95
Managing strategy and innovation	25%	61%	14%	1%	—	100%	4.09
Managing the task environment	13%	53%	32%	2%	<1%	100%	3.77

a. Average rating: 1 = Much lower; 3 = Same; 5 = Much higher.

Table 27. MBA Knowledge-Based Competencies Compared With Other Employees at Same Job Level

N=1,142	Much higher	Higher	Same	Lower	Much lower	Total	Average rating ^a
Knowledge of technology, product design, and production	5%	40%	48%	7%	<1%	100%	3.44
Knowledge of human behavior and society	6%	42%	48%	4%	<1%	100%	3.50
Knowledge of general business functions	23%	59%	17%	1%	—	100%	4.05
Knowledge of media communications and delivery	7%	47%	45%	1%	—	100%	3.61

a. Average rating: 1 = Much lower; 3 = Same; 5 = Much higher.

Table 28. MBA Skill-Based Competencies Compared With Other Employees at Same Job Level

N=1,137	Much higher	Higher	Same	Lower	Much lower	Total	Average rating ^a
Interpersonal skills	11%	43%	41%	4%	<1%	100%	3.60
Skills in operations	5%	44%	45%	5%	<1%	100%	3.49
Strategic and systems skills	22%	63%	14%	1%	—	100%	4.06
Foundation skills	12%	48%	40%	1%	<1%	100%	3.70

a. Average rating: 1 = Much lower; 3 = Same; 5 = Much higher.

Table 29. MBA Work Style Competencies Compared With Other Employees at Same Job Level

N=1,133	Much higher	Higher	Same	Lower	Much lower	Total	Average rating ^a
Learning, motivation, and leadership	19%	55%	25%	1%	—	100%	3.92
Social orientation	6%	33%	54%	6%	<1%	100%	3.38
Conscientiousness	7%	39%	51%	3%	<1%	100%	3.50
Generative thinking	16%	59%	24%	1%	—	100%	3.89

a. Average rating: 1 = Much lower; 3 = Same; 5 = Much higher.

Employer Satisfaction With MBA Employees

Table 30. Employer Satisfaction With MBA Employees, 2008–2010

	2008	2009	2010
	N=1,001	N=1,287	N=935
Extremely satisfied	20%	16%	17%
Very satisfied	63%	61%	59%
Somewhat satisfied	15%	21%	23%
Somewhat dissatisfied	2%	2%	1%
Very dissatisfied	—	<1%	—
Extremely dissatisfied	—	—	—
Total	100%	100%	100%

Why Employers Do Not Hire MBA Graduates

Table 31. Primary Reasons for Not Hiring Recent MBA Graduates in 2009

	Percentage of respondents
	N=944
No job openings were available	51%
Candidates' qualifications did not match job requirements	29%
Recruiting resources were allocated to other types of candidates	29%
Candidates had unrealistic job expectations	22%
Competition from other organizations; offers were not accepted	3%
Other reasons ^a	6%

a. Other reasons include: pay is commission of all sales, but applicants desire a base salary; candidates with an MBA degree do not have any advantages competing for our open vacancies; we do not hire MBAs often; market conditions did not look favorable; MBA graduates are usually considered for executive roles; MBA graduates did not apply; no added value for our needs; no desire for public accounting; not interested in career; not required for positions available; prefer to hire folks with real-world experience with at least one job post MBA; seeking veterans with MBA; speaking our country's language is a requirement; we prefer to hire candidates with more direct experience in our sector; university graduates from MSc in Management programs were under impression that they had an MBA degree; unwillingness to relocate; we had to digest a merger; we hire MBA interns; we hire more entry-level candidates; we mostly hire undergraduates; we require candidates to have 150 credits of accounting coursework; world crisis .

Recent MBA Graduate Hires' Compensation and Benefits

Table 32. Expected 2010 Total Annual Compensation and Its Components for Recent MBA Graduate Hires, in US Dollars

	Mean and median values ^a and percentage of total compensation
Total compensation	N=299
Mean	\$105,359
Median	\$108,614
Base salary	83%
Signing or starting bonus	5%
Mean	\$17,104
Median	\$15,000
Other compensation	12%
Total	100%

a. Zeroes are excluded.

Table 33. Expected 2010 Benefits and Additional Compensation for Recent MBA Graduate Hires

	Percentage of respondents
	N=923
Companies planning to offer additional compensation and benefits:	97%
Benefits package (e.g., health benefits, retirement plan, etc.)	82%
Performance-based bonus	64%
Moving allowance	47%
Signing or starting bonus	47%
Year-end bonus	42%
Tuition reimbursement or scholarship	23%
Profit sharing	20%
Stock purchase plan	19%
Stock options, including restricted stock	15%
First-year bonus	12%
Housing allowance or reimbursements	12%
Car or car allowance	11%
Commissions	10%
Other compensation or benefits ^a	4%

a. Other compensation or benefits include 100% medical (self and immediate family), conveyance allowance, and utility allowance; based on location may include accommodations or car allowances; company-wide bonus program; compensation is dependent on the level and department; comp-time; cost of living semi-annual payment; CPA exam and review course reimbursement and overtime pay; defined pension plan; flight benefits; food subsidy; free travel (airline company); gratuity; equipment buying back option; leadership development program—exclusive to MBA hires; life insurance; living expenses for out-of-city graduates; long-term incentive program; mobile phones, laptops, other specific bonus; monthly bonus; onsite doctor's office, pharmacy, and fitness center; public transportation allowance; utilization bonus (hours billed); varies throughout the company by position.

MBA Retention Rates

Table 34. MBA Retention Rates^a in Early 2010, by Hiring Year

	2005	2007	2009
	N=182	N=320	N=496
Mean ^b	63%	78%	89%
Median	70%	84%	100%

a. Retention rate is calculated as the number of MBAs hired in 2005, 2007, or 2009 who continued working for the company, divided by the total number of MBAs hired that year.
b. (2005/2007) $t = -7.37$; $df = 175$; $p < .05$; (2007/2009) $t = 8.99$; $df = 308$; $p < .05$; (2005/2009) $t = -11.98$; $df = 177$; $p < .05$.

Recruitment Firm¹ Perspectives

Table 35. Overall Recruitment Agency Organizational Goals in 2009 and 2010

	2009	2010
	N=81	N=80
Improve performance or productivity	64%	76%
Reduce costs	42%	50%
Overcome economic challenges	54%	43%
Expand customer base	59%	58%
Improve customer service	9%	6%
Diversify the organization	17%	34%
Expand geographically	23%	29%
Complete or integrate a merger	60%	73%
Other goals	5%	6%

Table 36. Effect of Global Economic Slowdown on Recruitment Agencies in 2009

	Percentage of respondents
	N=80
Extremely positive	1%
Positive	11%
None	20%
Negative	56%
Extremely negative	11%
Total	100%
Positive	13%
None	20%
Negative	68%
Total	100%

¹ Tables in this section are based on responses of job search agencies or headhunters that were likely to recruit for other companies.

Table 37. Expected Change in Recruitment Agency Business in 2010

	Percentage of respondents
	N=79
Improve significantly	20%
Improve	73%
Remain same (no change)	6%
Worsen	—
Worsen significantly	—
Total	100%
Improve	94%
Remain same (no change)	6%
Worsen	—
Total	100%

Table 38. Recruitment Agency Headhunting Strategies

	Percentage of respondents
	N=79
Employee referrals	70%
Company website for job postings and/or resumé submissions	65%
Online job search engines or online job boards	65%
Recruit graduate business school students on campus	56%
Organize or participate in career fairs	53%
Social media including sourcing and advertising	48%
Networking events	48%
Work with professional associations to have access to their candidate database	47%
Job announcements in print	33%
Recruitment agencies or executive recruiters	28%
Sponsorship of current employees to attend graduate business school	23%
Employ graduate business school students as interns without actively recruiting current students to be interns	14%
Other recruitment strategies	18%

Table 39. Proportion of Recruitment Agency Hiring of Graduate Business School Students Conducted on Campus and off Campus

	Percentage of respondents
	N=36
On-campus recruitment effort	37%
Off-campus recruitment effort	63%
Total	100%

Table 40. Job Candidates Recruitment Agencies Hired in 2009 and Plan to Hire in 2010

	2009	2010
	N=75	N=75
Recent MBA graduates	53%	64%
Recent Master in Management graduates	41%	44%
Other specialized master's in business graduates	56%	57%
Master's-level graduates from disciplines other than business	41%	43%
Recent graduates with a bachelor's degree	51%	51%
Experienced direct-industry hires	61%	67%
Did not hire any of the above candidates	8%	7%

Methodology

From February 10 to March 10, 2010, the Graduate Management Admission Council (GMAC) conducted the Corporate Recruiters Survey, a survey of MBA and other graduate business students' employers. This survey is the ninth in a series of studies that gathers feedback from companies worldwide to obtain a picture of the current employment landscape and demand for MBA and other business graduates as well as to help employers benchmark their hiring plans and retention strategies against comprehensive statistics. The study's scope included employers who hired or planned to hire MBA graduates, Master in Management graduates, and other master's-level graduates from business disciplines (e.g., accounting, business information technology, finance, financial engineering, etc.). The spectrum of employers included those who recruit on campus as well as those who collaborate with business schools in a variety of other ways to search for graduate management talent.

Sample Selection

To develop a survey sample, all GMAC, EFMD (European Foundation for Management Development), and MBA CSC (MBA Career Services) member schools and a number of nonmember institutions from a global cross section of the graduate management industry were invited either to: (1) provide contact information for employers that worked with them during the past recruiting year to hire MBA and other master's-level business graduates, or (2) send survey invitations directly to their corporate partners. As an incentive, each business school that facilitated the survey was offered a survey report of key findings prior to its public release, a data report with detailed distributions of survey responses by company characteristics, a customized survey database analysis that allows a school to gauge the competitiveness of its job market and identify top hiring companies, and an individualized benchmarking report comparing aggregated feedback from its employers with feedback of employers working with other schools. A total of 168 business schools facilitated the survey, for an overall response rate of 15 percent to the initial invitation sent to 1,113 schools. The geographic profile of participating schools is presented in Table 232.

Table 41. Participating School Location

	Number of schools	Percentage of schools
Africa or Middle East	9	5%
Asia-Pacific (APAC)	17	10%
Canada	6	4%
Latin America	9	5%
European Union (EU) ^a	27	16%
Other European countries	5	3%
United States and US territories	95	57%
Total	168	100%

a. For the purposes of this report, Switzerland is combined with EU countries.

A joint effort of participating business schools contributed to the study universe of nearly 26,000 employers who represented more than 12,000 companies,² including more than half of the Fortune 500 companies in the United States and worldwide. The universe definition was adjusted, however, to account for the unprecedentedly high number of undeliverable emails—3,174—that bounced during the survey launch this year.³ In comparison, during the previous years of survey administration, the number of undeliverable emails never exceeded 300 annually.

To encourage employers to participate in the survey, each respondent was offered Corporate Recruiters Survey reports, including this publication, to allow comparisons against other employers in the sample. In addition, respondents had an opportunity to enter a drawing for one of five US\$1,000 American Express® gift cards. By the response cut-off date, 2,367 employers had completed the survey, for an overall individual response rate of 10 percent and a company response rate of 16 percent (Table 233).

Table 42. Response Rate

	Universe	Number of respondents	Response rate
Companies ^a	12,649	1,960	15.5%
Individual employers	22,781	2,367	10.4%

a. Defined by company name and location. For the purposes of this study, regional and functional offices of multi-national corporations are treated as different companies.

A reader should note that terms “respondent,” “employer,” and “company” are used interchangeably in this report and refer to the survey respondents. On average, 1.2 respondents per company reported to the survey (Table 233). Data aggregation of key variables at the company-level yielded the same results.

