



2012/13

QS TopMBA.com Jobs & Salary Trends Report

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Introduction

Since 1990 QS Intelligence Unit, in collaboration with TopMBA.com, has conducted an annual survey of MBA employers worldwide to determine trends in international salaries and recruitment. QS is proud to produce the longest established, geographically broadest and most comprehensive global review of MBA jobs and salary trends.

The 2012 International Employer Survey is more extensive than ever and presents an unrivalled overview of the world MBA recruitment market. For the purpose of this report, responses were received from 3,305 (2,157*) respondents from companies in 42 (40) countries, actively recruiting MBAs*. This represents approximately three times the response of the GMAC MBA Employer survey and approximately ten times the response level of the Businessweek MBA Employer survey.

The 2012 QS Global Employer Survey was conducted between March and July 2012.

* Comparative figures for 2011 are shown in brackets throughout the report

** QS Global Employer Survey also collects responses from companies seeking to hire Masters and undergraduate-level students. In total 25,000 employer respondents contributed to our survey and reports in 2012

Who will be interested in the survey?

This research will be of interest to all who follow the international MBA and recruitment market. It will help three groups in particular to make informed strategic decisions:

- Companies and agencies that recruit MBAs
 - National and international recruiters will find the survey useful in managing human resource policies, such as whether to determine salaries globally or locally, and whether to benchmark their salaries against peer institutions.

- Business school administrators and career services offices worldwide
 - MBA program administrators and career services professionals will find the survey valuable for providing guidance to students and managing relationships with recruiters.
- Current and future MBA graduates
 - MBAs can use the research to determine which industries and geographies to pursue in their MBA jobs search, and to help negotiate an optimum compensation package.

About the contributors

- Editor-Nunzio Quacquarelli is founder and managing director of QS Quacquarelli Symonds Ltd, publishers of TopMBA.com and organizers of QS World MBA Tour. Nunzio has an MA from University of Cambridge and an MBA from The Wharton School and has been responsible for the publication of the QS TopMBA.com Jobs & Salary Trends Report since 1990
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Methodology and scope

QS TopMBA.com Global Employer Survey, from QS Intelligence Unit, collects primary data on the state of the recruitment market and predictions of future trends from recruiters in general industry, consulting, financial services and technology.

The data includes specific analyses by sector, geography and year. Time trend analysis as well as sector and regional variations have been incorporated into this final report. QS obtains information directly from the employers who hire MBA graduates, offering a unique up-to-date insight into salary and MBA jobs trends around the world. Each respondent is designated as being responsible for MBA recruiting within his or her company, whether as a whole or in a division. They are asked to identify their geographical responsibilities, confirming whether they recruit locally, regionally or globally.

As the demand for MBAs grows around the world, it is increasingly important to differentiate between local MBA employers who seek MBAs purely from local institutions, versus employers with an international recruitment mandate seeking MBAs from a top tier of up to 200 business schools. In particular,

throughout the report, we seek to differentiate salaries offered by local versus international employers.

QS produces a separate report, QS Global 200 Business Schools Report, which identifies the most sought-after institutions among international MBA employers.

QS TopMBA.com also collects data directly from business schools which report average salaries achieved by graduating students; this data is included in section six for comparison with the data reported by employers.

QS further differentiates its research by the objectivity of its position as a third party, operating between recruiters and business schools. By virtue of long-established contacts with recruiters that share their information with QS, alongside the bank of data on MBA recruitment and remuneration built up by QS over the last 20 years, this annual report allows meaningful trends to be identified over time. QS operates the website www.global-workplace.com which provides career opportunities and networking facilities exclusively for member business schools. Over 100 business schools and 800 employers subscribe to QS Global-Workplace (and QS TopMBA Careers).

1. Summary of key MBA hiring trends in 2012

Each year, QS continues to conduct the largest survey of employers worldwide, with 3,305 MBA employer respondents contributing to this year's report from a record 25,000 respondents to our 2012 Global Employer Survey.

QS TopMBA.com Jobs and salary trends report shows an overall 12% increase in MBA job opportunities in 2012. This represents a drop from the 36% growth experienced in 2011, but still compares very favourably to the 5% decline experienced as recently as 2009, and is more in line with the long-term average growth rate of 15% per annum as reported by QS TopMBA since 1990.

The MBA qualification continues to play a central role in the battle for global economic supremacy, with companies in emerging markets fuelling worldwide growth in demand for MBAs.

MBAs = Mobile, Bright, Ambitious = Average 15% Growth in Demand Worldwide 1990-2012

1.1 .Summary of key MBA recruiting trends

By Region: This year's QS TopMBA.com report shows that across Africa, Middle East, Asia-Pacific, Latin America and North America, employer demand for MBAs has been robust in 2012. Growth in MBA demand in Europe has slowed, but not contracted.

- The Middle East has been the hottest region with growth of 21% in MBA demand in 2012 and growth of 23% forecast for 2013. Growth has centred on the recovery in the United Arab Emirates and Saudi Arabia. Parts of Africa have also reported increased demand, albeit from a relatively low base, in sectors including energy, consulting and finance.
- MBA demand continues to grow rapidly in Asia as the qualification is embraced by employers, particularly India and China, and especially in consulting and professional services, manufacturing, IT/computer services and micro-finance. Employer projections suggest that growth in MBA demand in the region is set to accelerate from 15% in 2012 to 26% in 2013. India has now overtaken the USA in terms of volume of reported MBA jobs for fresh graduates in 2012.

- Last year was a watershed as MBA jobs within Latin America became much more plentiful, and this trend is continuing, albeit at a more sustainable growth rate of 14% in 2012. Employers in the region are utilizing MBAs as a key talent pool, as companies battle to internationalize across the region. Mexico and Brazil continue to be the engines of growth in MBA demand in the region.
- Growth in MBA demand in North America remained at a respectable 16% in 2012, but employers are cautious about 2013, with forecast growth of just 2% in 2013. Though exhibiting lower growth in percentage terms than many emerging markets, the USA still remains one of the largest markets for MBA employment.

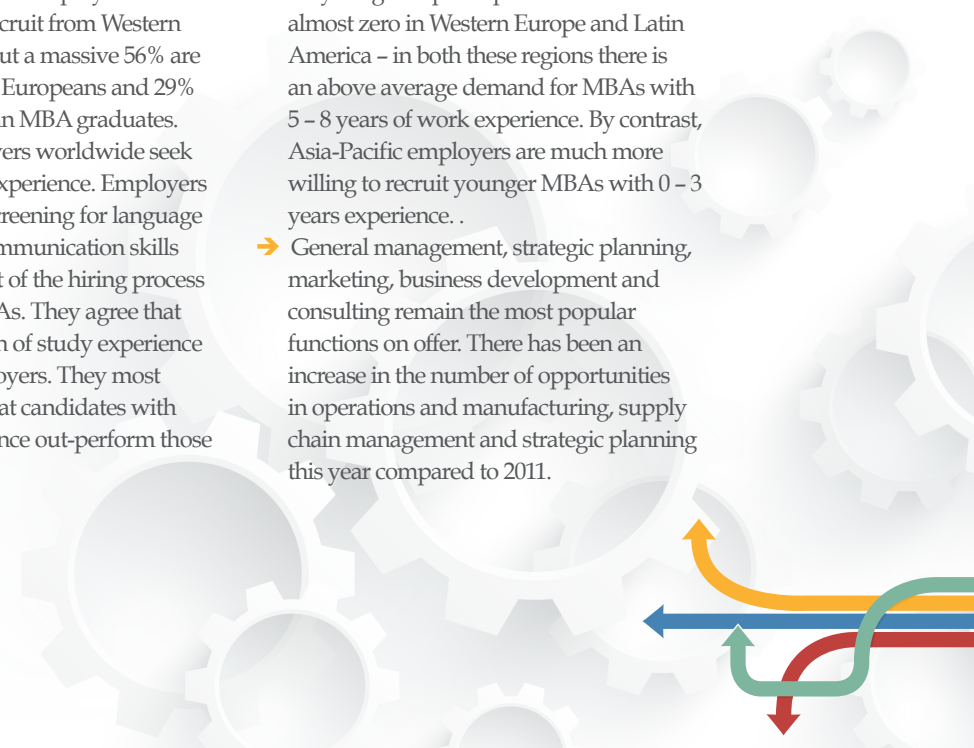
→ Despite the Eurozone crisis dominating headlines, Western and Eastern Europe still reported net growth in MBA demand of 5% and 7% respectively in 2012. There is particular demand for Chinese and other non-EU students to work in European headquartered companies seeking to expand non-EU exports. Denmark, Germany, France and the UK all reported strong demand for MBAs in the West, while Russia reported a stellar 70% growth in demand for MBAs in 2012 led by the energy and consulting sectors. However, Greece, Italy, and Ireland all reported a substantial fall-off in MBA demand as austerity measures hit local employers in particular. European employers are cautious about 2013 with forecast growth of just 2%.

By sector: With emerging markets continuing to thrive, the QS TopMBA.com reports another big jump in demand for MBA among employers across the major MBA hiring sectors.

- As we correctly forecast last year, MBA consulting jobs keep breaking record levels, with a 17% jump in demand in 2012, followed by a more modest 9% increase forecast in 2013.
- MBA demand in financial services is recovering from the 2008/9 crash. 16% growth in 2012 following similar growth last year means that MBA demand in financial services is now substantially above 2007 levels and this growth is forecast to continue.
- Demand for MBAs in the technology sectors is undergoing unprecedented growth, especially in Asia. More high technology and computer services companies are looking to MBAs to commercialize their products. A concentration of this growth is taking place in Asia, with big US employers actively hiring in the region. Though overall demand for MBAs in the technology sector only grew by 5% in 2012, employers are forecasting a stellar 27% growth in demand in 2013 – this would seem to be the place to be for new MBA graduates in 2013.
- MBA demand in general industry (consumer goods, construction, energy, manufacturing, mining, retail etc) is strong, as many local employers in emerging markets expand the overall demand for MBAs. QS TopMBA.com survey reports an 11% increase in MBA careers in general industry in 2012, with energy (28%), consumer goods (21%), metals and mining (40%) being particularly attractive sectors worldwide.
- Pharmaceuticals and healthcare companies continue to target MBA graduates, albeit in relatively small numbers and targeting only top-tier institutions. They report an 18% growth in demand in 2012, with projected growth of 18% in 2013.
- Media & entertainment, travel & hospitality were the weakest performing sectors; both showing falls in demand for MBAs in 2012.

By employer requirements: The MBA recruitment market is probably the most globally flexible recruitment market of any profession, with employers willing to embrace career changers and targeting an incredible breadth of nationalities and skill sets. Our 2012 research reveals that employers continue to seek more experienced MBA candidates, preferably with international experience, combined with strong interpersonal and 'soft' skills. It also shows that employers are increasingly willing to look internationally to find the right talent.

- In 2012, we identify that a higher proportion of MBA recruiters are recruiting on a pan-regional or global basis, rather than on a purely domestic basis.
 - Among Middle Eastern employers, 87% are targeting local or domestic MBAs, while 67% are targeting Asian MBAs and 40% are targeting North American or Western European MBAs.
 - Among Asia Pacific employers, 91% are targeting local or domestic MBAs, 39% are targeting MBAs in North America, and 29% are targeting MBAs in Western Europe.
 - Among USA and Canadian employers, 20% are targeting all regions, with 95% targeting domestic and local MBAs.
 - Latin American employers are the most locally focussed with 97% targeting their domestic and local MBAs.
 - Western European employers are most likely to recruit from Western Europe (82%), but a massive 56% are seeking Eastern Europeans and 29% are seeking Asian MBA graduates.
- 67% of MBA employers worldwide seek international study experience. Employers strongly agree that screening for language and inter-cultural communication skills are an important part of the hiring process for international MBAs. They agree that the type and duration of study experience is important to employers. They most significantly agree that candidates with international experience out-perform those without.
- Employers are, in general, satisfied with the technical skills acquired by MBA students, and this result seems to be independent of which business schools the employers recruit from – this refers to skills acquired in finance, marketing, e-business, risk management, corporate social responsibility, linguistic ability and overall academic achievement.
- Business school graduates are still not meeting expectations in terms of their soft skills: leadership, communication, interpersonal and strategic thinking skills, which are at a premium.
- For the fifth year in succession, there has been a drop in employer demand for MBAs with less than three years of experience and especially for MBAs with less than one year of work experience, attracting only 6% of employers in 2012. MBAs with three to eight years of work experience, account for 60% of MBA employer demand worldwide. Demand for young and pre-experienced MBAs is almost zero in Western Europe and Latin America – in both these regions there is an above average demand for MBAs with 5 – 8 years of work experience. By contrast, Asia-Pacific employers are much more willing to recruit younger MBAs with 0 – 3 years experience. .
- General management, strategic planning, marketing, business development and consulting remain the most popular functions on offer. There has been an increase in the number of opportunities in operations and manufacturing, supply chain management and strategic planning this year compared to 2011.



2. Summary of key MBA salary trends in 2012

MBA salaries have increased substantially in emerging markets and have been fairly stable in Western markets. QS TopMBA.com Jobs & Salary Trends Report provides the first overview of MBA compensation trends in 2012 based on our survey of 3,305 actively hiring MBA recruiters. With no evidence of MBA demand abating in emerging markets, we predict that MBA salaries are likely to jump again in 2013, providing a double-dip global recession is avoided and current growth in MBA demand in emerging markets continues.

- Total compensation offered by international employers for MBA hires increased by 20% in Asia-Pacific to \$79,000, by 19% in Middle East to \$65,400 and by 3% in Latin America to \$75,200. The increases in emerging markets can partly be explained by an increased tendency for employers to pay bonuses to MBA new hires.
- Total compensation offered by international employers in Western Europe was stable at \$103,800 and fell by 7% in Eastern Europe to \$84,300.
- Total compensation offered by international employers in North America fell very slightly by -2% to \$108,400, perhaps as these companies look further afield. By contrast compensation offered by domestic-only MBA employers in North America grew to \$110,000 (the only region where domestic employers pay more than international employers).
- The Top five countries in terms of average MBA compensation in 2012 are: Australia (\$142,700), Switzerland (\$139,400), USA (\$113,800), Japan (111,500), UK (\$107,600).
- At the elite end of the MBA hiring market we see salaries between \$110-\$150,000 as the norm. Strategy consulting firms offer salaries between US\$110-£130,000 in Europe and the USA. Among investment banks, offers range from \$100-\$150,000.
- Among all employers in Europe and North America, the highest paying sector in 2012 is pharmaceuticals & healthcare, offering an average MBA salary of \$100-\$150 (offered by both local and domestic employers). Construction and property is second this year, with salaries offered by 51 responding companies averaging \$96,500. Financial services are third, with an average salary of \$92,450. The lowest average MBA salaries are offered in utilities, law, transportation, travel & hospitality, retail and the public sector, all below \$80,000 per annum.

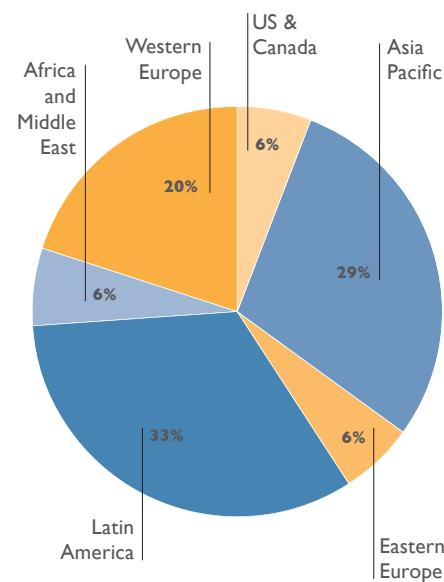
- As more employers compete in the global market for top MBA talent, we observe an equalization of MBA salaries across regions – a trend that has been on-going for over a decade.
- Western Europe and North American salaries remain very similar overall and across most industries.
- The gap between the highest international MBA salary region – North America – and the lowest – Latin America – is now only 30%, compared to 50% a decade ago.
- The gap between Western European and Eastern European salaries is now just 20%, with MBA salaries in Russia exceeding salaries in some Western economies.
- MBA salaries in Asia-Pacific and Oceania vary widely between countries. Australia and Japan are among the highest MBA salaries in the world, five times the level of MBA salaries in Thailand, South East Asia and India, where employers offer among the lowest MBA salaries in the world.
- There is a growing gap in international salaries and total compensation offered by multinational employers with a regional or global mandate to hire MBAs, compared to local employers.



3. Demographics & sample of MBA employer respondents

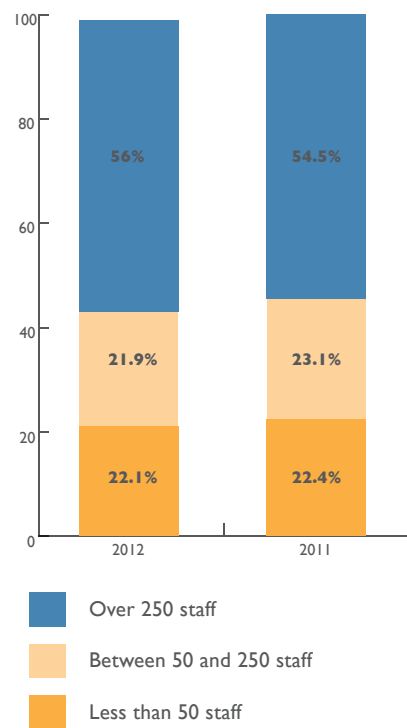
The 25,000 employers responding to the QS Global Employer Survey in our 2012 report includes 3,305 who were actively recruiting MBAs, while the remainder were recruiting only undergraduates or Masters students. All employers that responded to the survey are guaranteed confidentiality for the components of their individual responses, except for any open-ended feedback they have chosen to provide, on the value of an MBA or concerns with MBA hires.

Chart: Regional breakdown of MBA employer respondents



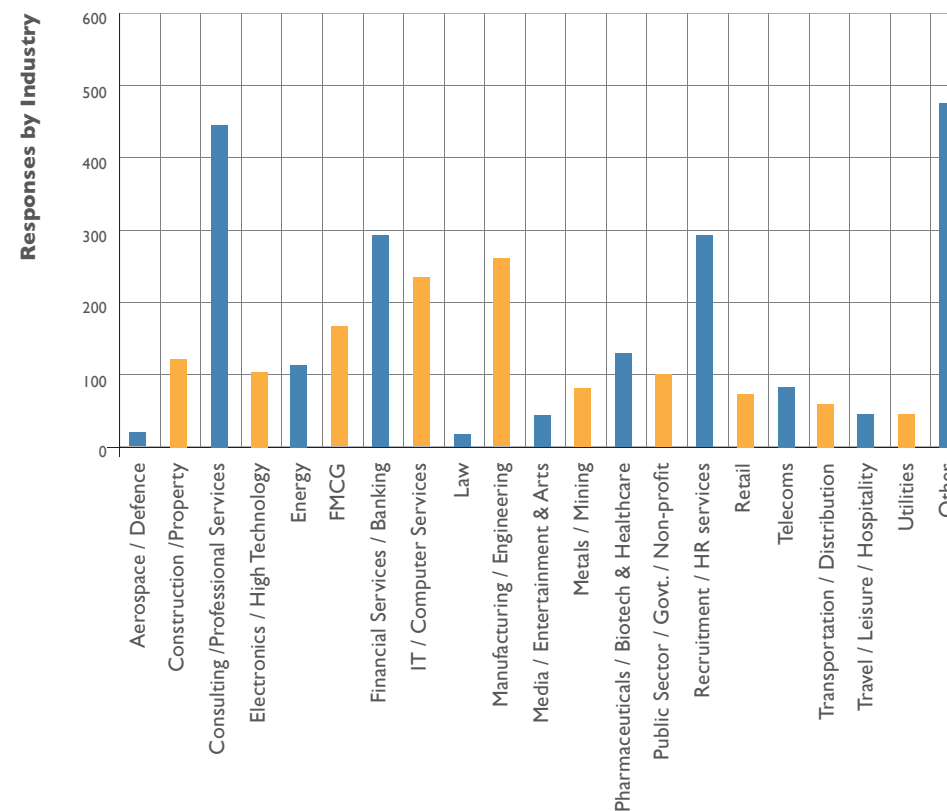
Responses were received from employers across the globe, with 20% of employer respondents based in Western Europe, 6% in North America, 29% in Asia-Pacific, 6% in Eastern Europe, 6% in Middle East and Africa, 33% (of which the majority were hiring locally) in Latin America and 2% in Australia and New Zealand. This breadth of response provides detailed insights into MBA recruiting patterns across the globe.

Chart: Employer response by size 2012



In 2012, a higher proportion of respondents worldwide were made up of large/medium sized companies with over 250 employees. It is the nature of the MBA employment market, that many small consulting firms and financial services boutiques (private equity, asset management, wealth management) hire MBAs.

Chart: Employer response by industry 2012



Consulting and professional services was the largest responding sector in 2012 as it was in 2011, reflecting the continued surge in demand in this sector. Banking and financial services was the second largest responding sector, followed by HR/recruitment services (often engaged in hiring for the banking and consulting sectors

around the world). Manufacturing, IT, FMCG and pharmaceuticals were also extremely well represented in the sample. Companies select their own industry definition and the 'other' category is made up of respondents across all sectors who felt their companies did not quite fit the narrow industry definitions provided.

Table: Sample of responding employers by region 2012

The following table gives a snapshot of some of the organizations that took part in the survey across the world, all of which were recruiting 25 or more MBAs in 2012. A more comprehensive list can be found in the Appendix at the end of this report.

	Asia	Europe	US & Canada	Latin America
Consulting	Roland Berger	AT. Kearney	Accenture	Boston Consulting Group
	Booz & Company	Fleishman-Hillard	Bain & Company	BDO International
	Colliers International	Capgemini Consulting	Monitor Group	Deloitte
	Towers Watson	Nielsen	Omnicom Group Inc.	Manpower
	Grant Thornton	Frost & Sullivan	The World Bank Group	Tata Consultancy Services
Finance	AIG	KBC Securities	Bank of Montreal	The Warranty Group
	Australia New Zealand Bank	Allianz S E	BGC Partners	ING
	DBS Bank Ltd	Barclays Capital	Black Rock	JP Morgan
	Nomura	Standard Life	Citigroup	Lloyds TSB
	Capital Eight	Deutsche Bank	GE Capital	Banco de Crédito BCP
Industry	Pfizer	Carl Zeiss AG	Bayer	AngloGold Ashanti
	Tata	Skoda Auto	CEMEX	Skanska
	ZTE	Johnson & Johnson	Comcast	Natura
	Hitachi	TNK-BP	DHL	Komatsu Cummins Ltd.
	Panasonic	BASF	Ford	Bayer S.A
Technology	LG	Novo Nordisk	General Motors	BHP Billiton
	Adobe	Honeywell	Amazon	Canon
	Dell	Intel	Apple	Huawei
	Fujitsu	Motorola	Cisco	IBM
	Toshiba Corporation	Alcatel-Lucent	EMC	Hewlett Packard
	Phillips	Atos Origin	Microsoft	Seimens
	Samsung	Avaya	SAP	Telefonica

4. Long-term trends in MBA jobs 1990-2012

Since 1990, QS has conducted the largest survey of MBA employers worldwide – the only available study of how global MBA employment demand has changed over time.

MBAs = mobile, bright, ambitious = average 15% growth in demand worldwide 1990 – 2012 (see chart)

2012 represents a return to a steady sustainable growth in MBA demand of 12% worldwide, following a stellar year of 36% growth in demand for MBAs in 2011. Despite continued storm clouds battering Western economies, it seems MBAs are playing a central role in the battle for global economic supremacy, with companies in emerging markets fuelling worldwide growth in demand for MBAs.

James Platt, a partner in charge of MBA recruiting at BCG observes: "For the last decade, we have increased MBA hiring globally. In general we hire from the top European and US business schools and we are looking to hire from more European schools as they attract better and better people from around the world."

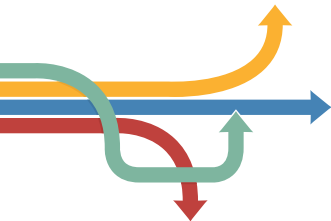
Fausto Yanez-Siller, Talent Manager at British American Tobacco -Latin America, looks for MBAs who will become "Well-rounded business managers and leaders. This is what we most value in our MBAs."

The MBA (Master of Business Administration) is a graduate management degree, which prepares professionals for management responsibility. It is one of the best-known degrees in the world, with more people taking it than any other postgraduate course. Deciding to take an MBA is a crucial step in an individual's career.

An MBA is an effective path towards a significant career change. As Graham Hastie, an MBA employment expert and previously head of career services at London Business School says: "An MBA qualification is usually effective at bringing about a change in up to two of the big variables – either in industry, function or geography – but rarely in all three." For example, without an MBA, it is almost impossible to change career to become an analyst at a leading investment bank, or a senior consultant at a top consultancy.

An MBA is also a route to career progression for aspiring business leaders. For example, it has become common for engineers and technology managers to take an MBA to help progress from a technical to a managerial position, or if already managing a team, then to reach the next step in their career.

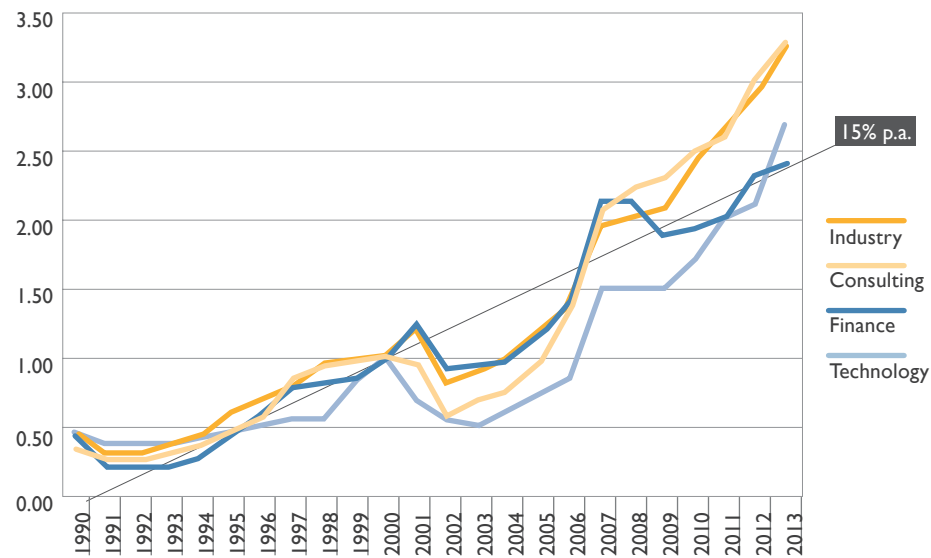
An MBA is also increasingly being seen as a facilitator for aspiring entrepreneurs. There will always be the Bill Gates and Michael Dells of this world who drop out of college only to become wildly successful. Yet ask a venture capitalist or an Angel investor what they look for in aspiring entrepreneurs and, beyond the requisite experience in the chosen field, an MBA is usually mentioned.



The chart below shows the long-term trend in MBA jobs worldwide, by sector. Since 1990 worldwide demand for MBAs has grown at an average of 15% CAGR*. This growth was spread across all the major continents and focused on graduates from all of the world's top 200 business schools, in particular. Slow growth in major economies as far apart as US and Japan took its toll from 2001-2004, and demand for MBAs fell by around 20%. From 2005-2008 we witnessed resurgence in MBA employer demand, far exceeding previous levels. The 2009 recession proved to be relatively benign for MBAs, although there was retrenchment within financial services. The upward trend in MBA demand is, if anything, accelerating in 2012.

*compound annual growth rate

Chart: Index of MBA Recruitment 1990-2013 (Year 2000 = 1)



Source: QS TopMBA.com Jobs & Salary Trends 2011/12 (www.topmba.com)

Demand for MBAs within consulting has been growing uninterrupted for the last decade and has exceeded all other sectors. As business becomes ever more global and complex, the demand for specialized consultancy skills is growing exponentially, and the MBA qualification is a key selection criteria for a sector which values generalist skills and developed critical intelligence above all else. The chart above reveals that the absolute number of MBAs hired into the consulting sector has more than trebled since 2000, and increased six-fold since 1990. This enormous expansion in MBA demand in the consulting sector simply reflects the enormous growth in this industry since 1990—consulting services are

estimated to have generated over US\$100bn in 2007, up from US\$10bn in 1990 – for which MBAs are the primary talent pool.

The chart also reveals that MBA demand in financial services has also increased dramatically, doubling between 2000 and 2007 and, following a period of retrenchment, accelerating again in 2012. Despite the ongoing effects of the financial crisis, MBA demand has remained remarkably resilient in this sector over the long term. Consulting and financial services account for 50% of MBA hires at many top business schools. However, demand in financial services is not recovering at the same pace as consulting, within developed markets.

Since the turn of the millennium, MBA demand in general industry (consumer goods, construction, energy, manufacturing, mining, retail etc) has taken off, as demand in emerging markets has accelerated. QS TopMBA.com survey reports an 11% increase in MBA careers in general industry in 2012, with energy (28%), consumer goods (21%) and metals and mining (40%) being particularly attractive sectors worldwide.

Demand for MBAs in the technology sector is undergoing unprecedented growth. Many more high technology and computer services companies are looking to MBAs to commercialize their products. A concentration of this growth is taking place in Asia, with big US employers actively hiring in the region. Though overall MBA demand within the sector grew by only 5% in 2012, employers are forecasting a stellar 27% growth in demand in 2013. This would seem to be the place to be for new MBA graduates in 2013.

Paul Danos, Dean of Tuck at Dartmouth College, explains the enduring appeal of top international MBA programs: "Demand for MBA graduates by the great businesses of the world keeps increasing. As businesses grow in complexity and scope, companies need more and more skilled and well-educated leaders."

Emerging markets are playing catch-up with the West, and many companies are recognizing that MBAs represent an important pool of managerial talent for businesses seeking to grow rapidly. There is a viral effect as well. As more MBA alumni from top business schools have returned home in recent years, as they enter the local job markets they seek to recruit other MBAs, often from their alma mater, once they assume positions that include hiring responsibility.