Survey Administration

The survey questionnaire contained 39 detailed questions, some of which may not have been applicable to all respondents. The survey was conducted online and was available in English and in Spanish. The survey timing analysis showed that half of the respondents spent 15 minutes or less completing the survey; on average, each respondent spent 19 minutes. The survey response rate of 10 percent was achieved through an email invitation and one follow-up.

New This Year

A broader participation of business schools and employers from Canada allowed for a more granular regional analysis and for the presentation of responses from Canadian employers in addition to the

² A list of participating companies can be found in Appendix A of this report and at www.gmac.com/CorporateRecruiters.

³ Of the undeliverable emails, only 26, or less than 1 percent, were “soft” bounces that did not reach intended recipients due to spam filter blocks.

world regions discussed in previous report editions (United States, European Union, Asia-Pacific, and Latin America). The company size classification used in the report was based on the size of the reporting unit rather than on the overall company size allowing for a better account of hiring needs and the number of hires.

Data Analysis

The following industry classifications were used to present the survey responses:

- Consulting: consulting services, health care consulting, human resource services, information technology consulting, management consulting, and other consulting
- Energy or utilities: energy and utilities; mining, quarrying, and oil and gas extraction; utilities, and other energy and utilities
- Finance or accounting: accounting, commercial banking, retail banking, finance and insurance, insurance, investment banking or brokerage, investment management, venture capital or private equity, and other financial services
- Health care or pharmaceutical: biotechnology, health care provider, health insurance, managed care (provider), pharmaceutical, science and research, and other health care or pharmaceutical
- High technology: engineering; information technology or services; internet or e-commerce; professional, scientific, and technical services; science and research; telecommunications; and other technology
- Manufacturing: aerospace and defense, automotive, and other manufacturing
- Nonprofit or government: education or educational services, government (non-military), military, nonprofit or not-for-profit, and public administration
- Products and services: transportation and warehousing (aviation or airlines, freight, postal service, rail transportation, transit and ground passenger transportation, warehousing and storage, and water transportation); communications (advertising, marketing services, media, and publishing industries); food, entertainment, and lodging (agriculture, forestry, fishing, and hunting; arts, entertainment, and recreation; food, beverage, and tobacco; hotel, gaming, leisure, and travel; and sports and recreation); and other products and services (architecture, construction and installation, consumer goods, customer services, management of companies and enterprises, real estate and rental or leasing, waste management and remediation services, wholesale trade, and other products and services)

In addition, survey responses were divided into four groups based on the reporting unit size:

- Fewer than 100 employees
- 100 to 999 employees
- 1,000 to 9,999 employees, and
- 10,000 or more employees

Employers were also grouped geographically, based on the following world regional classifications:

- United States: United States of America and its territories;
- Canada;
- European Union: Andorra, Austria, Belgium, Cyprus, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Luxembourg, Netherlands, Portugal, Romania, Spain, Sweden, Switzerland, and United Kingdom
- Asia-Pacific (APAC): Australia, China (including Hong Kong and Taiwan), India, Japan, Kazakhstan, Korea (South), Laos, Singapore, Thailand, and Vietnam
- Latin America: Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Mexico, Nicaragua, Panama, Peru, and Venezuela
- Other regions: Africa (Botswana and South Africa), Middle East (Lebanon, Pakistan, Qatar, Saudi Arabia, Turkey, and United Arab Emirates), and other European countries (Bosnia and Herzegovina, Russia, Serbia, and Ukraine).

In addition, US employers were grouped into the following regions using the US Census Bureau classification:

- Northeast: Connecticut, Maine; Massachusetts, New Hampshire, Rhode Island, Vermont [New England], New Jersey, New York, and Pennsylvania [Middle Atlantic]
- Midwest: Illinois, Indiana, Michigan, Ohio, Wisconsin [East North Central], Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota [West North Central]
- South: Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia [South Atlantic], Alabama, Kentucky, Mississippi, Tennessee [East South Central], Arkansas, Louisiana, Oklahoma, and Texas [West South Central]
- West: Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, Wyoming [Mountain], Alaska, California, Hawaii, Oregon, Puerto Rico, and Washington [Pacific]

Participating employers were grouped by their selectiveness based on the tier of full-time MBA programs of business schools through which they were invited to the survey. Partner school tiers are based on the average media rankings of their full-time MBA programs across those published by *Business Week*, *Financial Times*, and *US News & World Report*. For the purposes of this report, the level of employer selectiveness is defined as follows:

- First-tier: employers that were invited by business schools with the top 50 MBA programs (first through 50th in average media rankings)
- Second tier: employers that were invited by business schools with the next 50 MBA programs (51st through 100th in average media rankings).
- Third tier: employers that were invited by business schools with MBA programs that either have a lower rank (101st or lower) or are not considered for rankings by the above publications.

A list of MBA managerial competencies is based on the independent research conducted by Erich Dierdorff and Robert Rubin of DePaul University.⁴ The following definitions of managerial competencies across four work domains were used in the survey.

Behavioral competencies:

- Managing human capital: coordinating the work of others, guiding, directing, and motivating subordinates; coaching and developing others; organizing, planning, and prioritizing work.
- Managing tools and technology: controlling machines and processes; inspecting equipment, structures, or material; drafting, laying out, and specifying technical devices and equipment.
- Managing decision-making processes: obtaining and processing information; making decisions and solving problems; judging the qualities of things, services, or people; identifying objects, actions, and events.
- Managing strategy and innovation: analyzing data or information; thinking creatively; developing objectives and strategies.
- Managing the task environment: communicating with persons outside organization; establishing and maintaining interpersonal relationships; selling or influencing others.

Knowledge-based competencies:

- Knowledge of technology, product design, and production: production and processing, engineering and technology, product design.
- Knowledge of human behavior and society: psychology, education and training, law and government.
- Knowledge of general business functions: administration and management, economics and accounting, sales and marketing, customer and personal service, personnel and human resources.
- Knowledge of media communications and delivery: media communication, computers and electronics, English language.

Skill-based competencies:

- Interpersonal skills: active listening, social perceptiveness, coordination, persuasion and negotiation, time management, management of personnel resources.
- Skills in operations: quality control analysis, technology design, operation monitoring, troubleshooting.
- Strategic and systems skills: complex problem solving, judgment and decision making, systems analysis and evaluation, management of financial resources, management of material resources.

⁴ Dierdorff, Erich C., & Rubin, Robert S. (2006, December). *Toward a comprehensive empirical model of managerial competencies: implications for management education*. McLean, VA: Report for Management Education Research Institute (MERInstitute).

- Foundation skills: reading comprehension, writing; mathematics, science.

Work style competencies:

- Learning, motivation, and leadership: achievement or effort; persistence, initiative, adaptability or flexibility.
- Social orientation: cooperation, concern for others, social orientation; self control.
- Conscientiousness: dependability, attention to detail, integrity.
- Generative thinking: innovation, analytical thinking, independence.

Respondents reported absolute values of starting salaries, bonuses, and overall compensation on an annual basis in local currencies that were converted in US dollars based on interbank exchange rates as of February 24, 2010⁵ (mid-survey) for the analysis.

The following probability tests were conducted to determine that the observed differences between the selected groups were statistically significant, i.e., that they were not the results of pure chance:

- Chi-square test—to compare differences between subgroups formed by categorical variables in cross-classification tables
- Paired-sample t-test—to compare means of the same measurement under different conditions (e.g., 2009 and estimated 2010 data provided by the same respondent)
- Analysis of variance (ANOVA)—to compare means of several groups of cases

For all the tests above, the null hypothesis (H_0), which assumes that the differences resulted from pure chance, was rejected if $p < .05$. In some cases, the survey data do not meet all test assumptions, so test results should be viewed in relative rather than absolute terms. When interpreting statistical tests, readers should distinguish between statistical and practical significance. For large samples, such as those used frequently in this study, even minor differences between subgroups may lead to rejection of the null hypothesis. Conversely, when sample sizes are small, large differences may show no statistical significance. Therefore, in each particular case, we recommend using practical judgment rather than relying solely on statistical analysis.

Findings reported in this publication are based on responses of participating employers that work with business schools that facilitated the survey⁶; thus, all conclusions should be generalized only to this population of employers, of which respondents are representative in terms of industry, company size, and the geographic location. This study however, does not represent either a census of all employers of graduate business students worldwide or a representative sample of such employers. In addition, the survey data may be subject to error, including sampling error and nonresponse error.

⁵ For currency exchange rates used in this study, go to: <http://www.oanda.com/currency/converter/>

⁶ A complete list of participating business schools can be found in Appendix A of this report and at www.gmac.com/CorporateRecruiters.

Percentages in tables may not add to 100 due either to multiple responses provided by respondents or to rounding. Averages are not reported if the number of observations in a cell is less than 10. Percentages are not reported if the number of observations in a column is less than 10. Unless otherwise specified, responses “don’t know,” “prefer not to say,” or “not applicable” are not included.

The opinions and evaluations contained in this publication represent those of individual contributors and are not necessarily the views of the Graduate Management Admission Council.

Research Limitations

Similar to other survey research studies, the Corporate Recruiters Survey has a number of limitations that may be a subject for future research. For example, the possibility to generalize survey results to the entire industry of the graduate management education, individual schools, or localized regions. Further there is little to compare these results with other degrees. Another limitation is the low number of responses from some subgroups, for example, companies in Africa, Middle East, or Eastern Europe.

Participant Profile

A total of 2,367 employers from 57 countries participated in the 2010 Corporate Recruiters Survey. Of those, 62 percent were located in the United States, representing 43 states and the District of Columbia, 13 percent in the European Union, 7 percent in Asia-Pacific, 7 percent in Latin America, 6 percent in Canada, and 5 percent in other regions (Table 234).

Table 235 through Table 238 show the distribution of survey participants by level of respondents’ hiring responsibility, and company size. Industry classification is detailed in Table 239 through Table 249. Company organizational goal groups are shown in Table 250 through Table 252. Employer selectivity defined by partner school tier appears in Table 253 and Table 254. To interpret the data in each section of this report in a meaningful way, the reader should consider that correlations presented in Table 235 through Table 254 exist, which may determine the subgroup differences along with the primary factors.

Table 43. Employer Location

	2010 respondents	2009 respondents
Worldwide	N=2,035	N=2,699
Africa or Middle East	2%	2%
Asia-Pacific (APAC)	7%	9%
Canada	6%	3%
Latin America	7%	5%
European Union (EU) ^a	13%	9%
Other European countries	3%	2%
United States and US territories	62%	71%
Total	100%	100%

United States	N=1,254	N=1,836
Northeast	24%	24%
Midwest	19%	30%
South	35%	27%
West	21%	19%
Total	100%	100%

a. For the purposes of this report, Andorra and Switzerland are combined with EU countries.

Table 44. Respondents' Primary Job Responsibility, by World Region^a

	US	Canada	EU	APAC	Latin America	Other regions	All respondents
	N=1,264	N=125	N=271	N=151	N=136	N=88	N=2,367
Head of the company (president, CEO, director general, etc.)	7%	8%	15%	11%	13%	15%	8%
Executive or line manager with hiring authority	37%	35%	17%	24%	14%	33%	32%
Human resources executive or manager	15%	27%	35%	34%	20%	34%	20%
Experienced-hire recruiter at a nonrecruitment firm who has some campus recruitment experience	13%	13%	12%	7%	15%	3%	13%
Full-time campus recruiter, manager, or staff at a nonrecruitment firm	2%	—	4%	4%	7%	—	2%
Experienced-hire recruiter at a recruitment firm who has some campus recruitment experience	12%	8%	8%	13%	15%	2%	11%
Full-time campus recruiter, manager, or staff at a recruitment firm	1%	—	2%	1%	6%	—	1%
Other responsibilities	14%	9%	8%	5%	10%	13%	12%
Total	100%	100%	100%	100%	100%	100%	100%

a. $\chi^2 = 236.19$; $df = 35$; $p < .05$.