5. Demand for MBAs around the world in 2012/13

2012 is proving to be another good year for MBA recruitment with employers around the world stocking up with new recruits after a lull. The QS TopMBA.com Jobs Index shows an overall 12% increase in MBA job opportunities in 2012.

This year's QS TopMBA.com report shows that across Africa, Middle East, Asia-Pacific, Latin America and North America, MBA demand has been robust in 2012 across most major industries.

Western and Eastern Europe have been the underperformers in 2012, but have still reported overall demand growth – impressive when the turmoil that has affected financial markets in the region is taken into consideration.

The table below shows the percentage increase (or decrease) in numbers of MBA job opportunities reported by employers in 2012 compared to 2011, by region and their expectation for 2013. As mentioned, Middle Eastern employers report the most rapid growth: a 21% increase in MBA job opportunities which continues with 23% growth forecast for 2013. Asian employers report a 15% increase this year and acceleration to 26% growth in 2013.

In Asia, the report points to a continuation of a 2011 trend, as companies, and not necessarily multinationals, recruit larger numbers of MBAs. As Professor Tom Robertson, dean of The Wharton School, says: "It is abundantly clear that the emerging worldwide economy is now vibrant with possibility for Asian businesses."

The positive news is that the developed economies of North America and Western Europe are also growing this year, with MBA demand increasing 16% and 5% respectively. It is clear, however, that employers in these regions are becoming cautious about the impact of financial turbulence and government austerity policies, and growth in both regions is forecast to slow to just 2% in 2013.

Table: Percentage increase in MBA jobs by region

Region	2011/12	2012/13
Africa & Middle East	+21%	+23%
Asia Pacific	+15%	+26%
Eastern Europe	+7%	+4%
Latin America	+14%	+9%
US & Canada	+16%	+2%
Western Europe	+5%	+2%

Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

The surge in employer demand in emerging markets has inevitably brought about a change in behavior of international MBA students. A few years ago, an international MBA was a route to a new life in the USA, Canada or Western Europe. In 2012, an international MBA is as much about learning international business practices and creating a network which can be a powerful career advantage for MBAs seeking to exploit the rapid growth of China, South East Asia, Latin America, Middle East and other emerging economies.

Mauro Guillen, dean of the Lauder Institute at Wharton, points out: "A higher percentage, perhaps as many as two out of every three international students, are returning to work in their home countries, or in emerging markets, rather than staying in the USA."

The table below shows the percentage increase in the number of MBA jobs reported by employers in 2012 compared to 2011, for the top ten countries by volume of MBA hiring. The trends reported reflect the hiring patterns of the responding companies, year on year. The table provides a good indication of changes in MBA demand given the large overall sample of respondents to QS' survey in each of these countries.

Top countries for MBA recruitment ranked

Rank by # of reported MBA opportunities 2012	Rank by # of reported MBA opportunities 2011	Country	MBA demand growth 2011/12	MBA demand growth 2012/13
1	1	India	16%	29%
2	2	United States	16%	2%
3	3	United Kingdom	14%	4%
4	6	Sout Korea	30%	20%
5	5	China	20%	35%
6	7	Mexico	28%	8%
7	4	Argentina	6%	10%
8	11	Brazil	22%	16%
9	8	Germany	16%	1%
10	10	Japan	15%	17%

Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

Indian employers reported more MBA job opportunities in 2011 and 2012 than the United States, with one financial services company in India reporting over 7000 MBA job opportunities this year. In India, MBAs are paid far less, on average, than in the West, yet their salaries still compare very favourably with less qualified local managers. The tendency for IT outsourcing and technology companies to recruit MBAs in large numbers is continuing across India.

Marina Garcia of ICICI Bank in India says the attraction of MBAs to her company is the "Ability to think logically, communicate sequentially and clearly, use of right expressions, strong foundation in areas of specialization, general business world awareness, an attitude towards learning and above all strong in morals and ethics."

Banks in China, Japan, Singapore and India are recruiting a large number of MBAs. China seems to be maturing as an MBA hiring market, with plentiful opportunities in the professional services and consulting sectors, although these numbers are now growing more slowly than some other sectors. The electronics/high-tech sector is also recruiting MBAs in abundance in China at present.

The UK and Germany are the only European countries to feature in this top 10 list, a dramatic change from a decade ago when the same list would certainly have featured France and Spain. The UK shows a continued commitment to MBA hiring, which reflects the dominance of the service sector in the UK economy, as well as the sensitivity of MBA hiring to the sector's performance. Yet banking, which remains at the heart of the UK economy, remains fairly subdued in terms of MBA hiring. Germany is quite different from the UK in terms of the profile of companies hiring MBAs. Technology, engineering and software companies sit alongside consulting firms as the major MBA employers.

Latin America has been a relatively inactive region for MBA recruitment, with most Latin American MBAs choosing to study and work abroad in Europe or North America, but this year's survey suggests this is changing, as both multinationals and local employers are more actively targeting MBA hires for the region. Because of the need for internationally minded leaders, Latin American companies are now reaching out to US, Spanish and other European schools to pick up talented local students who have chosen to study overseas.

The business cycle plays a major part in the short-term trends in MBA hiring, with local demand patterns fluctuating quite rapidly.

5.1.1. MBA jobs trends in US & Canada

As predicted last year, MBA demand in North America slowed to a still-respectable 16% growth in 2012, but employers are cautious about 2013, with forecast growth of just 2%. The USA remains one of the largest markets for MBA employment.

Projected increases in MBA recruitment levels

	2011/12	2012/13
US & Canada	+16%	+2%

A partial economic recovery, the stabilization of the financial services, the recovery of some manufacturing industries and the appearance of new mid-sized MBA employers on campus, have all contributed to the growth. Look for increased, yet still uncertain, upward trending in MBA recruiting in the 2013 academic year, with the technology sectors leading the way.

Ian Lynes, manager of QS Global-Workplace says "Traditional big MBA employers have recovered from the drought in 2008/9. We are now seeing a pickup in financial services recruitment in the US, and the technology sector is vibrant".

In North America there is still a surplus of applicants compared to places at schools, making gaining entry to traditional top schools highly competitive. This is also encouraging good candidates to look overseas or at non-traditional distance, part-time and one-year full-time MBA programs, many of which are yielding good career outcomes.

Internship programs – still the favourite screening mechanism of MBA recruiters – have been a popular first step for companies testing the MBA recruitment market, and this year saw the birth of several. We expect a steady increase in the number of internship opportunities as the 'try before you buy' trend continues at major companies.

Recovery in financial services has been much slower than expected as firms climb out of debt. Hiring through contract assignments has been a popular and safe way for firms to pull in expertise and retain the flexibility they require on their balance sheets. Early in the 2009-2010 recruiting season there was some concern among MBA recruiters in financial services that the economic crisis had damaged the industry's employment brand enough to negatively impact candidate yield on campus. However, indications are that the impact has been minimal. Student interest in financial services remains strong.

Look for the pharmaceutical industry – a traditional destination for a significant number of MBAs – to continue recovery in 2013, with perhaps an increase in campus presence from smaller and less familiar firms. Some of the larger players have increased their MBA hiring considerably in 2012.

"We've taken the approach that MBA recruitment is an important part of building a talent pipeline... Our sense is that companies will continue to recruit on campus so that when the economy improves and MBA recruitment increases once again, they don't have to regain their footing," says Jodi Goldman, head of MBA recruitment at Pfizer.

5.1.2. MBA jobs trends in Latin America

Last year was a watershed as MBA jobs within Latin America became much more plentiful. This trend is continuing, albeit at more sustainable growth rate of 14% in 2012. Employers in the region are utilizing MBAs as a key talent pool as companies battle to internationalize across the region. Mexico and Brazil continue to be the engines of MBA growth in the region.

Projected increases in MBA recruitment levels

	2011/12	2012/13
Latin America	+14%	+9%

The QS TopMBA.com Employer Survey reveals a 28% increase in MBA demand in Mexico, a 13% uplift in MBA jobs in Brazil, and a 26% increase in MBA jobs in Venezuela.

Claudia Vila of L'Oreal, Mexico explains why her global luxury goods company seeks MBAs in Latin America "We look for MBAs because they can bring analytical skills, innovation, strategic thinking, someone who deals effectively with all races, cultures, ages. Someone who has the functional and technical knowledge and skills to do the job. Someone who is good at bringing the creative ideas of others."

Sandra Shwarzer, of INSEAD career service, has reported a big increase in job opportunities for INSEAD MBAs in South America in the last few years. Jose Antonio Cruzado, regional director for QS TopMBA.com in Latin America, states: “Brazil is experiencing dynamic economic growth and increased demand for MBAs. Brazil is also the engine of Latin America at present, with connected economies, especially Peru, booming from the regional growth in demand. Another factor in the region is China’s quest for raw materials, resulting in a growing demand for Chinese-speaking MBAs across Latin America.

In the past, Latin America has been a relatively inactive region for MBA recruitment, with most Latin American MBAs choosing to study and work abroad in Europe or North America. This year’s survey suggests this is changing as both multinationals and local employers are more actively targeting MBA hires for the region. Because of the need for internationally minded leaders, Latin American companies are now reaching out to US, Spanish and other European schools to pick up the talented local MBAs studying overseas.

Mexico and Argentina are being used as a base for multinational companies to grow their Latin American operations. In Mexico, MBA hiring is spread broadly, but with a big impact from North American headquartered automotive, pharmaceutical and industrial holding companies. Mexico is by far the largest MBA recruitment market still in Latin America, and has grown dramatically since 2010, with over 70 companies reporting active MBA recruiting plans in 2012.

Alejandra Herrera of Asturer in Mexico says companies are beginning to hire more MBAs because they can offer “great potential to grow into leaders within the organization” as Mexico moves further away from the family business model.

Professional service companies like Ernst & Young, Deloitte, KPMG, Accenture and IBM all report big jumps in MBA hiring throughout Latin America, with the biggest increases in Argentina. The attractions of Buenos Aires seem to be a factor for these professional service companies.

“We are seeing a region-wide improvement” William Davilla of IE Business School.

Many European banks now own the major Latin American banks and they actively recruit MBAs, as do consultancies and major industrial companies. The biggest such recruiters are BBVA and Banco Santander, which have emerged as regional banking leaders in Latin America, though HSBC is not far behind.

5.1.3. MBA jobs trends in Western Europe

Despite the Eurozone crisis dominating headlines, Western Europe still reported net growth in MBA demand of 5% in 2012. Denmark, Germany, France and the UK all reported strong demand for MBAs. However, Italy, Greece and Ireland reported a substantial fall-off in MBA demand as austerity measures hit local employers in particular.

The slow return to pre-recession hiring rates among the big banks should not disguise the health of other sectors and the particular vibrancy of the consulting sector within the region. Denmark reported a 19% uplift in MBA demand in 2012, followed by Germany at 16%. The UK growth rate of 5% was slower than previous years.

Projected increases in MBA recruitment levels

	2011/12	2012/13
Western Europe	+5%	+2%

Career Service officers at business schools in Europe are cautious about the outlook in the region and report seeing European MBA graduates heading out to Asia and Middle East in greater numbers.

One source of growth in Europe is bi-lingual Chinese-European language speakers. Europe gradually has to acclimatize to Chinese investment in European business and China is also becoming a major market for European exports. As a result, future business leaders with experience of both China and Europe are rapidly increasing in demand among recruiters.

“We do see increased interest in hiring Chinese MBAs and international MBAs who speak the major Chinese languages,” reports Vinika D Rao, head of Asia at INSEAD business school’s career services, which has campuses in France and Singapore where MBA students study.

“Currently, the focus continues to be primarily on China, Hong Kong and other Asia-based positions. However, as Chinese investment in Europe grows, we anticipate increased interest in hiring bilingual MBAs who can communicate effectively and adapt comfortably to both the site office in Europe and the HQ in China.”

Ursula Schwarzmann, staffing manager at GE Energy Europe says, “We are experiencing a very dynamic hiring trend. We hire employees in almost all European countries, with an emphasis on nine main countries: Austria, France, Germany, Hungary, Italy, Norway, Poland, Russia, and the UK. Typically 15-20% of all new hires are for entry-level positions (MBA or Masters).”

The UK market has been helped by ongoing strong demand in the consultancy sector. James Platt, a partner in charge of MBA recruiting at BCG observes: “In general we hire from the top European and US business schools and we are looking to hire from more European and UK schools in particular, as they attract better and better people from around the world.”

2012 has seen some improvement in MBA hiring within financial services. The financial centres of London and Frankfurt are recovering and bank profits begin to pick up once again, but MBA hiring is still restrained. The threat

of increased government austerity measures, regulation and banking reform seems to be a major cause of these conservative hiring policies. HSBC is among the banks which are upgrading their MBA hiring targets. Many European banks have strengthened their capital/asset ratios and are now highly liquid and looking for talented traders to make good use of all the cheap government money available in the system.

Susan Haddon of Merrill Lynch in London, states: "MBAs bring a diverse skill-set to the organization from their studies and previous work experience. Furthermore they provide us with languages that are required in individual business areas and teams, and tend to be more business conscious. MBAs are very focused on their next career step and are very thorough in their approach to working for the right organization."

A sample of over 50 companies in Germany indicated a 16% rise in MBA demand in 2012. The German economy is usually the engine of MBA demand in Western Europe. Strong demand for German goods in Asia in particular, has fuelled a demand for Asian MBAs to join German companies. Likewise, many service companies are desperate to recruit German MBAs to serve their successful German clients.

Demand for MBAs in France improved in 2012 as companies seek fresh talent to help them emerge from difficult trading conditions. A sample of over 40 companies in France

indicated a 15% rise in MBA demand in 2012. However, some French employers remain more sceptical about MBAs. Tamsin O'Bryen of Sodexo says, "While the level of learning of MBAs is good and gives a strong insight into the organization, I think MBA schools need to be more careful in managing their students' expectations. A lot believe that the certificate makes them a natural leader but that is not the case all of the time. An MBA doesn't act like a magic wand"

Greece, perhaps not surprisingly showed a decline in MBA demand, following the government's austerity measures. Italy and Ireland also showed a fall in MBA demand in 2012 for the second year in succession. Ireland and Italy have been sluggish for the past two years, but they both have a growing number of financial companies regularly recruiting MBAs, as well as an expanding consulting industry.

Dominique D'Arcy of Manchester Business School states, "increasingly the MBA is becoming the mainstream qualification for recruiters in many Western European countries, as has been the case in the USA for many years." She adds: "strategy consultants are recruiting actively every year, and they have been joined by the professional service companies like KPMG, E&Y and Deloitte—all of which are targeting MBA recruiting. Many industrial, technology and telecoms companies have been enticed into the MBA market in the last five years, and they have enlarged the total pool of MBA employers compared to the pre-dotcom era."

5.1.4. MBA jobs trends in Eastern Europe

Eastern Europe has been the slowest growth region in the world over the past five years, but reports a 7% increase in MBA demand in 2012. This figure is helped by strong growth in Russia which reported a stellar 70% growth in demand this year. Romania also reported growth in demand in 2012, with several multinationals hiring MBAs for outsourcing operations in the country. This improvement has been offset by falling demand in Hungary, Czech Republic, and Poland.

Projected increases in MBA recruitment levels -

	2011/12	2012/13
Eastern Europe	+7%	+4%

Russia has sustained strong growth in MBA demand throughout the recent global financial crisis, fuelled by the energy boom and expansion of their financial services sector. This growth has resumed in 2012 after a lull in 2011.