Table 45. Reporting Unit^a, by World Region^b

	US	Canada	EU	APAC	Latin America	Other regions	All respondents
	N=1,088	N=114	N=254	N=137	N=114	N=75	N=1,782
Parent or holding company	38%	32%	33%	41%	25%	41%	36%
Division, subsidiary, or branch	34%	36%	37%	34%	27%	31%	34%
Company consists of one entity	26%	28%	25%	23%	40%	24%	27%
Other ^c	3%	4%	5%	1%	8%	4%	3%
Total	100%	100%	100%	100%	100%	100%	100%

Table 45. Reporting Unit^a, by World Region^b

	US	Canada	EU	APAC	Latin America	Other regions	All respondents
	N=1,088	N=114	N=254	N=137	N=114	N=75	N=1,782
Parent or holding company	38%	32%	33%	41%	25%	41%	36%
Division, subsidiary, or branch	34%	36%	37%	34%	27%	31%	34%
Company consists of one entity	26%	28%	25%	23%	40%	24%	27%
Other ^c	3%	4%	5%	1%	8%	4%	3%
Total	100%	100%	100%	100%	100%	100%	100%

a. Part of organization for which respondents reported data to the survey.

b. $\chi^2 = 31.18$; $df = 15$; $p < .05$.

c. Other includes affiliate, corporate office, department, group of companies, national firm, network of companies, several legal entities, several offices, part of mayor's office, partnership.

Table 46. Company Size, by World Region^{a, b}

	US	Canada	EU	APAC	Latin America	Other regions	All respondents
	N=1,094	N=114	N=251	N=133	N=110	N=74	N=1,776
Fewer than 100 employees (%)	31%	37%	24%	29%	27%	30%	29%
Mean number of employees (#)	29	29	36	37	20	33	30
Median number of employees (#)	20	19	34	33	14	35	21
100 to 999 employees (%)	22%	31%	39%	32%	45%	47%	28%
Mean number of employees (#)	364	302	354	388	318	374	356
Median number of employees (#)	300	250	300	325	265	350	300
1,000 to 9,999 employees (%)	19%	22%	20%	30%	23%	20%	21%
Mean number of employees (#)	3,111	3,504	3,235	3,145	3,144	2,503	3,123
Median number of employees (#)	2,011	2,359	2,266	2,204	2,179	1,322	2,500
10,000 or more employees (%)	27%	11%	17%	9%	5%	3%	22%
Mean number of employees (#)	95,459	51,833	81,405	56,100	40,000	31,500	91,385
Median number of employees (#)	38,000	30,000	50,000	20,000	30,000	31,000	35,000
Total (%)	100%	100%	100%	100%	100%	100%	100%

a. $\chi^2 = 124.39$; $df = 15$; $p < .05$.

b. The difference in means across subgroups is not statistically significant.

Table 47. Company Size, by US Region^{a, b}

	Northeast	Midwest	South	West
	N=259	N=204	N=394	N=236
Fewer than 100 employees (%)	29%	21%	40%	28%
Mean number of employees (#)	30	34	27	29
Median number of employees (#)	22	25	15	22
100 to 999 employees (%)	24%	20%	22%	24%
Mean number of employees (#)	375	387	329	391
Median number of employees (#)	300	325	285	310
1,000 to 9,999 employees (%)	20%	27%	13%	19%
Mean number of employees (#)	2,966	3,138	3,399	2,931
Median number of employees (#)	2,600	2,550	2,600	2,250
10,000 or more employees (%)	27%	32%	25%	28%
Mean number of employees (#)	74,172	68,848	140,768	73,948
Median number of employees (#)	40,000	34,000	40,000	35,000
Total (%)	100%	100%	100%	100%

a. $\chi^2 = 39.10$; df = 9; p < .05.

b. The difference in means across subgroups is not statistically significant.

Table 48. Industry Group, by World Region^a

	United States	Canada	European Union	APAC	Latin America	Other regions	All respondents
	N=1,264	N=123	N=267	N=148	N=130	N=81	N=2,166
Products and services	23%	23%	27%	21%	33%	32%	25%
Finance or accounting	20%	23%	16%	28%	12%	12%	19%
Consulting	14%	12%	18%	19%	25%	17%	15%
High technology	10%	13%	10%	10%	6%	16%	10%
Manufacturing	10%	7%	13%	9%	8%	6%	10%
Health care or pharmaceutical	10%	3%	9%	5%	8%	2%	9%
Nonprofit or government	8%	15%	3%	4%	2%	6%	7%
Energy or utilities	4%	4%	4%	3%	5%	7%	4%
Other industry	0%	—	<1%	1%	1%	—	<1%
Total	100%	100%	100%	100%	100%	100%	100%

a. $\chi^2 = 90.59$; df = 40; p < .05.

Table 49. Industry Group, by US Region^a

	Northeast	Midwest	South	West
	N=301	N=243	N=441	N=269
Consulting	15%	12%	15%	13%
Energy or utilities	2%	2%	7%	4%
Finance or accounting	26%	17%	20%	17%
Health care or pharmaceutical	16%	7%	7%	10%
High technology	9%	3%	10%	18%
Manufacturing	7%	20%	9%	9%
Nonprofit or government	5%	5%	12%	7%
Products and services	21%	33%	21%	23%
Other industry	1%	—	0%	—
Total	100%	100%	100%	100%

a. $\chi^2 = 123.35$; $df = 24$; $p < .05$.

Table 50. Consulting Sector Classification

	Percentage of respondents
	N=311
Consulting services	35%
Health care consulting	5%
Human resource services	15%
Information technology consulting	8%
Management consulting	31%
Other consulting	7%
Total	100%

Table 51. Energy or Utilities Sector Classification

	Percentage of respondents
	N=85
Energy and utilities	51%
Mining, quarrying, and oil and gas extraction	31%
Utilities	7%
Other energy and utilities	12%
Total	100%

Table 52. Finance or Accounting Sector Classification

	Percentage of respondents
	N=391
Accounting	17%
Banking, commercial	12%
Banking, retail	10%
Finance and insurance	7%
Insurance	9%
Investment banking or brokerage	16%
Investment management	13%
Venture capital or private equity	3%
Other financial services	13%
Total	100%

Table 53. Health Care or Pharmaceutical Sector Classification

	Percentage of respondents
	N=171
Biotechnology	13%
Health insurance	7%
Health care provider	15%
Managed care (provider)	1%
Pharmaceutical	35%
Science and research	3%
Other health care or pharmaceutical	25%
Total	100%

Table 54. High Technology Sector Classification

	Percentage of respondents
	N=209
Engineering	13%
Information technology or services	35%
Internet or e-commerce	13%
Science and research	4%
Telecommunications	23%
Other technology	12%
Total	100%

Table 55. Manufacturing Sector Classification

	Percentage of respondents
	N=205
Aerospace and defense	13%
Automotive	21%
Other manufacturing	65%
Total	100%

Table 56. Nonprofit or Government Sector Classification

	Percentage of respondents
	N=142
Education or educational services	30%
Government (nonmilitary)	35%
Military	2%
Public administration	4%
Other nonprofit	30%
Total	100%

Table 57. Products and Services Sector Classification

	Percentage of respondents
	N=495
Transportation and warehousing	14%
Aviation and airlines	52%
Freight	18%
Postal service	1%
Rail transportation	4%
Transit and ground passenger transportation	4%
Warehousing and storage	16%
Water transportation	3%
Total	100%
Communications	12%
Advertising	19%
Marketing services	36%
Media	24%
Publishing industries	22%
Total	100%
Food, entertainment, and lodging	24%
Agriculture, forestry, fishing, and hunting	8%
Arts, entertainment, and recreation	11%
Food, beverage, and tobacco	61%
Hotel, gaming, leisure, and travel	15%
Sports and recreation	6%
Total	100%
Other products and services	51%
Architecture	<1%
Construction and installation	10%
Consumer goods	29%
Customer services	3%
Management of companies and enterprises	<1%
Real estate and rental or leasing	10%
Retail or wholesale	25%
Wholesale trade	2%
Other products and services	20%
Total	100%

Table 58. Industry Group, by Company Size^{a, b}

	Fewer than 100 employees	100 to 999 employees	1,000 to 9,999 employees	10,000 or more employees	Total	N
Consulting	56%	26%	10%	8%	100%	N=274
Energy or utilities	13%	27%	20%	40%	100%	N=85
Finance or accounting	29%	26%	20%	25%	100%	N=362
Health care or pharmaceutical	18%	23%	28%	31%	100%	N=152
High technology	27%	23%	23%	27%	100%	N=192
Manufacturing	10%	26%	27%	37%	100%	N=195
Nonprofit or government	46%	29%	16%	8%	100%	N=130
Products and services	25%	33%	23%	19%	100%	N=441
Other industry	—	—	—	—	—	N=5

^{a.} $\chi^2 = 239.18$; $df = 24$; $p < .05$.

^{b.} Percentage of cases in a row.

Table 59. Company Organizational Goal Group^a

	Percentage of respondents
	N=2,367
Planning for growth	34%
Conservative	33%
Recovering	33%
Total	100%

a. Based on K-Means cluster analysis of company organizational goals.

Table 60. Company Organizational Goal Group^a Characteristics

	Planning for growth		Conservative		Recovering	
	2009	2010	2009	2010	2009	2010
	N=794	N=794	N=683	N=689	N=792	N=791
Improve performance or productivity	88%	92%	41%	48%	79%	84%
Improve customer service	84%	89%	17%	22%	17%	24%
Reduce costs	78%	73%	22%	14%	89%	76%
Overcome economic challenges	67%	61%	27%	16%	77%	67%
Complete or integrate a merger	20%	20%	11%	7%	13%	16%
Expand geographically	39%	50%	18%	28%	9%	18%
Diversify the organization	37%	44%	19%	24%	18%	21%
Expand customer base	83%	91%	39%	51%	22%	37%
Other goals	3%	4%	12%	11%	4%	6%

a. Based on k-means cluster analysis of company organizational goals.

Table 61. Company Goal Group, By Industry Group^{a, b}

	Planning for growth	Conservative	Recovering	Total
Consulting	30%	50%	20%	100%
Energy or utilities	23%	20%	56%	100%
Finance or accounting	31%	36%	32%	100%
Health care or pharmaceutical	38%	24%	37%	100%
High technology	37%	35%	29%	100%
Manufacturing	35%	17%	48%	100%
Nonprofit or government	22%	43%	35%	100%
Products and services	38%	27%	36%	100%
Other industry ^c	—	—	—	—

a. $\chi^2 = 131.27$; $df = 16$; $p < .05$.

b. Percentage of cases in a row.

c. $N = 7$.

Table 62. Partner School Tier Group^a

	Percentage of respondents
	$N=2,367$
First tier	33%
Second tier	17%
Third tier	50%
Total	100%

a. Based on average media rankings of business schools' full-time MBA programs across *Business Week*, *Financial Times*, and *US News & World Report*.

Table 63. Company Size by Partner School Tier Group^a

	First tier	Second tier	Third tier
	$N=584$	$N=311$	$N=941$
Fewer than 100 employees	25%	26%	33%
100 to 999 employees	18%	26%	34%
1,000 to 9,999 employees	21%	18%	21%
10,000 or more employees	35%	30%	12%
Total	100%	100%	100%

a. $\chi^2 = 146.92$; $df = 6$; $p < .05$.

Appendix A: Survey Participants

Participating Schools

(Sorted by university name)

A

ALBA Graduate Business School
American University, Kogod School of Business
Arizona State University, W.P. Carey School of Business
ASEBUSS - Institutul de Administrare a Afacerilor
Athens University of Economics and Business
Auburn University, College of Business

B

Babson College, F.W. Olin Graduate School of Business
Baruch College, City University of New York, Zicklin School of Business
Baylor University, Hankamer School of Business
Bentley University, Elkin B. McCallum Graduate School of Business
Binghamton University—State University of New York, School of Management
Boston University, Boston University School of Management

C

Carnegie Mellon University, Tepper School of Business
Case Western Reserve University, Weatherhead School of Management
Centre Franco-Vietnamien de Formation à la Gestion (CFVG)
CENTRUM Católica
CETYS Universidad Mexico, Graduate Programs in Administration and Business
China Europe International Business School (CEIBS)
Chulalongkorn University, Sasin Graduate Institute of Business Administration
Clarkson University, School of Business
College of William & Mary, Mason School of Business
Concordia University, John Molson School of Business
Cornell University, S. C. Johnson Graduate School of Management

D

DePaul University, Charles H. Kellstadt Graduate School of Business
Drexel University, LeBow College of Business
Duke University, The Fuqua School of Business

E

EGP - University of Porto Business School
Embry-Riddle Aeronautical University, College of Business
EMLYON Business School
Emory University, Goizueta Business School
Erasmus University, Rotterdam School of Management

ESCA School of Management
 Escuela de Alta Dirección y Administración (EADA)
 Escuela Superior Politécnica Del Litoral (ESPOL), ESPAE Graduate School of Management
 European School of Management and Technology (ESMT)

F

Florida International University, College of Business Administration
 Fondazione ISTUD per la Cultura d'Impresa e di Gestione
 Fudan University, School of Management
 FUNDESEM Business School

G

George Washington University, GW School of Business
 Georgetown University, McDonough School of Business
 Georgia Institute of Technology, Georgia Tech College of Management
 GISMA Business School
 Grenoble Graduate School of Business (Grenoble Ecole de Management)

H

HEC Paris
 Holy Spirit University of Kaslik, Faculty of Business and Commercial Sciences
 Hong Kong University of Science and Technology, The HKUST Business School

I

IAE Business School
 ICFAI Business School (IBS®)
 IESA - Instituto de Estudios Superiores de Administración
 IMD (International Institute for Management Development)
 INCAE Business School
 Indian Institute of Foreign Trade (IIFT)
 Indiana University, Kelley School of Business (Bloomington)
 INSEAD
 Institute of International Business Education (Институт международного бизнес образования)
 Instituto Panamericano de Alta Dirección de Empresa (IPADE), IPADE Business School
 International Management Institute (MIM-Kyiv)
 Iowa State University, College of Business
 IPAM - Marketing School of Business

K

KAIST College of Business
 Kennesaw State University, Michael J. Coles College of Business
 Koç University, Graduate School of Business

L

Lahore University of Management Sciences (LUMS), Suleman Dawood School of Business (SDSB)
 Louisiana State University, LSU E. J. Ourso College of Business, Flores MBA Program
 Loyola University Chicago, Graduate School of Business

M

MIB School of Management
Michigan State University, The Eli Broad Graduate School of Management
MIRBIS - Moscow International Higher Business School (Московская международная высшая школа бизнеса «МИРБИС»)
Moscow State University, Graduate School of Business Administration

N

Nanyang Technological University, Nanyang Business School
New Jersey Institute of Technology, NJIT School of Management
New York University, Leonard N. Stern School of Business
North Carolina State University, Jenkins Graduate School of Management
Northeastern University, Graduate School of Business Administration
North-West University, Mafikeng Campus, Graduate School of Business and Government Leadership
Northwestern University, Kellogg School of Management

P

Pace University, Lubin School of Business
Peking University, Guanghua School of Management
Pepperdine University, Graziadio School of Business and Management
Portland State University, School of Business Administration
Purdue University, Krannert School of Management

R

Radford University, College of Business & Economics
Rice University, Jones Graduate School of Business
Rutgers, the State University of New Jersey, Rutgers Business School, MBA in Professional Accounting Program
Rutgers, the State University of New Jersey, Rutgers Business School, MBA Program

S

Sabancı Universitesi, Faculty of Management
Sacred Heart University, John F. Welch College of Business
Saint Mary's University, Sobey School of Business
San Francisco State University, College of Business
Sarajevo Graduate School of Business
Shanghai Jiao Tong University, Antai College of Economics and Management
Simmons College, Simmons School of Management
South China Agricultural University, Business Studies
Southern Methodist University, Cox School of Business
State University of New York at Oswego, SUNY OSWEGO School of Business
Sun Yat-sen University, School of Business

T

T.A. PAI Management Institute (TAPMI)
Temple University, Fox School of Business and Management

Texas A & M University, Mays Business School
 Texas Christian University, M.J. Neeley School of Business
 Thunderbird School of Global Management
 Tulane University of Louisiana, A.B. Freeman School of Business

U

U21Global
 Universidad del Norte, School of Business
 Universidad del Rosario, Facultad de Administración
 Università Commerciale Luigi Bocconi, SDA Bocconi School of Management
 University at Buffalo/State University of New York, School of Management
 University College Dublin, Michael Smurfit Graduate School of Business
 University of Alabama, Manderson Graduate School of Business
 University of Alberta, School of Business
 University of Arkansas, Fayetteville, Sam M. Walton College of Business
 University of British Columbia, Sauder School of Business
 University of California, Davis, Graduate School of Management
 University of California, Irvine, the Paul Merage School of Business
 University of California, Riverside, A. Gary Anderson Graduate School of Management
 University of California, San Diego, the Rady School of Management
 University of Cambridge, Judge Business School
 University of Cape Town, UCT Graduate School of Business
 University of Cincinnati, College of Business
 University of Connecticut, School of Business
 University of Denver, Daniels College of Business
 University of Edinburgh Business School
 University of Florida, Hough Graduate School of Business at the Warrington College of Business Administration
 University of Georgia, Terry College of Business
 University of Greenwich Business School
 University of Houston, University Park, C.T. Bauer College of Business
 University of Illinois at Urbana-Champaign, College of Business
 University of Iowa, Henry B. Tippie School of Management
 University of Kentucky, Carol Martin Gatton College of Business and Economics
 University of Leeds, Leeds University Business School
 University of Liverpool, Management School
 University of Massachusetts Amherst, Isenberg School of Management
 University of Melbourne, Melbourne Business School
 University of Minnesota, Carlson School of Management
 University of Missouri-Columbia, Robert J. Trulaske, Sr. College of Business
 University of Missouri-St. Louis, College of Business Administration
 University of Navarra, IESE Business School
 University of New South Wales, Australian School of Business, AGSM MBA Programs
 University of North Carolina at Chapel Hill, Kenan-Flagler Business School
 University of North Texas, College of Business
 University of Notre Dame, Mendoza College of Business

University of Oklahoma, Price College of Business
University of Pittsburgh, Joseph M. Katz Graduate School of Business
University of Regina, Kenneth Levene Graduate School of Business
University of Rochester, Simon Graduate School of Business
University of San Diego, School of Business Administration
University of San Francisco, School of Business and Professional Studies
University of South Florida, College of Business
University of Southern California, USC Marshall School of Business
University of St. Thomas – Minnesota, Opus College of Business
University of Texas at Dallas, School of Management
University of Texas at San Antonio, College of Business
University of the Pacific, Eberhardt School of Business
University of the Witwatersrand, Wits Business School
University of Toronto, Rotman School of Management
University of Virginia, Darden School of Business
University of Warwick, Warwick Business School
University of Western Sydney, College of Business
University of Wisconsin-Madison, Wisconsin School of Business
University of Wisconsin-Milwaukee, Sheldon B. Lubar School of Business

V

Vanderbilt University, Owen Graduate School of Management
Vlerick Leuven Gent Management School

W

Wake Forest University School of Business
Washington State University, College of Business
Washington University in St. Louis, Olin Business School
Wayne State University, School of Business Administration
West Virginia University, College of Business and Economics
Willamette University, Atkinson Graduate School of Management

Participating Companies

“Bank” Kiev
 004 GmbH
 3i Group plc
 3M Argentina S.A.C.I.F.I.A.
 3M Company
 A.T. Kearney, United Kingdom
 A.T. Kearney, Inc.
 AAFES
 AARM Corporation
 Aaron's Sales and Lease
 Abbott Laboratories USA
 Abbott Laboratories Venezuela
 Academy for Academic Leadership
 Acadian Asset Management
 Accenture
 Access Marketing
 Accretive Solutions
 Ace Hardware Corp.
 Aceros Arequipa SA
 ACI Worldwide
 ACNielsen
 ACNielsen S.A.
 A-Connect
 Acorn Research LLC
 Acquis Consulting
 ACTE Inc.
 Adayana
 AdChina
 Adecco, Greece
 Adecco, Perú
 Adecco, Guatemala
 Adidas Group
 Adidas Singapore Pte. Ltd.
 ADP Europe
 Advance Finance PCL
 Advanced Sterilization Products
 Advantage Business Media
 Aegon USA
 Aerojet
 Aeropuertos Argentina 2000 S.A.
 AeroSat
 AeroStrategy
 Aerotek
 AES Corporation
 AFG
 AGA Medical Corporation
 AGA Medical Corporation/Amplatzer Products
 AGC Automotive Europe
 Agilent Technologies China
 Agilent Technologies US
 AHP Selection
 Air Products & Chemicals UK
 Air Products & Chemicals, Inc.
 AirTran Airways
 AIT Worldwide Logistics
 AK Systems
 Akcros Chemicals
 Aksigorta
 Alberto-Culver
 Alcoa Inc.
 Aleutian Capital Partners
 Alice Ferguson Foundation
 Allergan, Inc.
 Allied Health & Rehabilitation
 Allstate Corporation/Allstate Investments LLC
 Allstate Insurance Company
 Alogent
 Alpha Plan Consultants
 AlpInvest Partners N.V.
 Alstom Transport
 Alternative Energy Systems Consulting, Inc. (AESC)
 Alvarez & Marsal
 Alvin Ailey American Dance Theater
 Amazon.com, Inc.
 Amcor Global
 AMDOCS
 American Airlines
 American Association of Critical-Care Nurses
 American Cancer Society
 American Century Investments
 American Express
 American Red Cross of Greater Chicago
 American Woodmark
 AmericanWest Bank
 Ameriflight
 Amgen
 Amoena USA Corporation
 Amos Amatini Management Consulting
 Amphenol-Aerospace
 Amstar Group, LLC
 Amtrak
 Amylin Pharmaceuticals