Elizaveta Komolova, an HR Consultant with Morgan Hunt in Moscow says Russian companies "Are looking to hire more and more MBAs compared to recent years. An MBA is becoming a default attribute of a successful manager." Komolova adds "MBAs in Russia are expected to be more practice-orientated, have more structured knowledge and a broad business network. MBAs are known for their ability to think long term and use their business contacts for the best."

Katya Rudelson, Egon Zehnder International, Moscow believes MBAs are seen by some Russian employers as the less risky option when hiring at a senior level: "As the market matures, there is increased expectation that Russian MBAs can create value for their companies and that having an MBA is a proxy for having a certain outlook, training and business approach, thus it appears to reduce the risk of a hiring mistake on the part of the employer. However, outside consulting and banking as well as select industry companies that have MBA graduate management development programs, it is too early to say that Russian companies are massively recruiting MBAs."

There are also many consultants in finance gravitating towards Russia.

Aleksey Elizarov of LC Community Consulting in Moscow says, "The basic motive for choosing MBAs is [a young professional's] readiness to answer strategic questions for our clients."

Kazakhstan and Azerbaijan are oil economies that are encouraging their local young professionals to study for an MBA. Strong demand in energy and finance resulted in a 65% uplift in MBA demand in Kazakhstan in 2010 and a small increase in 2011, though this has slowed in 2012. Central governments are also encouraging state-backed companies to recruit more MBAs, both locally and internationally.

Good Czech or Hungarian candidates are highly sought after, but mainly outside their home country with demand locally showing a decline in 2012. As mentioned, Romania has a growing domestic demand for MBAs, and increasingly EU recruiters are hiring Romanian candidates who now hold EU citizenship. By contrast Bulgaria continued to report a small drop in MBA demand in 2012, as the country continues to be affected by government austerity measures in Greece.

5.1.5. MBA jobs trends in Asia-Pacific

This year's survey shows that across Asia employers are continuing to embrace MBAs as they pursue global expansion. The MBA is increasingly in vogue throughout the region. Asian candidates are among the highest GMAT scorers in the world, and are focused on developing excellent technical skills often at the expense of integrating fully in the social aspects of the MBA. But Asian recruiters are looking for ambitious, well-rounded MBAs.

Amy Low of Visa International in Singapore says, "MBAs bring intellect, a fresh approach and strong determination to excel in their delivery."

Yonsik Kim, Staffing Manager at ASE Group in South Korea says they look for MBAs for their "multi-lingual, strategic management skills."

Projected increases in MBA recruitment levels -

	2011/12	2012/13
Asia Pacific	+15%	+26%

This year's survey results clearly reflect the emergence of a greater number of Asian companies seeking MBAs, representing over a quarter of total respondents. Some employers are willing to hire from local business schools at relatively low salary levels, while other Asian employers remain fully committed to hiring from top North American, European and Australian business schools and are often willing to pay the higher salaries expected by their graduates, with a slight 'cost of living' adjustment. The rise of an elite cadre of Asian business schools is underway, but will probably take another ten years to be fully established.

MBA demand continues to expand in Asia as the qualification is embraced by employers, and particularly India and China, especially in consulting and professional services, manufacturing, IT/computer services and micro-finance. Employer projections suggest that growth in MBA demand in the region is set to accelerate from 15% in 2012 to 26% in 2013.

For the last few years, the really hot MBA market has been India, which has experienced an explosion in employer demand: up 43% in 2010, 57% in 2011 and 16% in 2012, with an astonishing 29% growth forecast for 2013. India has now overtaken the USA in terms of volume

of reported MBA jobs for fresh graduates in 2012. But among the many Indian companies which responded to the QS Employer Survey, there are several distinct groupings. While multinational employers still have a strong preference for recruiting MBA graduates from international business schools, local companies concentrate on locally educated MBAs. The majority of Indian employers are actively looking to recruit from local business schools like the IIMs and Indian School of Business, among others. Other local Indian companies that are looking for MBAs without work experience, as an alternative to bachelor's graduates, are offering salaries below US\$30,000, and these employers have been excluded from the results of the survey.

Demand for MBAs in China is also strong, up 20% in 2012 and forecast 35% growth in 2013, for the sample of responding employers. Demand is so strong that the Municipality of Shanghai has funded the launch of its own local business school - Shanghai Advanced Centre for Finance - to compete with other local schools like CEIBS and Cheung Kong Business School. Employers in China could not find enough Chinese MBAs returning from US and European business schools, spurring the local government into action.

Edward Hyun, VP Strategic Relationship Management for American Express Global Network Services Asia, continues to report strong demand for international MBA hiring to meet pipeline leadership needs throughout the Asia region. He comments: "MBAs bring the maturity, business and cultural awareness as well as the leadership skills to take our company forward. Even during difficult economic conditions we remain committed to our MBA hiring program, not just in Asia but around the world."

South Korea is joining the MBA party in Asia. Fuelled by big multinationals like Samsung, LG and Hyundai, South Korea reports 26% growth in MBA demand in 2012 and a further 20% increase projected for 2013.

Japan is a mature MBA market, with a long tradition of companies sponsoring students to study at Western business schools. Yet here too we see dynamism, with 22% growth in 2012 and 17% forecast for 2013.

T Takenouchi of Copernicus Associates in Japan says, "Japanese companies favour MBA holders who have an international perspective, strong interpersonal skills, as well as a good understanding of marketing, finance or strategic planning."

5.1.6. MBA jobs trends in Middle East & Africa

The Middle East has been the hottest region, with growth of 21% in MBA demand in 2012 and 23% forecast for 2013. Growth has centred on the recovery in the United Arab Emirates and Saudi Arabia, but parts of Africa have also reported increased demand, albeit from a relatively low base, in sectors including energy, consulting and finance.

Murali Krishnan, Head of HR, Byrne Investments in Dubai, says the biggest constraint on more MBAs coming to the Middle East is their "Willingness and ability to relocate to the Middle East."

Projected increases in MBA recruitment levels

	2011/12	2012/13
Africa & Middle East	+21%	+23%

Dr Abdulkader Alfantooh, vice-minister of higher education in Saudi Arabia says, "We are still in the early stages of becoming a knowledge economy, but Saudi Arabia is investing in scholarships for 40,000 students a year to study undergraduate, masters and MBA degrees overseas, and we expect them to bring their knowledge back to companies within Saudi."

Employers report a 29% increase in MBA demand in 2012, with a 21% increase forecast for 2013, led by energy and financial services companies - Saudi Aramco is the largest MBA employer in the region. The UAE seems to be on the path to recovery, also showing a 57% jump in MBA demand led by banking, energy and IT companies with offices in the UAE. Banks like Standard Chartered are basing many of their global back office operations in Dubai.

By contrast, MBA demand in Africa, except for a few multinationals hiring in the region, remains subdued. Meryll Folb of Standard Bank of South Africa observes, "Salary is a big barrier for African employers."

5.2. MBA jobs by sector in 2012 and forecast for 2013

As predicted last year, this year's QS TopMBA.com report shows growth in MBA job opportunities in 2012, continuing at a slower pace into 2013 across the major MBA hiring sectors. Modest increases in Western markets are compensated by strong growth in emerging markets.

MBA demand in consulting has risen by 16% (28%) in 2012, slowing to a forecast increase of 9% in 2013.

Financial services won't be far behind with a 16% actual increase in 2012, but a much slower forecast increase of just 3% in 2013.

Demand for MBAs in the technology sectors is mixed; IT/computer services record a 12% jump in MBA jobs this year and electronics/

high tech reports a 5% increase. However, the projections for 2013 in technology are very positive. IT/computer services (37%), electronics/high tech (22%), and telecoms (21%) are all set to grow markedly.

Industry and manufacturing also exhibit strong MBA demand, especially in emerging markets. Worldwide, the TopMBA.com survey shows 13% growth in manufacturing, 21% in FMCG, 28% in energy and 40% in metals and mining.

Table: Growth in MBA demand by industry sector worldwide 2011/2012 and forecast 2012/13

Worldwide	Share (%) MBA Jobs 2012	Growth 2011/12	Growth 2012/13
Aerospace / Defence	1%	4%	7%
Construction / Property	2%	10%	1%
Consulting / Professional Services	12%	16%	9%
Electronics / High Technology	5%	5%	22%
Energy	3%	28%	22%
FMCG	1%	21%	10%
Financial Services / Banking	26%	16%	3%
IT / Computer Services	9%	12%	37%
Law	1%	37%	51%
Manufacturing / Engineering	5%	13%	4%
Media / Entertainment & Arts	1%	-14%	-4%
Metals / Mining	1%	40%	-1%
Pharmaceuticals & Healthcare	4%	19%	18%
Public Sector / Govt. / Non-profit	1%	24%	11%
Recruitment / HR services	13%	33%	25%
Retail	1%	18%	29%
Telecoms	6%	-3%	21%
Transportation / Distribution	2%	23%	12%
Travel / Leisure / Hospitality	1%	-41%	4%
Utilities	0%	-8%	11%
Other	6%	0%	12%

Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

5.2.1. MBA jobs in consulting

MBA jobs in consulting are forecast to be return to record levels, with a 16% jump in demand in 2012 (exactly in line with predictions in our report last year), followed by a further 9% forecast in 2013.

Consulting	2012/2011	2012/13
Africa & Middle East	44%	33%
Asia Pacific	16%	12%
Eastern Europe	17%	17%
Latin America	16%	25%
US & Canada	18%	9%
Western Europe	15%	9%
Worldwide	16%	9%

“The great thing about an MBA education is the tool kit it provides. Quality MBAs could not be better matched to the needs of the consulting industry. We can draw upon the full range of their knowledge as we allocate them to different types of client assignments. They have the knowledge and confidence to hit the ground running, utilising both their hard skills and their well-developed interpersonal skills, which are so important in our client facing business.” says James Platt, partner in charge of MBA hiring at Boston Consulting Group in London.

Platt confirms “We have been growing at double-digit rates since 2003 and we expect that to continue for the foreseeable future. We expect companies to continue to require organizational change as a result of the recession and then strategic support as they enter the recovery phase. The constraint on our growth will be our ability to hire good people of the right quality. MBAs will continue to be crucial to our growth.”

Responses to the QS TopMBA.com Employer Survey suggest that larger strategy consulting recruiters continue to defy the economic climate and to seek many fresh MBA graduates each year. In addition, the professional services, technology and outsourcing firms are re-staffing their strategy departments. Deloitte, KPMG, Ernst & Young and Cap Gemini are all actively expanding their business advisory/consultancy divisions. There has been a massive expansion of hiring by these companies in emerging markets, with thousands of MBAs being hired into regional hub offices in Argentina, Brazil, China and India, as well as consistent recruitment within the western economies.

The consulting industry has grown at a phenomenal rate for the last 20 years, becoming a US\$100 billion industry. Normally cyclical by nature, the consulting industry has defied the credit crunch and continued to grow.

Employer responses reveal that consulting firms have overcome the caution of the last few years and are now expecting MBA demand to grow significantly, with fears of a double dip recession seemingly reduced.

QS Global-Workplace (www.global-workplace.com), the career platform for global professionals, including the community for 100 top business schools around the world, has seen the number of jobs listed on its site grow throughout the past three years. Mike Holmes from Global-Workplace says, "Typically, over 1,000 consulting jobs are listed on the site each year, though 2012 is slightly down on 2011. Consulting MBA job listings feature all the major consulting firms as well as many smaller firms."

Virtually all of the leading firms are hiring MBAs. In particular, the big strategy players

5.2.2. MBA jobs in financial services

MBA demand in financial services is recovering from the 2008/9 crash. 16% growth in 2012 following similar growth last year means that MBA demand in financial services is now substantially above 2007 levels and this growth is forecast to continue.

Financial services firms have recovered quickly from the credit crunch, as banks take advantage of the increased availability of cheap capital. However, the large hiring volumes are concentrated in emerging markets, with much more modest growth in MBA hiring in developed economies, which are affected by the prospect of banking reforms and sovereign debt issues. Once their position in relation to these issues is clarified, it is likely that banks in developed economies will significantly upgrade their MBA hiring to make up for the five years of cautious recruiting, which could result in a hiring boom. However, employers remain cautious and the outlook for 2013 MBA hiring is for only slight growth overall and no growth in North America or Western Europe.

like McKinsey, BCG, Accenture, Bain, and Booz are recruiting actively. Accenture and IBM Consulting are large players in outsource consulting projects and expect continued growth in this activity as companies look to reduce costs. For this type of consulting,

Sej Butler of IBM UK looks for "specific pre-MBA skills—either deep industry and process knowledge or knowledge of solution areas."

There are also a growing number of small specialist consultancies looking to hire MBAs. Chris Lavin of Sierra Systems, Canada finds MBAs the perfect talent pool: "They have a strong management toolkit that is the basis for good management consulting, and maturity and analytical skills to interact with senior clients." Many such firms are using search agencies, or web services such as www.global-workplace.com, rather than visiting schools.

Financial Services	2012/2011		2012/13	
Africa & Middle East	23%		19%	
Asia Pacific	7%		15%	
Eastern Europe	21%		8%	
Latin America	22%		21%	
US & Canada	22%		9%	
Western Europe	3%		9%	
Worldwide	18%		9%	

Almost all major investment banks actively recruit MBAs. The credit crunch caused huge cut-backs in MBA hiring among some banks, especially CitiGroup and Bank of America, which received the largest US government bailouts. Despite redundancies among experienced bankers, entry-level recruitment remained steady in most other banks throughout the credit crisis.

Demand for MBAs collapsed during 2001-2003. Goldman Sachs, Morgan Stanley and others cut MBA hiring by up to 80% in some offices. 2009 was completely different, with many banks hiring actively.

Diane Morgan of London Business School believes that "banks are taking a longer-term view of their MBA hiring. Several of them made the mistake of cutting back in 2002 and were left with a big gap in talent when the markets picked up."

Employers and students are backing-up this viewpoint. Sarah Thomas, head of MBA Recruitment at Standard Chartered says "MBA hires are critical to building our leadership". Those banks most exposed to Asia, Russia and Brazil are continuing to perform well. Belinda Regan of Fidelity International prioritises MBA hiring because of "intensive training from business schools and the fact that candidates are usually very motivated to commence a new career."

So what turns a bright new business school graduate into a successful banker? According to Angela Cassidy, a recruiter at Deutsche Bank, her firm looks for "high achievers who are both focused and motivated and who can demonstrate a good understanding of our industry. We also want people who are bright and energetic and not afraid of working hard. We don't just look at what an individual has achieved in the workplace, but also take into account what they have been doing outside their academic activities."

Most people associate investment banking with mergers and acquisitions, but most of the top banks look to recruit MBAs into global markets (sales and trading securities, fixed income and derivatives), managing assets, structured finance, corporate finance and increasingly on-and-off balance sheet hedge funds. There are also many back office positions in risk, financial control and technology.

According to Dr Taylor, Professor of finance at Cambridge's Judge Business School, the areas which were hit hardest in 2008/9 are bouncing back. These include M&A, private equity and asset management. Market risk and compliance departments may see increased MBA hiring as banks seek greater security and control of risky investment classes. In fact, an overall emphasis on compliance experience may be spreading throughout the financial services industry. Dennis Nason, CEO of Nason & Nason, an executive search firm specializing in the financial services industry says, "[Financial services recruiters] want to see others who have been in a controlled environment, where they are used to following rules and being in compliance."

Opportunities in credit derivatives, which expanded to US\$ trillions in value in recent years and are the source of current problems, are likely to continue to see cutbacks. It is not just banks which recruit MBAs into financial services. GE Capital is now one of the biggest recruiters of MBAs worldwide. American Express is also emerging as a major player. Insurance steadily hires MBAs. In the US there are a number of insurance companies that recruit ten or more MBAs each year such as AIG, Travellers (part of Citigroup), CIGNA and Liberty Mutual.

A new feature in recent years has been the entrance of hedge funds, private equity and venture capital houses into MBA recruiting in significant numbers. In the past they have focused on more experienced MBA alumni recruited through a network. Today, they are recognizing the need to recruit younger MBA graduates to meet the growing market opportunities.

Dr Taylor remains convinced that "the prospect is for strong long-term growth in financial services and for MBA career opportunities, once the current market uncertainty passes."

5.2.3. MBA jobs in technology

Demand for MBAs in the technology sectors is forecast for unprecedented growth. A growing number of high technology and computer services companies are looking to MBAs to commercialize their products. A concentration of this growth is taking place in Asia with big US employers actively hiring in the region. Though overall technology demand only grew by 5% in 2012, employers are forecasting a substantial 27% growth in demand in 2013. This would seem to be the place to be for new MBA graduates in 2013, with particularly strong growth in Asia, Middle East and North America.

Technology		
	2012/2011	2012/13
Africa & Middle East	20%	38%
Asia Pacific	9%	38%
Eastern Europe	9%	7%
Latin America	9%	9%
US & Canada	9%	16%
Western Europe	8%	9%
Worldwide	9%	27%

Apple is now the most successful high tech company in the world and, along with Microsoft and Oracle, is undertaking an MBA hiring drive, recruiting into finance, sales, marketing and product management. Chloe Chometon of Oracle Ireland looks for MBAs with *“International exposure [and] structured thinking.”*

Tom Kozicki, Director of Career Services at UC Irvine says *“the high tech corridor on the west coast remains vibrant”.*

The web is attracting MBAs, with household names like Google and eBay snapping up entrepreneurially minded graduates. Staffing programs director Judy Gilbert says Google is *“still looking for risk-takers – that means having a start-up on your résumé is a plus, even if the company went bust. Yet a career at Google offers MBAs much more stability and longevity than offered at dotcoms in the past.”*

Avaya Communications is one of the largest recruiters of MBAs in the technology field, riding the wave of mobile phone growth in Asia. Telecommunications companies such as British Telecom and Vodafone are very active. According to Odesa Stapleton, director of talent management at Verizon Communications, “We wouldn’t want any potential MBAs to assume that we are not hiring. We continue to seek top talent across the organization; in good times and bad, we need to be out on the campuses.”

Asian technology recruiters are hiring actively in China, Taiwan and Korea. Although we still lack many Chinese technology recruiter respondents in the research, Korea is an example of the dynamism of technology in Asia.

5.2.4. MBA jobs in general industry

Since the turn of the millennium, MBA demand in general industry (consumer goods, construction, energy, manufacturing, mining, retail etc) has really taken off, as demand in emerging markets has accelerated. This year’s QS TopMBA.com survey shows an 11% increase in MBA careers in general industry in 2012 with energy (28%), consumer goods (21%), metals and mining (40%) being particularly attractive sectors worldwide.

Media & entertainment, and travel & hospitality were the weakest performing sectors; both showing falling demand for MBAs in 2012.

General industry		
	2012/2011	2012/13
Africa & Middle East	17%	16%
Asia Pacific	31%	13%
Eastern Europe	9%	9%
Latin America	14%	9%
US & Canada	16%	14%
Western Europe	9%	9%

Growth in demand for MBAs in general Industry is not surprisingly greatest in Asia, but growth is being seen around the world. Our ‘general industry’ category is a broad grouping of industries covering aerospace, automotives, chemicals, and logistics, manufacturing and steel. Each industry displays distinct trends, but a common theme is the continued recovery in MBA hiring in 2012, following a very good 2011.

More and more industrial companies are fully embracing globalization, and understand that MBAs represent an essential pool of international managers who are capable of working in diverse cultures and business situations. In particular, multinational supply chains and procurement require internationally-minded, multilingual managers, making MBAs a natural talent pool.

A sizeable number of MBAs who do find roles in the industrial sector will do so with multinational companies such as General Electric, Samsung, Toyota and Motorola, where specific MBA induction programs have been

the norm for over a decade. Internationally-minded European companies like Siemens have established MBA entry programs.

The energy sector continues to report strong MBA recruiting with a 28% increase in MBA careers in energy in 2012. There seem to be two drivers of this trend. The search for alternative energy sources is attracting many MBAs into smaller, entrepreneurial organizations. Secondly, as London Business School reports *“many of the big oil companies will need to replace their senior management over the next ten years as they come up for retirement. These companies have identified that they need new MBAs for their leadership programs and are offering exceptional packages to get the best people.”* Exxon Mobil and BP are among the largest MBA employers in the energy sector, though the impact of the Gulf of Mexico oil spill cast a shadow over the prospects of all big players in the oil sector as governments increase regulations to limit drilling.

Consumer goods companies have been committed to MBA hiring in the US for many years, but MBA careers have grown slowly in Europe and Asia, although demand in FMCG will grow by 21% in 2013. Johnson & Johnson Consumer Products traditionally hires many MBAs in the US and around the world and this program has remained unchanged in recent years. By contrast, Procter & Gamble hires a smaller number of MBAs, but the situation is changing. It is now common for both local operations and head offices of such companies as Diageo, BAT and Coca Cola to hire MBAs.

MBA hiring in the industrial sector remains closely correlated with global trade and GDP growth. Given the continued high growth rates in economies like China and India, demand for MBAs is buoyant and spreading throughout North and Southeast Asia. Exporting companies in the West are also benefiting from the recovery, with a rising number of MBA careers in industry and manufacturing in both Germany and the USA.

Eaton Corporation is a diversified power management company with sales of US\$11.9 billion.

Casey Rasata, head of MBA hiring says, "At Eaton, we lowered our overall hiring forecasts for both full-time and internships in 2008 and 2009, as a result of the recession. However, numbers improved for 2010 and 2011 hiring and we're expecting normal hiring levels going into this fall's recruiting season." She adds: "Our emphasis on 'doing business right' and the fact that our products are sustainable by design are two major factors that attract MBA students to the opportunities we have to offer."

The increasing globalization of international trade, growing interdependence of common markets, and increased international competition, have all fuelled interest in MBAs across the sector, but also made it vulnerable to a global recession.

For domestic industrial companies, the high level of multinational salaries remains a barrier and can discourage MBAs from pursuing local opportunities that may bring them rewards in the longer term.

Manel Gasca of Rittal Disprel, a consumer products/retail company based in Spain, has the following advice for MBAs: "Too much relevance is placed on salary straight after an MBA. Since the year I graduated I had to learn that the true value of my MBA was the knowledge I acquired and not the job I got straight after graduation. MBA recruitment is very sensitive to economic conditions and we should not value studying an MBA by the salary we obtain after graduation."

Inflated MBA salaries remain a problem for recruiters in the industrial sectors. A consistent message from recruiters in industry is that they are having to look outside the top-tier business schools to find the talent they need. However, they are almost all reporting success in their search.

5.2.5. MBA jobs in pharmaceuticals and healthcare

Pharmaceuticals and healthcare continue to be major employers of MBA graduates, and report strong growth of 18% in 2012 with a further 18% projected for 2013.

Pharmaceuticals		
	2012/2011	2012/13
Africa & Middle East	n/a	n/a
Asia Pacific	55%	43%
Eastern Europe	17%	10%
Latin America	9%	9%
US & Canada	9%	9%
Western Europe	9%	9%
Worldwide	18%	18%

The major pharmaceutical companies have always been very active MBA recruiters, and pay the highest salaries after consulting and investment banking. They also offer attractive benefits and international mobility. They have remained committed to MBAs throughout the last decade, and growth in recruitment numbers is steady rather than spectacular. Merck has had a fairly traumatic few years in terms of patent losses and has significantly cut back MBA hiring. The loss of patents on blockbuster drugs may affect the ability of some big pharmaceutical companies to maintain a high level of MBA intakes, Eli Lilly may be the next company to be affected. Yet many smaller pharmaceutical and healthcare companies are aggressively pursuing MBA hiring to help them meet their growth potential.

As in other industries, pharmaceutical companies are increasingly looking to find recruits who truly want to build a career in their industry.

Neil Currie of Johnson & Johnson says, "I recruit international MBAs, and candidates often are reluctant to share vital information about their personal and career objectives. We waste their time and ours going through several interviews on campus and on site [and] make offers only to discover that they want to work in consulting after all."

5.3 Functional roles on offer to MBAs

MBAs come from very diverse backgrounds and industries and as many as 50% will look to make a career change after graduating. This is reflected not just in the wide variety of companies seeking to employ MBAs, but also the variety of functional roles they enter after completing their course. Many companies recruit MBAs into more than one function. For example, “Our MBAs are generally found in one of three functions: HR, finance and/or marketing/strategy” confirms the head of MBA hiring at 3M.

As the table below demonstrates, there has been little significant change in the functional roles offered to MBAs in 2012 compared to 2011. General management, strategic planning, marketing, business development and consulting remain the most popular functions on offer. There has been an increase in the number of opportunities in operations and manufacturing, supply chain management and strategic planning this year compared to 2011.

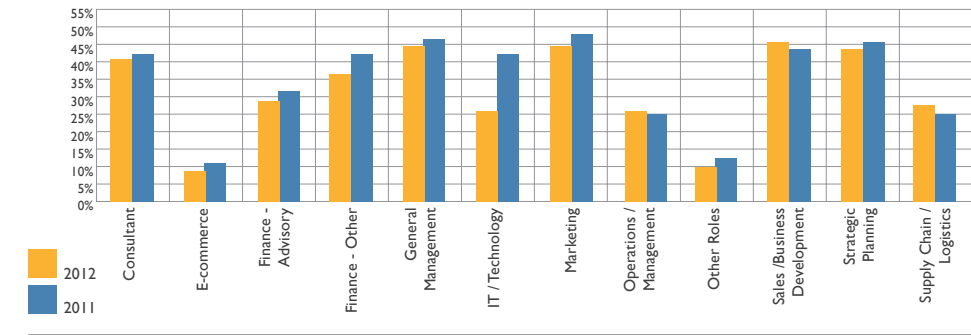
However, these proportionate figures hide the significant growth in absolute numbers of jobs reported by responding employers in 2011/2012 compared to 2009/2010. Hence although 41% of responding employers offer jobs in general management, down from 48% in 2009, this actually represents an increase in absolute numbers of general management MBA jobs available in 2012 compared to 2009.

Table: Functional roles offered to MBAs 2009-2012

	2012	2011	2010	2009
Consultant	37%	39%	33%	40%
E-commerce	8%	10%	9%	8%
Finance - advisory	26%	29%	30%	40%
Finance - Other	33%	39%	37%	32%
General management	41%	44%	44%	48%
IT / technology	24%	26%	25%	18%
Marketing	41%	44%	55%	43%
Operations / Manufacturing	24%	23%	30%	18%
Sales & development	42%	40%	50%	41%
Strategic planning	40%	42%	32%	41%
Supply chain / logistics	25%	23%	21%	19%
Other	10%	11%	10%	12%

Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

Chart: Functional roles offered to MBAs



Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

5.4 Preferred MBA experience levels

For the fifth year in succession, there has been a drop in employer demand for MBAs with less than three years of experience, and especially for MBAs with less than one year of work experience (attracting only 6% of employers in 2012). MBAs with three to five years experience remain most in demand and together with MBAs of five to eight years of work experience account for 60% of MBA employer demand.

The least popular experience range is 0-1 years of experience. This contradicts the policy of several top-tier US business schools which are actively recruiting pre-experience candidates in the pursuit of ever higher average GMAT scores: a policy which employers evidently do not agree with.

Joanne Kim, talent acquisition manager at GE, South Korea says the key to successful MBAs at GE is not just academic excellence but “hands-on work experience.”

Table: Preferred levels of experience of MBAs

	2012	2011	2010	2009
0-1 Years	6.2%	7%	7%	12%
>1-3 Years	28.15	28%	30%	34%
>3-5 Years	39.1%	37%	33%	35%
>5-8 Years	20%	19%	25%	12%
>8+ Years	6.2%	8%	5%	4%

Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

James Prazak, operations manager at Trizon Energy in USA, argues strongly against pre-experience MBAs: “They lack of maturity, and feel they can command more money/prestige than undergrad counterparts when they really have minimal advantage. Too many simply get an MBA because they couldn’t get a job after undergrad—too long in school so don’t understand the real world, plus they have no business experience.”

6% of employers are seeking eight plus years of work experience. However, this experienced group typically fall outside the needs of mainstream on-campus MBA recruiters, and the true demand for this group is unlikely to be reflected fully in this research. They are more likely to find a post-graduate career through means other than on-campus recruiting.

The table below shows variations in work experience preferences by region. Demand for young and pre-experienced MBAs is almost zero in Western Europe and Latin America – in both these regions there is an above average demand for MBAs with 5 – 8 years of work experience. By contrast, Asia-Pacific employers are much more willing to recruit younger MBAs with 0 – 3 years experience.

Preferred # of years of work experience					
	0-1 Years	>1-3 Years	>3-5 Years	>5-8 Years	>8+ Years
Africa & Middle East	8.1%	24.3%	43.2%	18.9%	5.4%
Asia Pacific	10.5%	34.5%	31.0%	16.4%	7.6%
Eastern Europe	10.3%	27.6%	44.8%	13.8%	3.4%
Latin America	1.2%	25.0%	40.5%	25.0%	8.3%
US & Canada	7.0%	23.3%	44.2%	16.3%	9.3%
Western Europe	1.7%	23.9%	45.3%	24.8%	4.3%
Grand Total	6.2%	28.1%	39.1%	20.0%	6.7%

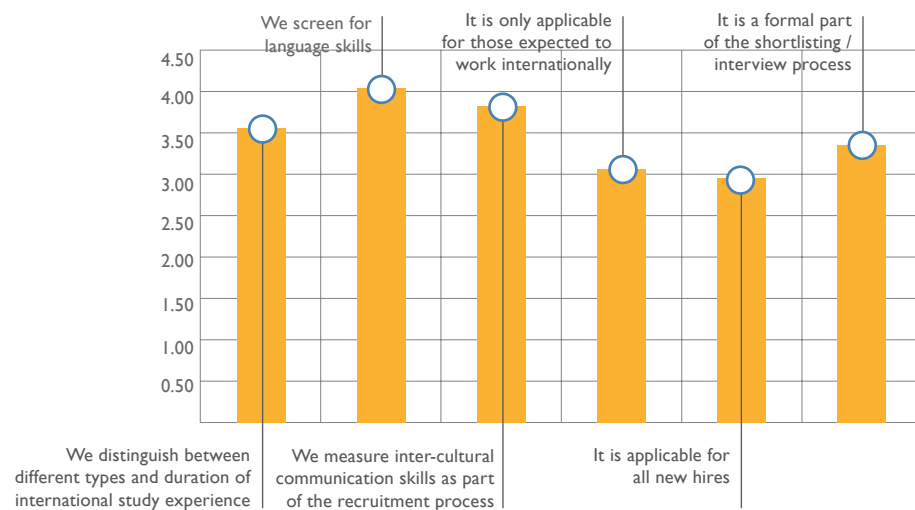
Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

5.5. Key MBA skills

For the second year, in 2012 the QS TopMBA.com Jobs & Salary Trends Report attempts to quantify the value of international experience among employers around the world. We asked a series of questions aimed at determining the value placed by employers on international study experience. Among the 3,305 MBA employers responding to our survey, 67% said that they highly value international study experience.