Anadarko
 Anheuser-Busch, Inc.
 Anklesaria Group
 Anteater Web Design & Marketing Inc.
 ANZ Bank
 AOL
 Apollo Global
 Apple Europe Ltd.
 Apple Growth Partners
 Applied Materials, Inc.
 Aramco
 ArcelorMittal
 Archer Daniels Midland
 ARES Systems Group
 Arizona State University, West Campus
 Arkansas Best Corporation
 Artemis Advisors
 Arthur D. Little
 ArvinMeritor, Inc.
 ASAC Pharma
 ASAP
 Ashland
 Asia Invest
 Asklepios International
 Aspen Advisors, LP
 Assante Wealth Management
 Assay Designs, Inc.
 Assessment Compliance Group, Inc.
 Associated Business Advisors, Inc.
 AstraZeneca, Venezuela S.A
 AstraZeneca, Mexico
 AstraZeneca, Romania
 AT&T, Inc.
 ATB Financial
 Atento
 Athenian Brewery S.A.
 Atradius
 Audit Commission
 Auditoria Uninorte
 Avanceon
 Avascent Group
 Avaya Inc.
 AWISCO
 AXA Advisors, LLC
 AXA Group, The
 Bacardi USA
 Baillie Gifford
 Bain & Company Inc., Argentina
 Bain & Company Inc., China
 Bain & Company Inc., Spain
 Bain & Company Inc., UAE
 Bain & Company Inc., USA
 Bajaj Auto. Ltd.
 Baker Tilly
 Banamex
 Banc of America Community Development Corporation
 Banca IMI
 Banca Transylvania
 Banco Federal
 Bank of America
 Bank of New York Mellon, The
 Banpu Public Company Limited
 Banque pour le Commerce Exterieur Lao (BCEL)
 Barclays Global Investors
 Barclays Wealth
 Barco
 Bard Access Systems
 Baxter Healthcare Corporation
 Bayer AG
 Bayer Business Services
 BB&T
 BBVA Group Spain
 BBVA New York
 BDO Seidman, LLC
 Bearing Point
 Beaulieu International Group
 Bekaert
 Bell Aliant
 Bell Helicopter Textron
 Bellew
 BellSouth
 Belo Corporation
 Belt Harris & Associates
 Bertelsmann
 Best Buy Canada Ltd.
 Best Buy Company, Inc.
 Beutum
 Bevington Consulting Pty Ltd.
 BiBimBap LLC
 BioEnterprise
 Biogen Idec
 BISA
 Bismarck Airport
 Blackbaud
 Blackethouse Group, The
 Blinds to Go
 Blockbuster
 BLT

Blue Cross Blue Shield of MA
 Blue Cross Blue Shield of Texas
 Blue Shield of California
 BlueCross BlueShield of North Carolina
 BlueGate Partners, LLC
 BMO Capital Markets
 BMO Financial Group
 BNP Paribas Bangkok
 BNP Paribas France
 BNY Mellon
 BNY Mellon CIS
 BOC Pakistan Limited
 Bodaclick
 Boehringer Ingelheim RCV GmbH & Co KG
 Vienna
 Sucursala Bucuresti
 Boeing Company
 Boeing Company, Seal Beach
 Boeing Company, Space Station
 Booz & Company Australia
 Booz & Company USA
 Booz Allen Hamilton
 Bophelong Hospital
 Bosch
 Bosch China
 Boston Consulting Group, The
 Boston Scientific Belgium
 Boston Scientific USA
 BottomLine Technologies
 BP Americas
 BP Global
 BPCE
 Brandes Investment Partners, L.P.
 Bravo! Vail Valley Music Festival
 BRD Group Societe Generale
 Bridgepoint Education
 Brighton Jones
 Brisa-Kocaeli
 Bristol-Myers Squibb Mexico
 Bristol-Myers Squibb USA
 British American Tobacco
 Broadridge
 Brocade Communications Systems, Inc.
 Brock, Schechter & Polakoff, LLP
 Brown-Forman
 Brunswick Corporation
 BTS
 Budget Rent a Car of Atlanta
 BuildSite, LLC
 Business First, Baton Rouge
 Businesses United in Investing, Lending and
 Development
 Buttonwood Group, The
 C&C Research
 C. R. Bard Inc.
 Cablevision
 Cadbury Greece
 Cadbury Venezuela
 Calderos & Control Cia. Ltda
 California Capital Financial Development Corporation
 Calise & Co.
 CalPERS
 Cambridge and Associates LLC
 Cameron
 Camp HorizonsVa
 Campbell Alliance
 Campbell Soup Company
 Canada Business
 Canada Export Centre
 Canadian Air Transport Security Authority (CATSA)
 Canadian Environmental Technology Advancement
 Corporation West
 Canadian Natural
 Canadian Tire
 Canfor Pulp Limited Partnership (CPLP)
 Canyon Creek Development
 Capital One
 Carga Directa S.A.
 Cargill, Inc.
 Carlisle Communications
 Carol Corporation
 Carpatcement Holding
 CARQUEST Canada
 CARSTAR Automotive Canada
 Carter
 Catalyst Online
 Catholic Relief Services
 CB Richard Ellis
 CBS
 CCS Companies, The
 CCS-Inc.
 CDI Corporation
 CDM
 Cecosami Pre Prensa e Impresion Digital SA
 CED
 Cedar Riverside People's Center, The
 Cegedim Romania
 Celanese

Celerant Consulting
 CeleriTech Solutions
 CEMEX
 Center for Computer Resources
 Centers for Disease Control and Prevention (CDC)
 Central Depository Company
 Central LTDA
 Central Retail Corporation Ltd.
 Central Transport, Inc.
 Ceramica SA Iasi
 CETYS Universidad
 CEVA Logistics
 Champion Recruiting Associates
 Charko Investments Ltd.
 Charles Schwab & Co., Inc.
 Chatelaine
 CHEP
 Chevron Corporation
 Chic Group
 CHIC
 China Asset Management Co., Ltd.
 China Daily
 CHM
 Choral Arts
 Chronim
 Chubb & Son Federal Insurance Group
 Chubb Insurance Company of Europe France
 Church & Dwight Co., Inc.
 CIBA VISION
 CIBC
 CIGNA
 Cincinnati Children's Hospital Medical Center
 Cintas Corporation
 Cisco Systems, Inc.
 CIT Aerospace
 CITI (Consumer & Corporate Center)
 Citi China
 Citi UK
 Citi USA
 Citi Venezuela
 Citibank A.S.
 Citibank N.A.
 Citigroup
 Citigroup, Interactive Marketing & Services
 City Administration Directorate of Culture
 City of Denver, Workforce Youth Services
 City of Kissimmee
 City of New York Office of Management
 and Budget
 CKF Inc.
 Clear Customer Service
 Cleveland Clinic, The
 Clifton Group, The
 Clifton Gunderson
 Clinica Nuestra Señora de la Paz
 CMS Consulting
 CNH Canada Ltd.
 Coats Group, Inc.
 Coca Cola Company, Istanbul
 Coca Cola Enterprises
 Coca Cola FEMSA
 Coca-Cola Bottling Co. of New York, Inc.
 Coca-Cola China
 Coca-Cola Company
 COFIDE
 Colgate-Palmolive Company
 Colgate-Palmolive China
 College Pro
 Collier Capital
 Comcast
 Computec S.A.
 Conectividad Laboral
 Congressional Budget Office
 Connolly
 ConocoPhillips
 Constellation Brands, Inc.
 ConStruct, Inc.
 Consulting & Development Services
 Consultoría y Capacitación Tributaria
 Consumers' Co-operative Refineries Limited
 Contango Capital
 Continental Airlines
 Corby Distilleries Limited
 Corning Incorporated
 Corporacion Club el Nopal
 Corporación para el Desarrollo de las Microempresas
 Corporate Executive Board
 Corporate F.A.C.T.S.
 Corrigo Solutions
 Council of the Americas
 Covance Laboratories Ltd.
 Cox Communications
 CP Group, China
 CPG Consultores
 Credit Suisse
 Credit Suisse Holt
 Crown Castle USA
 CSAV

CSAV Group China
 CSC (formerly Computer Sciences Corporation)
 CSC France
 CSX Transportation, Inc.
 CTPartners
 Cummins China
 Cummins Inc.
 Customer Integrated Solutions
 Dae Advertising
 DAI
 Daiichi Sankyo, Inc.
 Daimler Financial Services
 Dalberg Global Development Advisers
 Dallas Dodge Chrysler Jeep
 Dan Cooper Media Strategies
 Darden Restaurants
 Data Communication S.A
 Datatrade SAC
 David Langdon
 DCAA
 DDB Worldwide
 Dealer Tire
 dealReporter
 Decision Resources
 Dee's Training (Pty) Ltd.
 DeLap White Caldwell & Croy, LLP
 Dell Inc.
 Delo Logistic
 Deloitte & Touche
 Deloitte & Touche LLP
 Deloitte & Touche LLP-ERS Los Angeles
 Deloitte Canada
 Deloitte Consulting, Los Angeles
 Deloitte Consulting, New York
 Deloitte Consulting Canada
 Deloitte Consulting USA
 Deloitte Development LLC
 Delphi
 Delta Air Conditioning Services
 Delta Air Lines
 Department of Audits and Accounts, Georgia, The
 Department of Local Government and Traditional
 Affairs
 Descon Chemicals Ltd.
 Deutsche Bank
 DFAS
 DHL
 DHL Russia
 Diamond Management & Technology Consultants,
 Inc.
 Diaverum
 Digital Prospectors Corp.
 Digital Surgeons LLC
 DIRECTV, Inc.
 Discovery Communications, LLC
 DISH Network
 Dismoda Internacional S.A.
 Diversified Credit Investments
 Dixon Hughes PLLC
 DMT
 Dockside Marine Supply
 Doe Run Company, The
 Dole Foods
 Dongguan Computing Centre
 Donnelly-Boland and Associates
 Dow Chemical (China) Co., Ltd.
 Dow Chemical Company, The
 Downing Teal del Peru
 Doxus
 Dr. Bjørn Johansson Associates AG
 Dr. Reddy's Laboratories Ltd.
 DRS Technologies, Inc.
 DTE Energy
 Duff and Phelps France
 Duff and Phelps USA
 Duke Energy
 Duke Management Company
 Duke University
 Dumak Industries
 Dun & Bradstreet
 DuPont
 DuPont de Nemours International SA
 E. & J. Gallo Winery
 Earth Friendly Chemicals
 Earth Tech (Tyco International)
 Eastman Chemical Company
 Eaton Corporation
 EBRD
 EchoStar Technologies
 Ecolab Inc.
 EcoMaids
 Eczacibasi Ilac
 Edelnor
 Editrice La Stampa
 EDMC Online Higher Education
 EDS
 Education Pioneers
 EF Education First

eFEMSA
 Efficiencies de Venezuela
 EG&G Inc.
 Eisner LLP
 EKS&H
 EL Enterprises, Inc.
 El Paso Corporation
 Electrabel
 Eli Lilly and Company Canada
 Eli Lilly and Company USA
 Eli Lilly Pakistan
 Eli Lily Asia Inc. Shanghai Rep Office
 Elite Capital Services, LLC
 Elli
 Emas Pasto SA ESP
 EMD Serono
 Emerson Electric
 EMI Music
 Empire Theatres
 Empléate
 Enel
 Energy Future Holdings
 EnerNOC
 ENi
 Enterprise
 Enterprise Rent-A-Car
 Entrepreneurs Edge, The
 Environment Canada
 EpFuture
 Ericsson Italy
 Ericsson USA
 Ernst & Young
 Ernst & Young, LLP
 Eroski (Cecosa Hipermercados, S.L.)
 Essent Trading
 Ethicon Endo-Surgery
 Eurociencia
 Eurofins
 Euromaterna SA
 Eurotire
 Evalueserve
 Evergreen International Aviation, Inc.
 Evergreen Shipping Agency (America) Corp.
 Evers & Fox, P.C.
 eVestment Alliance
 Evraz Inc.
 Expedia, Inc.
 Experian
 Export Development Canada
 Exxon Mobil Corporation
 F. Hoffmann-La Roche Ltd.
 Fannie Mae
 Farmers Insurance Group
 Fastenal
 FastTrack Technologies
 Faysal Bank Limited
 FDO
 Federal Deposit Insurance Corporation (FDIC)
 Federal Home Loan Bank of Des Moines
 Federal Home Loan Bank of Pittsburgh
 Federal Home Loan Bank of San Francisco
 Federal Reserve Bank of San Francisco
 Federated Insurance Cos.
 FedEx Corporation
 FedEx Express
 Ferrero SPA
 Ferreyros S.A.A.
 FeverTree Consulting
 FGP International
 Fiat-Mirafiori Motor Village
 Fidelity Investments
 Fiducia Limited
 Finaltis S.A.
 Financial Recovery Technologies
 First American Corporation, The
 First Command
 First Data USA
 First Niagara Bank
 First Solar, Inc.
 Firth Rixson Ltd.
 Fisher, Herbst & Kemble, P.C.
 Fitch Ratings
 Fitts Roberts & Co., P.C.
 Fluke Corporation
 FM Consultores
 FM Corporation
 FMI Corporation
 FMV Capital Markets
 Focus Property Group
 Food for the Hungry
 Ford Credit
 Ford Motor Co., Purchasing
 Ford Motor Company
 Foster McKay
 FRB Services
 Freddie Mac
 Freedom 55 Financial
 Fresenius Medical Care North America (FMCNA)