We then asked more detailed questions, asking them to agree or disagree with the issues featured in the chart below, on a scale of 1-5, with the average results reported below.

Chart: Value of international study experience among employers (2012)



Source: QS TopMBA.com Jobs & Salary Trends Report 2011/2012 (www.topmba.com)

Employers strongly agree that screening for language skills and inter-cultural communication skills are an important part of the hiring process for international MBAs. They agree that the type and duration of study experience is important to employers. They perhaps most significantly agree that candidates with international experience outperform those without.

Olga Bulatova, Partner at Ernst & Young, Russia says the biggest challenge in MBA hiring is "finding the right cultural fit." International experience is a big advantage for a new hire to an internationally minded company.

The QS TopMBA.com Jobs and Salary Trends Report has also for many years reported employers' views concerning the importance of key skills gained by MBA students during their studies, and their satisfaction with the level they have attained.

Employers are, in general, satisfied with the technical skills acquired by MBA students, and this result seems to be independent of which business schools the employers recruit from. This supports the view that many of the core components of the MBA are broadly available to a high standard: skills acquired in finance, marketing, e-business, risk management,

corporate social responsibility, linguistic ability and overall academic achievement.

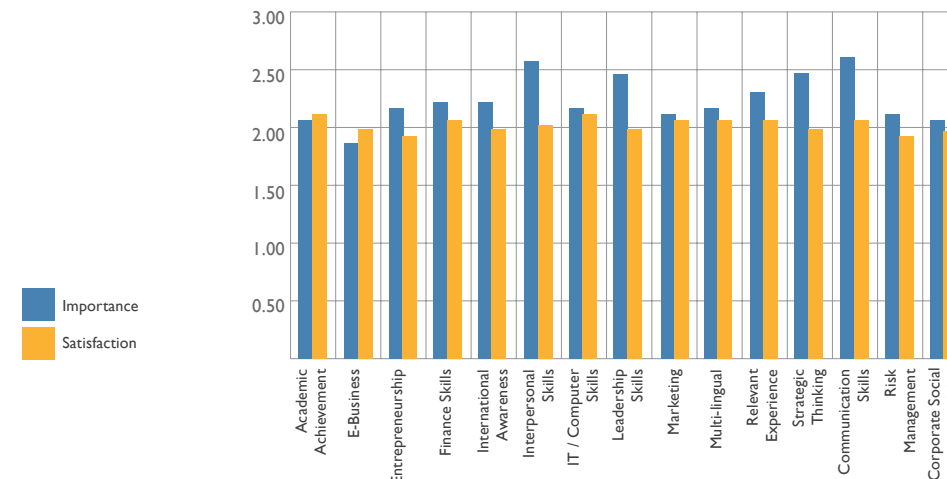
However, 'soft' skills such as interpersonal, strategic thinking, communication and leadership are more important than 'hard' MBA skills according to MBA employers around the world. According to these international recruiters, business school graduates are still not meeting expectations in terms of their soft skills. There has been a long-standing shortfall in leadership and interpersonal skills, which is apparent year after year in this research.

Gustavo Martin of Skanska confirms his firm selects MBAs based primarily on "Personal skills like leadership, communications skills, and negotiation skills."

Charles Tsieh, Head of HR at Lorem, Taiwan, confirms the key to successful MBA hires is "attitude and communication skills."

There is a shortfall in employer demand for relevant work experience, which ties in with the previous section findings that employers are looking for ever greater work experience.

Chart: Importance and satisfaction with MBA skills, among Employers in 2012



Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

5.6. The Global MBA recruitment market – a profile of employer recruiting patterns and target nationalities (by region)

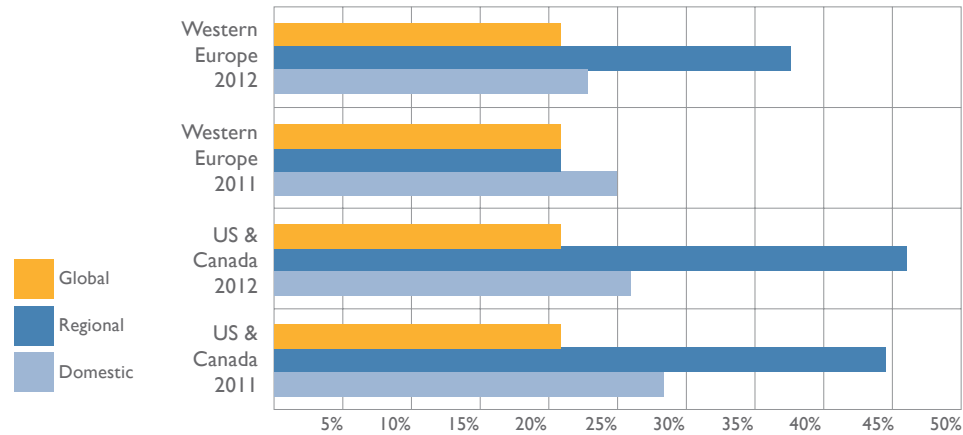
The MBA recruitment market is probably the most globally flexible recruitment market of any profession. The MBA qualification is geographically mobile and this section looks at what proportion of MBA employers recruit globally, regionally or locally, and which nationalities they are targeting.

In 2012, we identify that a higher proportion of MBA recruiters are recruiting on a pan-regional

or global hiring basis, rather than on a purely domestic basis, than in 2011. The chart below shows that in North America the proportion of MBA employers recruiting with a global mandate increased from 16% to 21%, and the proportion with a regional mandate increased from 21% to 37%. Domestic-only recruiters dropped from 25% to 23%, with the remainder declaring an intention to only hire MBAs locally.

In Western Europe, we see the same trend, with global recruiters increasing from 16% to 21% and a much higher proportion hiring regionally and increasing from 44% to 46%.

Chart: Geographical extent of recruitment



These international recruiting mandates are reflected in the broad range of nationalities targeted by MBA employers. The table below identifies the regional nationalities targeted for MBA hiring, by the location of the employer (in the left hand column).

Target region for MBA recruitment							
Location of employer	US & Canada	Latin America	Western Europe	Eastern Europe	Middle East & Africa	Asia, Australia & New Zealand	All Regions
Africa & Middle East	40%	30%	40%	36%	87%	67%	27%
Asia Pacific	39%	18%	29%	22%	24%	91%	18%
Eastern Europe	25%	19%	39%	91%	21%	21%	16%
Latin America	17%	97%	9%	8%	7%	7%	6%
US & Canada	95%	28%	27%	20%	15%	28%	20%
Western Europe	27%	24%	82%	56%	23%	29%	17%
Overall	30%	55%	30%	24%	19%	37%	13%

Among Middle Eastern employers, 87% are targeting local or domestic MBAs, while 67% are targeting Asian MBAs and 40% are targeting North American or Western European MBAs.

Among Asia-Pacific employers, 91% are targeting local or domestic MBAs, 39% are targeting MBAs in North America, and 29% are targeting MBAs in Western Europe.

Among USA and Canadian employers, 20% are targeting all regions, with 95% targeting domestic and local MBAs.

Latin American employers are the most locally focused, with 97% targeting domestic and local MBAs.

Western European employers are the most likely to recruit from Western Europe (82%), but a massive 56% are seeking Eastern Europeans and 29% are seeking Asian nationals.

6. MBA salaries and compensation

What is happening to MBA compensation in 2012? The QS TopMBA.com Jobs & Salary Trends Report provides the best overview of MBA salary and total compensation (salary & bonus) trends in 2012, based on our survey of 3,305 actively hiring MBA recruiters. We also compare our survey results with average salaries self-reported to TopMBA.com/Scorecard by top schools in each major country and region around the world in 2011 (NB: Business schools will not self-report their results for their graduating classes of 2012 until the end of 2012).

6.1. Overview of regional MBA compensation in 2012

MBA compensation has increased substantially in emerging markets and has been fairly stable in western markets. With no evidence of MBA demand abating in emerging markets, we continue to predict that MBA salaries & bonuses are likely to jump again in 2013, provided a double-dip global recession is

avoided and current growth in MBA demand in emerging markets continues.

From the table below, we see that total compensation offered by international employers for MBA hires in 2012 increased by 20% in Asia-Pacific to \$79,000, by 19% in Middle East to \$65,400, and by 3% in Latin America to \$75,200. The increases in emerging markets can partly be explained by a growing tendency for employers to pay bonuses to MBA new hires.

Total compensation offered by international employers in Western Europe was stable at \$103,800 and fell by -7% in Eastern Europe to \$84,300.

Total compensation offered by international employers in North America fell very slightly by -2% to \$108,400, perhaps as these companies look further afield. By contrast, compensation offered by domestic-only MBA employers in North America grew to \$110,000.

Table: Comparison of MBA salaries and bonuses offered by international employers by region 2011-2012 (US\$)

	2012	2011	% Change
Africa & Middle East	\$65,396	\$55,000	19%
Asia Pacific	\$78,969	\$65,600	20%
Eastern Europe	\$84,344	\$90,400	-7%
Latin America	\$75,156	\$73,100	3%
US & Canada	\$108,421	\$110,400	-2%
Western Europe	\$103,806	\$104,400	-1%

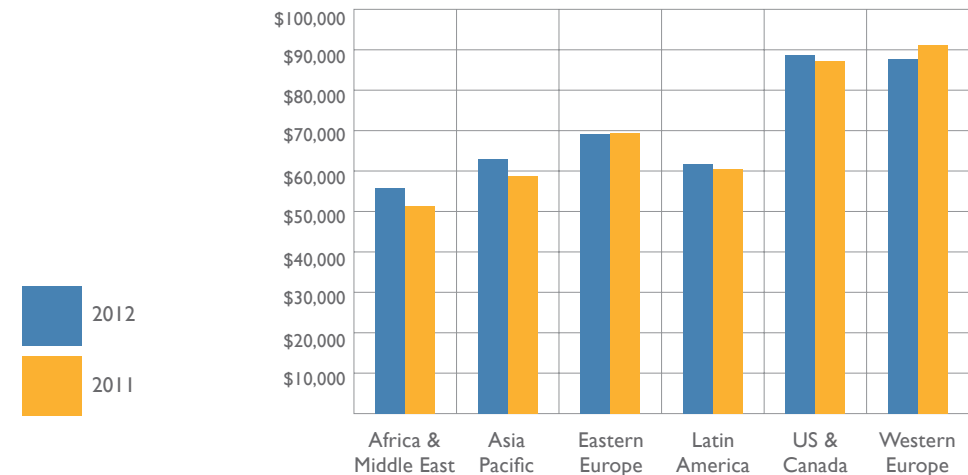
*Excludes local employers and any employers offering salaries less than \$25,000 and employers in USA paying salaries of more than \$200,000

Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

The chart below shows that, whereas compensation has increased, international MBA salaries have remained fairly stable in 2012 compared to 2011. Africa and Middle-East saw a 9% increase. Asia-Pacific saw a jump of 7% to £63,000. MBA salaries in other regions were fairly flat.

Nevertheless, at the elite end of the MBA hiring market we see increases in salaries offered by mainstream international MBA employers. Among strategy consulting firms, offers between US\$110,000-\$130,000 have become common place in Europe and the USA. Among Investment banks, offers between \$110,000-\$150,000 are now the norm.

Chart: Comparison of MBA Salaries by Region 2011-2012



Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

6.2. Comparing local and international employer compensation offers in 2012

As the table below shows, there is a significant differential in salaries and bonuses across regions between offers made by local and multinational employers. In fact, in every region of the world, except North America, international recruiters are paying higher salaries and bonuses, on average, than their domestic counterparts.

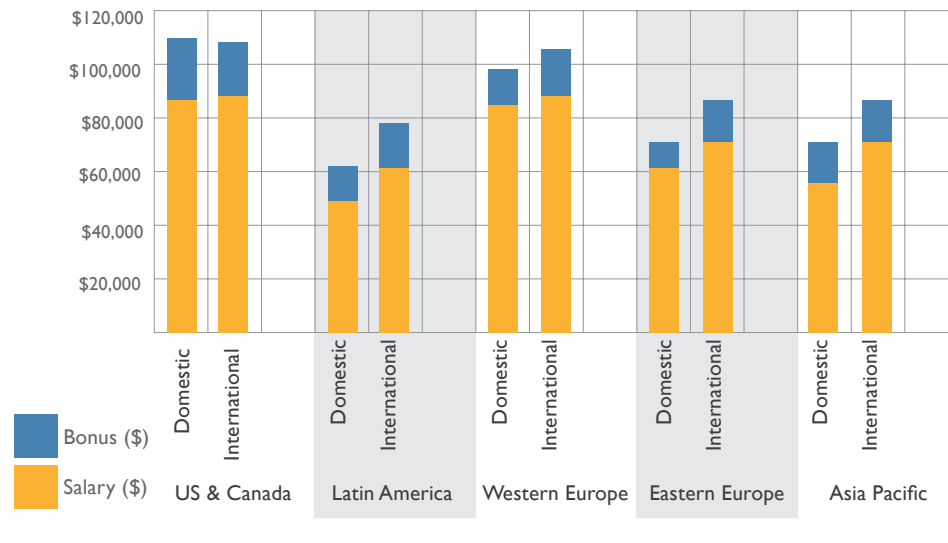
Over time, it is likely that differentials with local companies will diminish, as they respond by trying to attract talent for equivalent positions globally with more competitive salaries and bonuses. The average MBA bonus payable by international MBA employers in North America fell slightly to \$17,700 in 2012, from \$23,000 in 2011. By contrast the average bonus reported by international employers in Asia-Pacific increased to \$16,000 in 2012, double the level reported the previous year.

Multinational companies coordinate recruitment on a global level, and do not want to drive top candidates away from key regions because of a salary differential. As international companies set up operations in emerging markets, they are increasingly willing to pay more for MBAs, who they see as critical for building a foothold in each region.

For the time being, domestically focused companies around the world are salary sensitive when hiring MBAs. Mauricio Rodriguez of CBS Steel India says, "The most crucial decision is to decide about their pay package."

Deepra Ramrakiani of Grafton Consulting in Hungary says the biggest challenge is “disharmony between gained skills and expected salary. Generally MBAs want more than we think they are worth.” Eva Qin of Lowe’s Companies in the US says, “Finding students who have realistic views of needed experience and salary expectations remains a challenge.”