Frezite
 Friends of Georgia State Parks
 Frito-Lay, Inc.
 Frontier Renewal LLC
 FTI Consulting
 Future of Music Coalition
 FutureToday
 Galderma Hellas
 GallerySystems
 Gallup Consulting
 Gallup Organization
 Gallup Organization Germany
 Gallup, Inc.
 GAO
 Gap, Inc.
 Gartner, Inc.
 Gateway, Inc.
 GDF SUEZ Energy North America
 GDS Inc.
 GE Healthcare
 GE Sensing & Inspection Technologies
 GEICO of West Virginia
 General Electric Company
 General Electric France
 General Electric UK
 General Growth Properties
 General Mills
 General Motors Company
 General Motors Corp., New York Treasurer's Office
 General Motors Corporation
 Genesis Technologies, Inc.
 GeniusRocket Inc.
 GenWay Biotech, Inc.
 Gexa Energy
 GfK Mode Pvt Ltd.
 Ghostly International
 Gilbarco Inc.
 GL Events
 Glasper and Glasper
 GlaxoSmithKline Canada
 GlaxoSmithKline Pharmaceuticals
 GlaxoSmithKline PLC
 GlaxoSmithKline USA
 Global Business Strategies
 Global Crossing
 Global Financial Associates Inc.
 Global Praxis Group
 Globalearn-IT
 Globe Electric Co. Inc.
 GMAC Financial Services
 GMAC (General Motors Acceptance Corporation)
 GNext Talent Search
 GodoyCordoba Abogados
 Goodrich Corporation
 Google
 Government of Saskatchewan, Canada
 Government of the District of Columbia
 Grand Solutions
 Grant Thornton LLP
 Great Clips Inc.
 Green Business Bureau
 Greenberg Advisors, LLC
 Greenberg Advisors, LLC
 Greenhouse IT, LLC
 Greystar Real Estate Partners, LLC
 Greystar Real Estate Partners, LLC
 Groupe Bel
 Grupo BBVA
 Grupo Bimbo
 Grupo Express
 Grupo TMM
 Grupo Ventura
 Gruppo SOL
 GSK Biologicals, N.A.
 GTRAS Inc.
 Guangzhou Iron and Steel Group
 Guardian Life Insurance
 Gul Ahmed Textile Mills Limited
 Gulfstream
 Habubank
 Hajoca Corporation
 Halliburton
 Hamilton Lane
 Handico Finance JSC
 Hanwha International Corporation
 Hardwoodweb
 Harrah's Entertainment, Inc.
 Harris Williams
 Hays Executive
 HBC Consulting
 HD Supply
 Health Advances, LLC
 HealthStream
 Heinz
 Henkel
 Hershey Company; The
 Hewitt Associates China
 Hewitt Associates USA

Hewlett-Packard
 Hewlett-Packard (HP) Turkey
 Hewlett-Packard Company France
 Hewlett-Packard Panama
 Hextable Dance
 Hilti Austria
 Hitachi Consulting
 Holcim (US) Inc.
 Hollywood Video
 Home Decorators Collection
 Home Depot
 Homex Es Tu Casa
 Honeywell
 Honeywell International Inc.
 Hooters of America, Inc.
 Hostess Brands
 Houlihan Lokey Howard & Zukin
 Houston Community College
 HRDRACC
 HSA Packaging Systems
 HSBC
 HSBC North America/Card Services
 HSBC Vietnam
 Hudson and Yorke
 Humana, Inc.
 Hyperstar Pakistan
 IASACORP International
 IBM
 IBM, Canada
 IBM Consulting Group
 IBM Corporation
 IBM Extreme Blue
 IBM France
 IBM Global Business Services
 IBM Turkey
 IBM USA
 ICAEW
 ICM (International Creative Management)
 ICMC
 ICOS Vision Systems Corporation NV
 IDA Singapore
 iData Research Inc.
 Ideatec
 Identify, Inc.
 IDEX Corporation
 IDS
 IESE Business School, University of Navarra
 IFA Institución Ferial Alicantina
 Illumina, Inc.
 Imaging Dynamics
 Imation
 Immigrant Settlement & Integration Services (ISIS)
 IMS Health
 Incharge
 Incom
 INDITEX
 Industrias La Coruña Ltda
 Ineum Consulting
 InfoCamere
 Information Gateways Inc.
 Infosys
 ING
 ING Clarion
 ING Direct
 ING Insurance Asia/Pacific
 Ingersoll Rand Ireland
 Ingersoll Rand USA
 INHS
 InnerLook
 Integra Telecom
 Integrated Broadband Services
 Integration
 Intel Corporation
 Intel Costa Rica
 Intel Products Vietnam
 Interactive Brokers, LLC.
 Interbrand
 InterContinental Hotels Group
 InterFlight Global Corporation
 InterGlobe Enterprises
 Internacional de Seguros SA
 Internal Revenue Service
 International Center for Research on Women (ICRW),
 The
 International Flavors and Fragrances
 International Market Recruiters
 International Paper
 International Rescue Committee
 International Triathlon Union (ITU)
 Interpublic Group
 Intracom IT Services
 Investors Group
 Iraqi & American Reconciliation Project
 Irvine Chamber of Commerce
 I-Space Institute
 Isvor Fiat
 Ivatherm
 IVN Serviços Partilhados, SA

Ivoclar Vivadent
 Ixe Grupo Financiero Mexico
 J. A. Thomas & Associates
 J.C. Penney Company, Inc.
 J.D. Power and Associates
 J.P. Morgan
 Jabil Circuit, Inc.
 Jaypee Capital Services Ltd.
 JetBlue Airways
 Jetco Heavy Duty Lighting
 JM Noguera & Cia
 JMS Technical Solutions Inc.
 Jo-Ann Stores, Inc.
 John Deere
 Johns Manville
 Johnson & Johnson
 Johnson & Johnson China
 Johnson & Johnson Family of Companies
 Johnson & Johnson Health Care Systems
 Johnson & Johnson Vision Care-VISTAKON
 Johnson and Johnson, MD&D
 Johnson Controls, Inc.
 JohnsonDiversey, Inc. (currently Diversey, Inc.)
 Jones Lang LaSalle
 JP Morgan Chase
 JP Morgan Chase Bank HCM Br
 JPMorgan Chase & Co.
 JPMorgan Chase & Co., Chicago
 JTI Sales & Marketing
 Kairos Project, The
 Kaiser Foundation Health Plan, Inc.
 Kaiser Permanente
 Kaizen Company, The
 Kaltex-Argus
 Kaplan Higher Education
 Kaplan University (Kaplan Higher Ed)
 Katzenbach
 KDS Staffing
 Kelly Services
 Kemin Industries, Inc.
 Kennesaw State University
 KESC
 Keuka College
 Keyspan
 Keystone Group, The
 Kidambi & Associates
 Kidder Group, Inc., The
 KidzArt
 Kiev Asociados S.A.C.
 Kimberly-Clark Argentina S.A.
 Kimberly-Clark Corporation
 Kimberly-Clark Health Care Inc. (Japan)
 Kinexis Inc.
 Kingston Technology Company, Inc.
 Kissito Healthcare
 Kohler Company
 Korchek Technologies
 Korn/Ferry Futurestep
 Korn/Ferry International
 KPMG
 KPMG Australia
 KPMG Belgium
 KPMG LLP, Costa Mesa
 KPMG Taseer Hadi & Co Chartered Accountants
 Kraft Foods
 Kraft Foods in Europe
 Kraft Foods North America
 Kraft Latin America
 Kuwait Petroleum International (Belgium)
 Kuwait Petroleum Italia SpA
 L.E.K. Consulting China
 L.E.K. Consulting USA
 L'Oreal Division Products Professionals
 L-3 Communications Corporation
 Laboratory Corporation of America
 Laborum Perú
 Lahore Stock Exchange
 Lake Air Metal Products LLC
 LAN Airlines
 Lancaster Pollard
 Land O'Lakes, Inc.
 Landrum & Brown
 LarsonAllen, LLP
 Latino Confecções (Prowork)
 Laureate International Universities
 Lazard Middle Market LLC
 Leaderwithin Limited
 LeapFrog Investments
 Lebu at State Tower
 LED Smart Inc.
 Legacy Medsearch
 Legacy Professionals
 Legg Mason & Co., LLC
 LEGO Systems, Inc.
 Lennox International
 Lenovo
 Letsema Consulting
 Leverage Point Innovations

Leximo
 LG Electronics USA, Inc.
 Liberty Mutual
 Liberty Tax Services
 LifeScan Canada Ltd.
 Lifescan, Inc.
 Lifeway Christian Resources
 Lincoln Park Public Relations
 Lindt Chocolatier
 LINK Financial Outsourcing Limited
 LIVE s.r.l.
 LJ Wine Products, Inc.
 LLC Valery
 LMG
 Lockheed Martin Systems Integration
 Logrus International Corporation
 Lombard International Assurance
 London Economics International LLC
 Lone Star New Markets LP
 L'Oréal Canada Inc.
 L'Oréal France
 L'Oreal USA
 Los Angeles County Department of Health Services
 Louis Vuitton
 LP Capital Advisors
 Luby's, Inc.
 Lucky Hope Holding Ltd.
 Luminary Solutions
 Luminosity Marketing
 Lundy Group, Inc., The
 Lutech Resources, Inc.
 Luxe Cabinetry
 LWVGA
 m62 visualcommunications
 Magnetto Wheels-Gruppo CLN
 Management Resource Consulting
 Management Science Associates, Inc.
 Manipal Press Ltd.
 Mannington Mills, Inc.
 Manpower, South Africa
 Manuchar NV
 Manulife (International) Limited
 MaPS Credit Union
 Marhnos
 Maritz Inc.
 Mark IV Capital
 Market Street Press Inc.
 MarketBridge Corp.
 MarketGid
 marketRx (A Cognizant Company)
 Markon, Inc.
 Marriott International, Inc.
 Marrone Bio Innovations
 Mars France
 Mars North America
 Mars Petcare
 Mars USA
 Mascom Wireless
 Mass Mutual (First Financial Group)
 Massachusetts Convention Center Authority
 Mathnasium
 Matson, Driscoll & Damico (MD&D)
 Matzaridi
 Maxigraf, SA
 Maxim Healthcare Services, Inc.
 Mayo Agency, LLC, The
 Mayor's Office of Labor Relations
 MBA Strategy
 McCain Foods
 McDonnell Group, The
 McGraw-Hill Companies, The
 McKesson Corporation
 McKinley Marketing, Inc.
 McKinsey & Company South Africa
 McKinsey & Company USA
 MCL
 McMurry
 McNair Business Development Inc.
 MDB, Inc.
 Mead Johnson Nutrition
 MED3000
 Medicis Pharmaceutical Corporation
 MedImmune
 Medix Staffing Solutions
 Medtronic, Inc.
 Medtronic Latin America Inc.
 Meltwater News
 Mercado Salarial
 Mercedes-Benz USA
 Mercer
 Merck & Co., Inc.
 Mercy Ships
 Merge Healthcare
 Meridian Consulting International
 Methanex
 Methanex Asia Pacific Limited
 MetLife
 Metro Cash & Carry Pakistan (Pvt.) Ltd.

METRO Cash and Carry Russia
 Mexican Pharmaceutical Pisa
 MGH Logistics Pakistan Pvt. Ltd.
 Miceli Financial Partners
 Michael Page
 Michelin, China
 MicroRate, Inc.
 Microsoft Corporation
 Microsoft Germany
 MicroVest Capital Management
 Middle East PLC
 Midland Company/American Modern Insurance Group, The
 Millennium Challenge Corporation
 Miller Brewing Company
 Mind's Eye Companies Worldwide, Inc.
 Minera Barrick Misquichilca S.A.
 Ministry of Industry and Trade
 Minntech Corporation
 Mino Wireless
 MIR3
 Mira Telecom
 Mirant Corporation
 Mir-Finance LLC
 Microsoft Network (MSN)
 MITO Sushi Inc.
 Mobilink GSM
 MOL Romania
 Molina Healthcare
 Momentum Resources
 MondOffice
 Monitor Group
 Monsanto Company
 Monsanto Switzerland
 Moody Packaging, Inc.
 Morgan Joseph & Co. Inc.
 Morgan Stanley Smith Barney
 Motorola, Inc.
 Motorola Vietnam
 Mountain Equipment Coop
 MPM Engineering
 MRO Soluciones
 MTA Metro-North Railroad
 MTE Logistix
 MTG Management Consultants, LLC
 MTR Direct
 Munder Capital Management
 Murdock Recruiting Inc.
 Mystic Lake Casino Hotel
 Mythos Brewery (Greece)
 NAB
 Nagra Kudelski Group
 Naito Corporation
 Nanavaty, Nanavaty & Davenport
 NASCO
 National Alliance for Public Charter Schools
 National Center for Healthcare Leadership
 National City Corporation
 National Credit Union Administration (NCUA)
 National Field, LLC
 National Geographic Society
 National Grid
 National Oilwell Varco
 Navicure
 Navigant Consulting, Inc.
 NBC Universal
 NCR Italia Srl
 Neomobile
 Neos MDR Srl
 NeoStrata Company, Inc.
 Nestlé
 Nestle Pakistan
 Nestle Purina PetCare Company
 Nestle USA
 Nestle Waters North America, Inc.
 Netflix
 New Belgrade Municipality
 New England Financial Company, a MetLife Company
 New Jersey Department of Treasury
 New York Life
 Nexant
 NexGenix Pharmaceuticals
 Nexidia Inc.
 Nexterra Systems Corp.
 N'Foque Gestión del Talento Humano
 Nielsen Business Media
 Nielsen Media Research
 Nike, Inc.
 Nissan Motor Co., Ltd.
 NJ Small Business Development Center
 NOBEL, Ltd.
 Nokia (China) Investment Co. Ltd.
 Nokia Siemens Mexico
 Nokia Siemens Networks (NSN)
 Nokia-Siemens Finland
 Normstahl USI DE GARAJ
 North Highland Company, The
 North Star Resource Group

Northern Trust Corporation
 Northrop Grumman, Integrated Systems
 Northrop Grumman Corp., IT Sector
 Northrop Grumman Corporation
 Northstar Travel Media
 Northwestel Inc.
 Northwestern Mutual
 Northwestern Mutual Financial Network
 Northwestern Mutual Financial Network,
 Waltos Group
 Norwegian Cruise Line
 Nova Scotia Liquor Corporation
 Novartis
 Novartis Animal Health Inc.
 Novartis Pharmaceuticals
 Novozymes
 Novozymes North America, Inc.
 NPV Advisors
 NuStar Energy L.P.
 NWAction, LLC
 NYC Department of Consumer Affairs
 NYL
 Oakley, Inc.
 OBMedia, LLC
 OCBC Bank
 Ocean Spray Cranberries, Inc.
 OCI Chemical Corp.
 OCP Portugal
 Oliver Wyman
 OML Consultores
 Omnicom Group Inc.
 Opel
 Oppenheimer & Co.
 Optimatum Group, LLC
 Oracle Corp
 Oracle Ireland
 Oracle Retail
 Oral-B (Procter & Gamble)
 Orange France Telecom
 Oregon Department of Transportation
 Organización Radial Olimpica
 Otis Elevator Company
 OTP
 Outsourcing Selección de Personal
 Overwatch Geospatial Systems
 Oxford Technology Ventures, LLC
 Oxy Reckitt Benckiser Korea
 Ozu (Spain)
 Paccar Inc.
 Paccar Netherlands
 Pace Global Energy Services
 Pacific Carbon Trust
 Pacific Life
 PAI Consulting
 Pak Gulf Construction (Pvt.) Ltd.
 Palouse Discovery Science Center
 Panattoni Development Company
 Panda Restaurant Group
 Parallax LSC
 Paran
 Parexel
 Parker Quine LLP
 Parks Canada Agency
 Partners HealthCare
 PASCO Scientific
 Passport Health Communications
 Patricia Hovey & Associates, Inc.
 Paul Hynes/Burns Advisory Group
 PBS Distribution
 PCC Structurals, Inc.
 PCI
 Pearson Canada
 Pearson plc
 Pearson Prentice Hall
 Pentair, Inc.
 Pentair Switzerland
 PepsiCo, Inc.
 Pepsico Canada
 Pepsico France
 Perdue Farms Incorporated
 Perfiles Consultoria SAC
 Perot Systems
 Personal Ejecutivo Persejec Cia. Ltda.
 PETCO Animal Supplies, Inc.
 Peter Group, The
 PetSmart, Inc.
 Pfizer, Inc.
 PG&E Corporation
 PGI
 PharmaVox
 Phatra Securities Public Co., Ltd.
 Philip Morris Greece
 Philip Morris International
 Philips China
 Philips Healthcare
 Phoenix Aviation Managers, Inc.
 Pierre Fabre Medicament
 PIMCO

Pinsent Masons
 Pioneer Professional Services Group
 Piper Jaffray & Co.
 Pitney Bowes
 Pittiglio Rabin Todd & McGrath (PRTM)
 Pizza Hut
 Plexxus
 PNC Financial Services Group, Inc.
 Polaris Industries
 Polcon Tile & Terrazzo
 PolyOne Corporation
 Population Services International
 Porsche Consulting Italia
 Porsche Romania
 Portrans S.A.
 Power Climber International
 PPG Industries
 Pratt and Whitney
 Praxi
 PRC Group (Greece)
 Premier, Inc.
 Prescott
 Press Ganey Associates
 PRGX
 PriceSpective LLC
 PricewaterhouseCoopers
 PricewaterhouseCoopers Greece
 PricewaterhouseCoopers France
 PricewaterhouseCoopers LLP
 PricewaterhouseCoopers LLP Canada
 PricewaterhouseCoopers Nicaragua
 PricewaterhouseCoopers Russia
 PricewaterhouseCoopers S.A
 Prima Industrie S.p.A.
 Principal Financial Services, Inc.
 Principled Strategies, Inc.
 Pro Optica
 Probitry Advisors, Inc.
 Procter & Gamble
 Procter & Gamble (Thailand) Ltd.
 Procter & Gamble Mexico
 Prodal '94
 Product Development Systems, Inc.
 Progressive Business Publications (PBP)
 Progressive Casualty Insurance Company
 ProHR International
 Promigas Telecomunicaciones S.A.
 Promo Staff
 Protiviti Inc.
 Prudential
 Prudential Capital Group
 Public Works and Government Services Canada (PWGSC)
 Pulmonary Hypertension Association
 Putnam Investments
 PVS Chemicals
 Q Advisors
 QSG (Quantitative Services Group)
 Quaker
 Qualcomm Inc.
 Qualified Staffing Services
 Qualipac America
 Quesolandia S.A.
 Quest Diagnostics
 R.V. Kuhns & Associates, Inc.
 Radiant Systems, Inc.
 RagingWire Enterprise Solutions
 RAINN
 Rambler
 Rand Merchant Bank
 Randstad Hellas
 Rapidparts/Mitsubishi Caterpillar Forklift America
 Raydon Corporation
 Raymond James Financial
 Raytheon
 RBC Capital Markets (TO)
 RBC Capital Markets Canada
 RBC Capital Markets USA
 RealNetworks, Inc.
 Reburn Partners
 Recall Care
 Reckitt Benckiser Group plc
 Reckitt Benckiser India ltd
 Red Hat, Inc.
 Red Oxygen
 Renaissance Strategic Advisors
 Renault Trucks SAS
 Rent Recovery Solutions
 Representaciones Multiples y Logistica
 Research Capital Corporation
 Research In Motion Limited
 Research!America
 Residential Control Systems
 Resurgence
 RHG Recruitment
 Rhone
 Rice University
 Ridge Tool Company

Rights Working Group
 RightSource Compliance, LLC
 RightThing, The
 RiskMetrics Group
 Robert Bosch LLC
 Robert Bosch S. DE R.L. DE C.V
 Robert Half Financial Services Group
 Robert Half International Inc.
 Robert W. Baird & Co. Incorporated
 Roche Diagnostics (Shanghai) Ltd.
 Roche Molecular Systems
 Rockfish Interactive
 Rocky Mountain Bottle Company
 Rogers Communications
 Roland Berger Strategy Consultants GmbH
 Rollout Systems, LLC
 Rolls-Royce
 Ross Group Inc.
 Rothschild
 Roys & Associates, LLC
 RRG Intellectual Property
 RSM McGladrey
 RTI International
 Russell Reynolds Associates
 Ryder System Inc.
 S & T Ukraine
 S K Telecom Co., Ltd
 S.C .UMEB SA
 S.C. Johnson & Son, Inc.
 SABMiller plc
 Sabre Airline Solutions
 Sabre Holdings
 SABRIC
 Sacmi Imola SC
 SAIC
 Samsung Global Strategy Group
 Sandoz
 Sandwell Engineering Inc.
 Sanford Airport Authority
 Sanofi Pasteur
 Sanofi-Aventis Inc.
 Sansiveri, Kimball & McNamee, LLP
 SAP, Inc.
 SAP ARGENTINA S.A.
 SAP Singapore
 Sara Lee Corporation
 Saskatchewan Organization for Heritage Languages
 Savake C.A.
 Savi Technology, Inc.
 SC Johnson
 SC Johnson & Son Columbian S.A.
 Schindler Management Ltd.
 Schlumberger Business Consulting
 Schlumberger Business Consulting France
 Schwan's Home Service, Inc.
 Schweizer Aircraft, a Sikorsky Company
 SCI Consulting Group
 Scotia Capital Canada
 Scotia Capital Mexico
 ScottMadden, Inc.
 Scotts Company LLC, The
 SeABank
 Seagate Technology LLC
 Sears Canada
 Sears Holdings Corporation
 SECOR Consulting
 Security Systems
 Sedgwick Claims Management Services
 SEI
 Semantic System Ag
 Sensation New York
 SEO London
 Sews Cabind S.p.A.
 SGH Consultores
 SGI Capital
 Shakarganj Mills Limited
 Shanghai Seeker Consulting Company
 Shanghai Sikorsky Aircraft Company
 Sharp Electronics Corporation
 Sharp HealthCare
 Shaw Communications Inc.
 Shell Canada
 Shell Chemical Company
 Shell China
 Shell Oil Company
 Shell Pakistan
 Shell Upstream Americas
 Sherwin-Williams Company
 SHL Portugal
 ShopKo Stores Inc.
 Shtrumpf Salad Bar & Grill
 SHV Gas
 Sia Conseil France
 Siegfried Group, LLP
 Siemens AG
 Sierra Atlantic
 Signs By Tomorrow
 Siliken Renewable Energy