Chart: Comparison of MBA salaries offered by domestic-focused vs global/regional focused MBA Employers



Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

The chart above compares total compensation offered by local employers compared to international MBA employers (employers declaring a mandate to recruit at a regional or global level). Apart from North America, there are substantial differences between compensation packages offered by these two

distinct groups of employers in each region of the world. (Note: any local employers responding with salaries below \$25,000 have been excluded – in India and South East Asia this represented a significant number of employers)

Table: MBA salary and bonus differentials between local and multinational employers, by region in 2012

Region	Scope	Salary (\$)	Bonus (\$)
US & Canada	Domestic	\$87,392	\$22,860
	International	\$89,117	\$19,304
Latin America	Domestic	\$48,093	\$13,605
	International	\$61,551	\$16,553
Western Europe	Domestic	\$84,767	\$13,929
	International	\$88,406	\$17,755
Eastern Europe	Domestic	\$61,413	\$9,366
	International	\$69,567	\$17,220
Asia Pacific	Domestic	\$56,014	\$13,468
	International	\$69,729	\$17,074

Source: QS TopMBA.com Jobs & Salary Trends Report 2011/2012 (www.topmba.com)

The table above provides the actual average salary and bonuses reported in 2012, in each region, for both local and international MBA employers.

We have observed for a number of years that employers with a regional or global recruitment mandate seem to be benchmarking their MBA salary and compensation offers against their competition, resulting in an equalization of salaries across regions. We have witnessed this trend for over a decade.

- Western Europe and North American salaries remain very similar overall and across most industries.
- The gap between the highest international MBA salary region (North America) and the lowest (Latin America) is now only 30%, compared to 50% a decade ago.
- The gap between Western European and Eastern European salaries is now just 20%, with MBA salaries in Russia exceeding salaries in some Western economies.

Katya Rudelson, Egon Zehnder International, Moscow warns of generalizations when looking at overall salary figures in the region: “When it comes to compensations, the jobs taken by Russian MBAs who have studied abroad are not ‘mass market’ roles, thus there is not an average salary and each case may be viewed individually.”

6.3. Comparing MBA salaries in North America and Western Europe 2010-2012

The financial crisis and subsequent recession in the West certainly had a negative influence on MBA salaries in 2010, but the impact was not severe and from last year there is evidence of resumed upward pressure on MBA salaries. MBA salaries offered by international employers in North America in 2012 have risen slightly compared to the previous year. MBA salaries in Western Europe increased by 6% last year and have dipped by 3% in 2012, when reported in US dollars (which can more than be accounted for by the depreciation of the euro against the dollar – suggesting a rise in euro terms).

Table: Average salaries: international MBA employers in US & Western Europe (US\$)

	2010	2011	2012
North America	87,700	87,200	89,100
Western Europe	85,600	91,200	88,400

Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

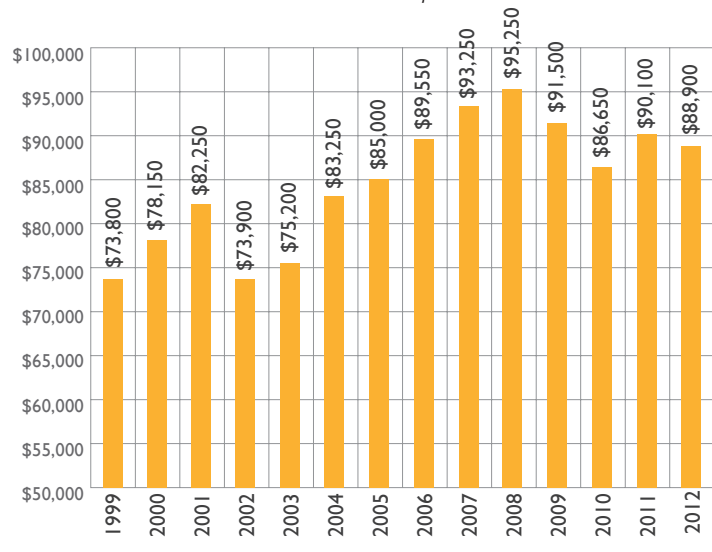
Looking at the longer-term trend in average MBA salaries across Western Europe and North America, QS TopMBA.com Jobs & Salary Trend Report reveals that they are roughly 10% higher than they were a decade ago, but are still below their peak in 2008.

An average salary of US\$88,900 across Western Europe and North America is still roughly three times the salary being achieved by bachelor’s graduates entering the job market for the first time – not bad for MBA candidates who on average have just three years of work experience post first degree.

What is happening at the top end of business schools? There are a small number of business schools which report average salaries significantly above the TopMBA.com average.

The highest salaries from the previous MBA recruiting season were reported by an Australian business school – Macquarie Graduate school of Management at US\$143,000 (undoubtedly boosted by the strong Australian dollar). Two European business schools followed closely behind: Vlerick Leuven Gent in Belgium (US\$140,000) and IMD (US\$129,000). Both target more experienced professionals over 30 years of age on average, and this greater work experience has a direct impact on the average salaries they achieve, which are significantly higher than average salaries reported in TopMBA research.

Chart: Long Term Trend in MBA Salaries across North America and Western Europe



Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

In the US, Stanford (US\$127,200), Harvard (US\$121,700), and Wharton (US\$118,000), were the top-reporting business schools in terms of base salary, excluding sign-on or starting bonuses. Salaries typically dipped slightly in 2008 and 2009, but have risen since, but not consistently. These schools report salaries between 20-30% above the TopMBA.com average for all schools. This can partly be attributed to the higher proportion of their graduates who enter the financial services and consulting industries. Stanford reports an average salary for those entering financial services (28% of class) which has a range from a low of US\$47,500 (banking) to a high of US\$250,000 (private equity).

A big attraction of an MBA qualification is not just the salary uplift, but also the likely bonuses. Bonuses continue to ensure that the MBA qualification offers superb returns on investment for almost all MBA candidates, with an average payback period of between two and five years. Many MBAs receive a sign-on bonus, to help pay back tuition, as well as a performance-related end-of-year bonus.

6.4. MBA salaries and bonuses by industry sector in 2012

Ten years ago an MBA was effectively a passport into a career in strategy consulting and investment banking, with salaries as much as 50% higher than other sectors. These sectors still pay the best, but not by as much as in the past.

At the elite end of the MBA hiring market we see salaries between \$110-\$150,000 as the norm. Strategy consulting firms offer salaries between US\$110-£130,000 in Europe and the USA. Among Investment banks, offers range between \$100-\$150,000.

Among all employers in Europe and North America, the highest paying sector in 2012 is pharmaceuticals & healthcare, offering an average MBA salary of \$100,150 (offered by both local and domestic employers). Construction and property is second this year, with average salaries of \$96,500 offered among 51 responding companies. Financial services is third with an average salary of \$92,450. The lowest average MBA salaries are offered in utilities, law, transportation, travel & hospitality, retail and the public sector, all below \$80,000 per annum.

Table: Breakdown of average salaries and bonuses by sector: North America and Western Europe 2012 (US\$)

North America & Western Europe average 2012			
Industry Sector	Avg salary	Avg bonus	Total
Aerospace / Defence	\$91,000	\$12,600	\$103,600
Construction / Property	\$96,500	\$22,800	\$119,300
Consulting / Professional Services	\$83,950	\$19,750	\$103,700
Electronics / High Technology	\$86,950	\$15,850	\$102,800
Energy	\$84,100	\$14,500	\$98,600
FMCG	\$87,200	\$24,500	\$111,700
Financial Services / Banking	\$92,450	\$22,400	\$114,850
IT / Computer Services	\$88,550	\$15,250	\$103,800
Law	\$70,000	n/a	\$70,000
Manufacturing / Engineering	\$82,500	\$12,250	\$94,750
Media / Entertainment & Arts	\$82,150	\$12,850	\$95,000
Metals / Mining	\$82,000	\$16,750	\$102,750
Pharmaceuticals / Biotech & Healthcare	\$100,150	\$18,000	\$118,150
Public Sector / Govt. / Non-profit	\$71,050	\$16,350	\$87,400
Recruitment / HR services	\$81,550	\$17,650	\$99,200
Retail	\$79,150	\$15,000	\$94,150
Telecoms	\$82,300	\$13,100	\$95,400
Transportation / Distribution	\$78,400	\$16,500	\$94,900
Travel / Leisure / Hospitality	\$76,150	\$7,400	\$83,550
Utilities	\$67,500	\$11,000	\$78,500
Other	\$89,850	\$12,150	\$102,000

Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

Salary is not the only aspect of MBA compensation. Employers recognise the investment MBA candidates have to make in paying for their qualification and the vast majority of MBA employers who completed the salary section of our 2012 survey – over 70% in North America and Western Europe – will pay a bonus in addition to base salary to their MBA hires.

The average bonus payable to new MBA hires across North America and Western Europe in 2012 is over US\$16,000, representing 18% of their total compensation. The highest reported first-year bonus in this year’s survey was US\$200,000.

The above table above shows average salaries and bonuses for key industry sectors.

- ➔ In terms of total compensation, the highest paying sector in 2012 is surprisingly construction/property, offering total compensation of \$119,300, which takes this top spot for the first time in the TopMBA Jobs & Salary Trends Report.
- ➔ Pharmaceuticals, the traditional table topper, is second with total compensation of \$118,150.
- ➔ Financial services is third with average total compensation of \$114,850.
- ➔ The lowest average MBA compensation is paid in utilities, law, transportation, travel & hospitality, retail and the public sector, all below \$95,000 per annum.

6.5. Strategies for MBA salary analysis

The downside to such high average salaries for MBA graduates is that some employers become disaffected with MBAs, or have excessive performance expectations relative to non-MBA staff on lower salaries. Patrick Smith, Bank of America, USA believes many MBAs *“have unrealistic expectations about starting salaries and the speed of advancement.”*

Most MBA recruiters agree with Sebastian Pav, director, Sage Solutions India, that the key to a successful MBA career is *“Making them understand that they shouldn't focus too much on money in the initial phase of the career, but focus on learning.”*

In the last five years, a larger number of employers are looking to recruit MBAs from non top-tier business schools, having found salaries and candidates to be unapproachable at the elite institutions. This trend has continued in 2012, with a regionalization of demand, as employers seek the best MBAs from the best schools in each region, rather than competing with investment banks, pharmaceutical and consulting firms which tend to prioritize the top 50 business schools globally.

Mesha Mott, Meadwestvaco USA confirms, “Depending upon the universities' reputation and the skill sets required, salary requirements may be misaligned with what the candidates actually bring to the table.”

Such recruiters have reported greater success looking beyond the traditional pool of schools.

The message for newly graduating MBAs is not always to chase the highest short-term salary offer, but to look for an organization which will lay the foundations for a successful long-term career, otherwise recruiters will look elsewhere; especially in the current economic environment.

MBA graduates are known for their analytical ability. In negotiating salary offers or deciding on target regions for a job search, it is important to take a step back from the numbers and think of the bigger picture. Job applicants should consider the cost of living when comparing salary packages across regions – the real, versus the nominal, wage a company and country offers.

The OECD publishes annual research comparing purchasing power between countries (a good proxy for the cost of living). According to the OECD, the purchasing power in Mexico is over 25% more than in the US. Even though the survey reveals that MBA graduates are paid 20% less in Latin America than in the US, graduates working in Mexico will enjoy a standard of living comparable with that of their US counterparts. By contrast, purchasing power in Japan is 20% lower than in the US, so, the higher cost of living will result in a lower standard of living if the same salary is paid as elsewhere.

6.6. Regional & country review of MBA salaries & bonuses in 2012

MBA salary differentials across regions have been steadily narrowing over the last ten years. This gradual equalization in MBA salaries has been driven by several factors:

- There are more multinationals looking to hire MBAs on standard packages irrespective of the country in which they work (except for perhaps small cost-of-living adjustments).
- An overall rise in job opportunities for MBAs, relative to supply. As this report indicates, we have seen a doubling or trebling in demand for MBAs since 2000. Yet the number of graduating MBAs has grown at a much slower rate, and the number of MBAs graduating from the top 200 business schools most highly sought after by employers has remained virtually the same.
- An expansion of global trade, hence the growth in the number of companies in each country looking to recruit MBAs.
- An increase in the number of MBA alumni in senior management or in roles responsible for hiring, who are better informed of the value of MBAs compared to traditional HR managers.
- Increased availability of information on average MBA salaries available online and in social networks, enabling candidates to demonstrate their true value when negotiating with local employers.

It is inevitable that differentials between regions will remain, not least due to:

- The large variations in cost of living between countries
- The tendency for MBA students to be much younger in some regions (especially Asia) compared to others.
- Variations in the extent to which an MBA is accepted as a generally required qualification for senior managers in a country. The USA still remains the most MBA-centric job market for managers, although Canada, the UK, Mexico, Australia, India, China, Korea and Japan are following suit.
- As mentioned previously, the growing number of local companies seeking MBAs at salary costs benchmarked against lower local managerial salary levels, especially in India and South East Asia and Latin America.
- Availability of locally educated MBAs from less prestigious business schools willing to accept significantly lower salaries

The tables below show average compensation in countries in which we have received more than 20 employer responses. We do not normalize for local versus multinational responses in the country figures, which means that there can be significant variation year on year. These country figures should be used as an approximate guide only, whereas the regional figures are based on large response samples and are much more robust.

The top five countries in terms of average MBA compensation in 2012 are: Australia (\$142,700), Switzerland (\$139,400), USA (\$113,800), Japan (\$111,500), United Kingdom (\$107,600).

Table: Average MBA compensation (salaries and bonus) in major markets worldwide (2012)

Country	Salary & bonus 2012 (\$US)
Australia	142,700
Switzerland	139,400
United States	113,800
Japan	111,500
United Kingdom	107,600
Hong Kong	101,900
Canada	98,000
Spain	97,600
France	95,200
Germany	93,600
Mexico	92,100
Russia	90,600
Denmark	89,700
Ireland	87,400
China	79,200
Italy	78,600
South Korea	78,500
Brazil	76,600
Peru	75,000
United Arab Emirates	70,500
Venezuela	65,000
Argentina	58,200
Chile	53,900
Saudi Arabia	51,400
Hungary	51,000
India	49,500
Ukraine	45,600
Kazakhstan	43,100
Taiwan	41,800

Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

6.6.1. USA & Canada

North American companies have a long tradition of MBA hiring and MBA salaries have fluctuated only slightly (no more than 10%) during the last decade.

The USA still has the largest number of MBA employers in the world and has by far the greatest salary range. This report does not include any salaries above US\$200,000, which would distort results year on year depending on the number of respondents. However, these are prevalent in the USA among private equity and venture capital companies and within selected departments of investment banks and only offered to candidates with highly relevant work experience,

MBA salaries in North America rose by 2% but overall compensation fell by 5% as bonuses were cut back. The recovery in the US market is not as strong as recruiters were anticipating last year and as a consequence MBA hiring companies remain cautious, with a dampening effect on compensation.

The tables below show that the average reported salary in the USA is \$89,300, and provide some comparisons with data self-reported by business schools in the previous recruiting round of 2011. The average MBA salary for Canada is \$85,000.

Table: Average MBA salaries by country 2011

Country	Average Salary (\$US)
Canada	85,000
United States	89,300

Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

Some of the best-known US business schools listed below pay average salaries of 10-30% above the national average of \$89,000, as reported for the graduating class of 2011. These business schools typically have between 30-40% international students in their class. There is significant variation in salaries paid in different states across the USA, with schools close to the major cities of New York, Boston, San Francisco and Chicago yielding the highest salaries.