Simflightronics Corporation
 Simon-Kucher & Partners France
 Simon-Kucher & Partners USA
 Sino-American Tianjin Smithkline
 and French Lab., Ltd.
 Sinochem Group
 Sky to Fly
 Skyworks Solutions Inc.
 Sloan Valley Dairies Ltd.
 Small Business Technology Development Center
 SMART
 SMART Business Advisory and Consulting, LLC
 Smith & Nephew Australia
 Smith & Nephew USA
 Smithfield Foods, Inc.
 Snell & Wilmer LLP
 Snelling Staffing Atlanta
 Snow Capital Management LP
 Social Enterprise Alliance
 Sociedad Agrícola Virú S.A.
 Société Générale (Canada)
 Sodexo Pass Romania
 SoftNice Inc.
 Sonata Software Ltd.
 Sonoco
 Sonoco Products Company
 Source One Management, Inc.
 Southern California Edison
 Southern California Edison, Rosemead
 Southern California Edison, Rosemead
 Southridge Investment Group LLC
 SpringBoard West Innovations
 Sprint
 SPX
 SRA International
 St. Clair Hospital
 St. Louis Blues/Scotttrade Center
 Stadler Nurseries
 Standard & Poor's Italy
 Standard & Poor's USA
 Standard Chartered Bank
 Standard Chartered Bank VN Limited
 Standard Life Canada
 Standard Life United Kingdom
 Stanford GSB Summer Institutes
 Stantec, Inc.
 Stanton Chase International
 Staples
 Star Management
 Starbucks Coffee Company
 Starbucks Coffee Company (Greece)
 Starwood Hotels & Resort
 Starwood Hotels EAME
 Starworks Packaging & Assembly (Division of DDA)
 State Farm Insurance Companies
 State of the USA (SUSA), The
 State of Wisconsin Investment Board
 State Street Global Advisors (SSgA)
 State Street Ireland
 STCR Business Systems, Inc.
 Steadyhand Investment Funds Inc.
 Steelcase Inc.
 Stern Stewart & Co.
 Stifel, Nicolaus & Company, Inc.
 Strategic Solutions Partners
 Stryker Medical (Sweden)
 Stryker Medical USA
 Stryker Spine SA
 StudentVoice
 Sun-Rype
 SunTrust Robinson Humphrey
 SUPERVALU
 Suramericana
 Swatch Group Greece S.A., The
 Swets
 Symantec
 Symvoli-InterSearch Greece
 Synesis Placement Solutions
 Syngenta
 Syngenta Crop Protection AG
 Synovate
 Synovate China
 System Connections, Inc.
 t+ Medical Americas, Inc.
 Tabisam Materiales De Construcción
 Taco Bell - YUM! Brands, Inc.
 Tallahassee Regional Airport
 Taller Digital Universidad de Alicante
 Tara Technologies
 Target Corporation
 Tata Teleservices
 Tauri Group, The
 Taylor-Dejongh
 TD Commercial Banking
 TD Securities
 TeamWork Group, Inc., The
 TechWildCatters
 Tecoloco

Tecolote Research, Inc.	U.S. Department of Agriculture's (USDA) Animal and Plant Health Inspection Service
TECOM Investments	U.S. Department of the Treasury
Telenor Pakistan	U.S. General Services Administration
Telion Solutions	U.S. Government Accountability Office (GAO)
Tellurex Corporation	U.S. Government Accountability Office (GAO)
Telus	U21Global
Telvista, Inc.	UB Group (United Spirits Ltd.)
Tencent America, LLC	UBS Australia
Tencent China	UBS USA
Tenet Healthcare	UCB S.A., Belgium
TEREX Corporation	UHY Advisors
TESCO	UHY Advisors TX, LLC
Tesoro Corporation	Ultra Electronics Maritime Systems
Teva Parenteral Medicines Inc.	UN-GURU SRL
Texas Instruments	Unicep Packaging, Inc.
Texas Instruments Canada Inc.	UniCredit Tiriac Bank
TGG Accounting	Unilever Pakistan
Thanh Nien Media Corporation	Unilever Spain
ThermoFisher	Unilever USA
Think Detroit PAL	Union Pacific
Third Horizon	United Airlines
Thomas Publishing Company LLC	United Airlines Brazil
Thrive DC	United Parcel Service of America, Inc.
ThS Lê Phi Hùng	United States Secret Service
ThuyetTrinh dot NET	United States-China Economic and Security Review Commission
Tigo	Universal Compression
Timberland PRO	Universidad de Las Américas
Time Inc.	Universite Saint-Esprit De Kaslik
Time Warner Cable, Los Angeles	University of California, Davis
TM Recruitment	University of Colorado at Boulder
Tnt Express France	University of Missouri System
Total Parco Pakistan Ltd.	University of Regina
Total S.A.	UPC Romania
Town of Banff	UPMC
Toyota Canada Inc.	Urban Pathways, Inc.
Toyota Motor Corporation	US AGBank
Toyota Motor Sales	US Airways
TransCanada	US Cellular
Transport For London (TFL)	US Department of Treasury
Transportes Sánchez Polo	US EPA
Travelers Indemnity Company	USDA Forest Service, Enterprise Program
Travelers Insurance	USI Insurance Services
TRC	USPS
TRC Solutions	UTC - Sikorsky Aircraft
Trident	UtilEquip, Inc.
Trotter Prim SRL	Utiliteam
TrueBridge Capital Partners	Value Partners
TVEyes	
Two Ships	

VanCity Group
 Vancouver Coastal Health
 Vancouver Wharves, Kinder Morgan
 Canada Terminals Limited Partnership
 Vanguard
 Varde Partners
 Vel Pitar
 Venture Strategies Innovations
 Veritas Prep, Malibu
 Verizon Telecom
 Verstegen & Fobe
 Vestas Spain
 Vestas USA
 ViaSat, Inc.
 Vic Huber Photography and Shine Art Group
 Victoria's Secret
 Victory Capital Management
 Vietcombank Operations
 Virtus Group LLP
 Virtus Partners, LLC
 VistaPrint
 Vitagarant
 VIUDA DE RAFAEL ESTEVAN GIMÉNEZ, S.L.
 VNA Home Health Care of Connecticut
 Volcom, Inc.
 Volunteer Centre Nuneaton & Bedworth
 Vulcan Materials
 W. R. Grace & Co.-Conn.
 W.W. Grainger
 Wachovia Corporation
 Wagner, Eubank and Nichols, LLP
 Walgreens
 Wal-Mart Stores, Inc.
 Walt Disney Company, The, S.A.
 Walton County Public Schools
 Ward Group, The
 Warner Brothers Entertainment
 Washington Mutual
 Washington Post, The
 Washington Trust Bank
 Washington University School of Medicine
 Weinstein & Anastasio, P.C.
 Well
 Wellington
 WellPoint
 Wells Fargo, Orange County Commercial Banking
 Wells Fargo & Company
 Wells Fargo Bank
 Wells Fargo Bank Real Estate Group
 Wells Fargo Securities
 West Coast Trust
 Western Bank
 Western Digital Corporation
 Western-Southern Life Assurance Company
 Westmont Hospitality Group
 Weyerhaeuser
 Whirlpool Corporation
 Whirlpool Europe SRL
 William Blair and Company, LLC Finance
 Williams Benator & Libby, LLP
 Williams Executive Search
 Willis Re Inc.
 Windhover Ventures LLC
 W-Industries
 Wipro India
 Wipro Technologies
 Wit Ltda.
 WolfBridge Financial Corporation
 Wolff Olins
 Wood Mackenzie
 Woodmont Golf Club
 Works International Visual Arts Society, The
 Works Society, The
 World Bank
 World Learning
 World Trade Center San Diego
 Wright Industries
 WTAS LLC
 Würth Hellas S.A.
 Wurth USA
 WVHTC Foundation
 WWSA ARTs Connection
 Wyeth
 Xerox Corporation
 Yahoo!
 Yara
 Yeo & Yeo
 Young & Rubicam
 Youth Policy Institute (YPI), The
 YRC Worldwide
 Yum! Brands
 Yura S.A.
 zConnect
 Zegna Trading
 ZS Associates China
 ZS Associates USA
 Companies listed in Russian and in Chinese:

АВТФ МЭИ

«Национальное агентство технологической поддержки
предпринимательства» (Интех)

中山市欧普照明有限公司

广州市泰盈置业顾问有限公司

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.

Authorship

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

Marina Murray, Associate Director, Applied Research, Research & Development Department, Graduate Management Admission Council (GMAC).

Acknowledgements

Dr. Lawrence M. Rudner, Vice President, Research and Development, GMAC, survey questionnaire development and manuscript review; Dr. Grady D. Bruce, Professor Emeritus, California State University-Fullerton, survey questionnaire development and manuscript review; Veronica Sinz, Research Publications Manager, GMAC, editorial review; Paula Bruggeman, Editor, GMAC, editorial services; Alla Zhavoronkova, Director of International Relations, Begin Group, translation services, school recruitment, and coordinating survey administration in the Russian Federation.

The following individuals provided expert advice and contributed to questionnaire development: Martine Plompen, Director, Knowledge and Surveys Unit, EFMD; Dr. Christophe Terrasse, Associate Director, Knowledge and Surveys Unit, EFMD; Dr. Karen O. Dowd, Executive Director, Graduate Career Services, Daniels College of Business, University of Denver; Kip Harrell, Associate Vice President, Professional and Career Development, Thunderbird School of Global Management and President, MBA Career Services Council.

Special thanks go to the following organizations for contributing to the project success:

EFMD, an international membership organization, based in Brussels, Belgium, for the expert advice of its staff, assistance with questionnaire and sample design; and efforts for increasing survey participation among business schools in Europe and worldwide.

MBA Career Services Council, an active and growing professional association for individuals in the MBA career services and recruiting professions, for the expert advice of its staff, assistance with questionnaire and sample design, and efforts for increasing survey participation among business schools in the United States and worldwide.

Begin Group, a Moscow-based independent organization committed to providing a range of services in the market of education, for facilitating survey promotion and administration in the Russian Federation.

GMAC extends sincere appreciation to business school career management professionals who made this survey happen either by generously providing contact information for their employers to help develop a sample for the study or by designating their internal resources to administer the survey.

This survey would not have been possible without the graduate business student employers that contributed both time and information to the 2010 Corporate Recruiters Survey. Their participation

in this extensive research ensures the continued availability of comprehensive statistics on the demand for business graduates.

How to Participate in the 2011 Corporate Recruiters Survey

The year 2011 will mark the 10th anniversary of GMAC's Corporate Recruiters Survey. Plan now to participate.

Career services professionals at business schools that offer graduate programs can help facilitate the survey, either by sending invitations and survey links to the employers that work with their schools or by providing GMAC with their employer contact list. Email us to research@gmac.com to secure your 2011 survey invitation.

Employers receive an invitation to the online survey either directly from GMAC or from one of the business schools where they recruit. If your company hires students from graduate business programs, we want your feedback. Email us to research@gmac.com to secure your 2011 survey invitation.

© 2010 Graduate Management Admission Council® (GMAC®). All rights reserved.

No part of this publication may be reproduced, stored in a retrieval system, distributed, or transmitted in any form by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of GMAC. For permission, contact the GMAC legal department at legal@gmac.com.

The GMAC logo is a trademark and GMAC®, GMAT®, Graduate Management Admission Council®, and Graduate Management Admission Test® are registered trademarks of the Graduate Management Admission Council in the United States and other countries. American Express® is a registered trademark of American Express Company.