Table: Highest MBA average salaries reported by US b-schools by state in 2011

School name	State	Average Salary 2010 (\$US)	Average Salary 2011 (\$US)
Stanford University GSB	California	118,783	127,189
Harvard Business School	Massachusetts	112,500	121,785
The Wharton School U. Penn.	Pennsylvania	110,000	118,029
Sloan, MIT	Massachusetts	100,540	115,345
Tuck School of Business at Dartmouth	New Hampshire	105,118	115,143
Haas, UC Berkeley	California	107,451	114,232
Columbia Business School	New York	106,000	113,340
Chicago Booth School of Business	Illinois	102,525	113,220
Fuqua Duke University	N. Carolina	102,056	107,833
University of Michigan Ross	Michigan	98,720	106,502
Yale SOM	Connecticut	98,324	106,157
NYU	New York	100,448	105,798
University of Virginia Darden	Virginia	100,839	104,478
SC Johnson, Cornell	New York	97,190	103,600
UCLA	California	95,922	103,368
McCombs, U. Texas Austin	Texas	92,221	101,412
Goizueta Business School Emory University	Georgia	92,371	100,683
Kenan-Flagler, U North Carolina	N. Carolina	95,000	99,627
Georgetown University	Washington	89,276	97,225

Source: TopMBA.com/Scorecard 2012 – Data supplied by schools according to MBA Career Service Council standards

The table below shows average salaries reported by North American schools with the most international student profiles, as a further basis for comparison.

Table: Average salaries of ten North American business schools with over 50% International Students

School Name	Average Salary 2011 (\$US)	% International
Hult International Business School	95,000	94
Schulich York University	90,000	58
Thunderbird Global Management School	84,600	58
Krannert, Purdue University	80,000	58
McGill University	90,000	55
Sauder, U British Columbia	73,000	55
Simon, University of Rochester	75,700	54
Tobin, St John's University	75,000	53
Weatherhead SOM, Case Western Reserve University	80,100	52
Babson College	82,800	50

Source: TopMBA.com/Scorecard 2012 – Data supplied by schools

6.6.2. Latin America

In Latin America there remains quite a large disparity between multinational MBA salaries compared to local company MBA salaries. Multinationals are offering US\$60-80,000 for new MBA hires returning to the region. However, local companies are offering US\$30-60,000.

Even including local and regional employers, an average MBA salary of US\$61,000 in Latin America represents a significant gap with non-MBA salaries, reflecting the increasing relevance of MBAs to multinationals in the region. It remains a fact, however, that MBA employers still primarily target international business schools, with a gap remaining in the supply of internationally recognized MBAs within the region.

The table below shows average salaries by country from companies supplying salary data in Latin America. Mexico reports the highest average salary, among multinationals, at US\$72,800. Mexico has the largest number of responding MBA employers, with over 50 taking part in this survey.

Table: Average MBA salaries by country 2012

Country	Average Salary (\$US)
Argentina	55,100
Brazil*	56,200
Chile	46,600
Mexico	72,800
Peru	70,000
Venezuela	50,000

Source: QS TopMBA.com Jobs & Salary Trends Report 2011/2012 (www.topmba.com)

Table: MBA salaries reported by schools in Latin America in 2011

School name	Country	Average Salary 2011 (\$US)
Business School Sao Paulo	Brazil	68,000
IPADE Business School Universidad Panamericana	Mexico	41,917
INCAE Business School	Costa Rica	40,000
IAE	Argentina	30,000

Source: TopMBA.com/Scorecard 2012 – Data supplied by schools

6.6.3. Western Europe

MBA compensation in Western Europe remained stable in 2012. The sovereign debt crisis hitting the Eurozone is not stopping companies actively recruiting MBAs in the region in 2012, driven by the high number of multinational companies in the region, which actively target MBAs. Switzerland reports the highest average MBA compensation in Europe of \$139,400, and the second highest average MBA salaries in the world in 2012. The UK reports the second highest average MBA compensation in Europe at US\$107,600. Employers in France, Germany, Russia, Spain and Denmark all offer average MBA compensation in excess of \$90,000 per annum, on average.

The strength of Swiss MBA salaries in 2012 can partly be explained by the predominance of financial service companies in Switzerland, which actively recruit MBAs, partly by the strengthening of the Swiss currency, and partly by many multinationals and hedge funds moving their headquarters from London and Frankfurt to Switzerland to reduce their tax bills, resulting in the need for significant hiring of MBA talent.

Average German MBA salaries, at \$84,300, are significantly lower than Switzerland. This does not reflect a lack of demand, but quite the contrary: more MBA employers in Germany are recruiting international MBAs from Asia and the Indian sub-continent at lower salaries than those paid to native German candidates.

Table: Average MBA salaries by country 2012

Country	Average Salary (\$US)
Denmark	84,200
France	89,200
Germany	84,300
Ireland	71,100
Italy	66,000
Spain	79,500
Switzerland	121,700
United Kingdom	92,500

Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

Table: MBA salaries reported by schools in different Western European countries-2011

School	Country	Average Salary 2010 (\$US)	Average Salary 2011 (\$US)
London Business School	UK	103,000	118,328
Vlerick Leuven Gent Management School	Belgium	140,000	140,000
IMD	Switzerland	125,000	129,600
INSEAD	France	107,240	122,900
IE Business School	Spain	105,700	110,460
Copenhagen Business School	Denmark	103,400	103,500
Trinity College, Dublin	Ireland	98,000	100,000
ESMT	Germany	95,900	99,000
SDA Bocconi	Italy	93,400	95,200

Source: TopMBA.com/Scorecard 2012 – Data supplied by schools

The highest average salaries reported by European business schools in each country tend to exceed these country averages for several reasons. As mentioned, several schools target much more experienced executives for senior management positions and these schools will typically report salaries above their competitors in each country. In the UK, London Business School produces 315 MBAs with an average age of 29 and an average salary of \$118,000.

Elsewhere, schools which target candidates for the consulting and banking industry also tend to exceed these averages, like INSEAD in France and IE in Spain.

6.6.4. Eastern Europe

The experience of MBAs in Central Europe in 2012 has been a repeat of 2011. Central European economies have experienced a difficult year, with several, including Ukraine, Hungary and Bulgaria, battling to maintain financial solvency, hit by austerity in major trading partners like Greece and Germany. Not surprisingly MBA salaries have faced downward pressure in the region. However, Russia has been a sharp contrast, recovering rapidly from the financial crisis, showing renewed appetite for MBAs, and offering competitive salaries.

The table below shows average salaries by country from 75 companies supplying data in Central Europe. Russia reports the highest average salary at US\$77,200.

Table: Average MBA Salaries by Country 2012

Country	Average Salary (\$US)
Hungary	46,900
Russia	77,200
Ukraine	42,100

Source: QS TopMBA.com Jobs & Salary Trends Report 2011/2012 (www.topmba.com)

Table: MBA salaries reported by schools in different Central European countries in 2011

School Name	Country	Average Salary 2010 (\$US)	Average Salary 2011 (\$US)
Central European University CEU Business School	Hungary	68,600	69,062
Moscow University - Touro	Russia	65,000	70,000
Warsaw University of Technology Business School	Poland	43,000	43,000
CMC Graduate School of Business	Czech Republic	55,000	55,000

Source: TopMBA.com/Scorecard 2012 – Data supplied by schools

6.6.5. Asia Pacific & Oceania

Within Asia-Pacific, Australia is the big story in 2012, overtaking Switzerland to report the highest average MBA compensation in the world at \$142,700 (though the salary component remains well below Swiss levels, the bonuses are much higher). Japan reports the next highest compensation in the region of \$111,500, followed by Hong Kong at \$101,900 (among multinational employers – local employers are excluded from these figures).

Asia-Pacific is a large territory and MBA salaries vary significantly between countries. India and China have typically reported much lower MBA salaries than more mature markets like Japan, Korea or Australia.

This differential is really emphasized if we look at salaries offered by the many local MBA employers entering the marketplace. They offer salaries as low as \$25,000 and are targeting the increase in supply of MBAs from local business schools, especially within India and China, many of whom are happy to accept these lower salaries – a sharp contrast with the graduates of established international business schools.

The table below shows average salaries by country from over 500 companies supplying data in Asia Pacific separating local from multinational employer salaries.

Table: Average international MBA salaries by country 2012

Country	Average Salary (\$US)
Australia	105,200
China	64,400
Hong Kong	89,400
India	45,900
Japan	99,000
South Korea	60,200

Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

*Employers that recruit locally and do not require work experience have been excluded. This included significant numbers of employers in India offering salaries less than US\$30,000.

Asian multinational employers targeting top international business schools are becoming more competitive, and are offering salaries that compare directly with their Western counterparts. In addition, salaries at local business schools are catching up with western schools as they increasingly attract international candidates to meet the needs of local employers.

The high salaries reported by Australian business schools are partly a function of the strengthening of the Australian dollar, but even adjusting for this effect reveals an increase in MBA salaries in Australia, driven by the strong demand for MBAs among multinational employers across Asia and the strength of Australian business schools in recruiting and placing Asian candidates throughout the region.

Table: MBA salaries reported by schools in different Asia-Pacific countries in 2011

School name	Country	Average Salary 2010 (\$US)	Average Salary 2011 (\$US)
HKUST	Hong Kong	-	92,595
Macquarie GSM	Australia	120,600	143,583
Indian School of Business	India	-	78,841
Hitotsubashi GSICS	Japan	95,714	97,000
Nanyang Business School, Singapore	Singapore	69,680	80,306
CEIBS	China	50,683	51,000

Source: TopMBA.com/Scorecard 2012 – Data supplied by schools

For the first time, TopMBA.com Salary & Recruitment Trends report has received a significant number of respondents from the Middle East. Over 100 companies provided information, reporting an average salary of US\$49,700. A growing number of Western companies are active in the Middle East and they are creating greater demand for MBAs. This trend is only likely to continue and MBA salaries are only likely to rise.

The table shows average salaries by country from companies supplying data in Africa & Middle East, of which the majority were in UAE. UAE reports the highest average salary at US\$61,700.

Table: Average MBA salaries by country 2012

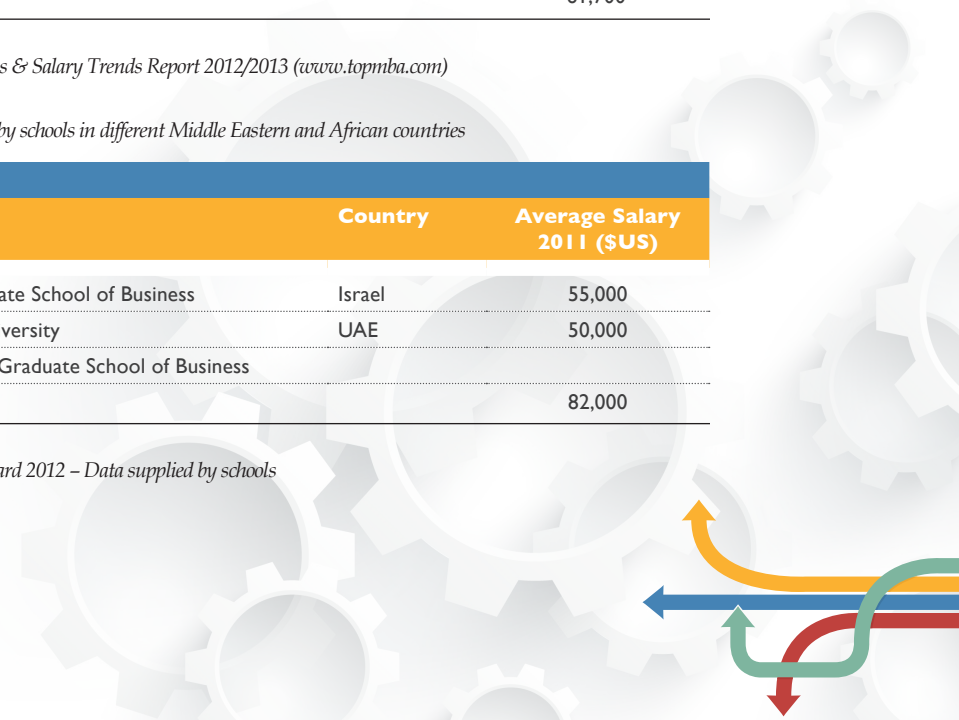
Country	Average Salary (\$US)
Saudi Arabia	49,400
United Arab Emirates	61,700

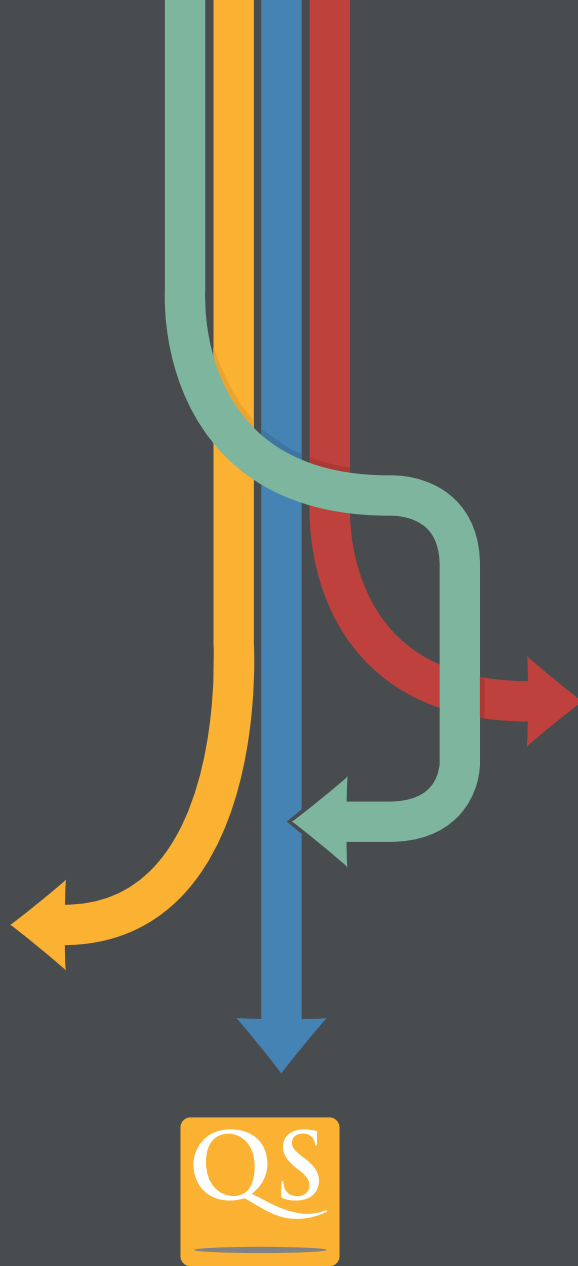
Source: QS TopMBA.com Jobs & Salary Trends Report 2012/2013 (www.topmba.com)

Table: MBA salaries reported by schools in different Middle Eastern and African countries

School	Country	Average Salary 2011 (\$US)
Bar-Ilan University Graduate School of Business	Israel	55,000
United Arab Emirates University	UAE	50,000
University of Cape Town Graduate School of Business	South Africa	82,000

Source: TopMBA.com/Scorecard 2012 – Data supplied by schools





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