

most
preferred
graduate
employer
study

2011

HIGHLIGHTS

engage consulting

Highlight publication for the Most Preferred Employer Study 2011.
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Why Being the Employer of Choice is Imperative

People are the key to success in today's highly competitive global economy. There is a substantial and rapidly expanding body of evidence that speaks to the strong connection between employee perceptions (the people), organizational functioning (the processes) and the economic results achieved (the performance). Organizations that adopt 'people centered' practices can see immediate effects that can be translated into a markedly improved competitive advantage. Some of these effects are listed on the right.

People centered approaches are strongly associated with much higher profits and significantly lower employee turnover. Results that validate the proposition that while companies must grow to survive, they cannot do so without the key input and leadership of an engaged, tenured and motivated work force.

Processes:

- Faster product development and production cycle times
- System Flexibility
- A participative & motivated work force
- Improved communication & information flow
- Organizational learning

Performance:

- Reduced waste
- Better time management
- More efficient use of material, human, financial, and informational resources
- Greater financial gain to the bottom line

Most Preferred Employer: The Employer Promise

To become a most preferred employer an organization has to start by developing a unique employer promise. The employer promise is the value that an employee gains through its association with an organization and should:

- Reflect the culture, values and future aspirations of the organization
- Incorporate the attributes that (future) employees find important in choosing an employer
- Differentiate themselves from other employers

Having done that, the organization needs to align its HR practices with the employer promise. When an organization has been able to achieve this in a credible way, so that employees recognize the organization's ability to deliver on the employer promise, then the organization will be in a position to start communicating the Employer Brand internally and externally. This will help build loyalty with employees and preference with the organization's target audience outside the organization.



Most Preferred Employer: The Employer Promise

There are five key benefits to being the most preferred employer:

1. Your Corporate Reputation will receive a tremendous boost in being recognized as an Employer of Choice, your reputation to all (potential) employees and also to the wider community and other important stakeholders.
2. Attracting the most preferred talent and recognition in the marketplace for having a strong employer brand. Most Preferred Employers are able to attract 50% more candidates especially of the caliber that otherwise won't be interested in moving jobs.
3. Retaining talent and engaging employees. Most Preferred Employers are seen to have leaders that provide a challenging and motivating work environment and provide growth opportunities for employees.
4. Lower cost in attracting talent; employees demand a significant lower increase in salary when changing companies. Most Preferred Employers become less reliant on higher compensation levels to attract talent.
5. Driving your bottom line; being able to attract, engage and retain talent will have an immediate and drastic impact on your financial results. Being able to build a strong employer brand is a smart investment for the future of the organization that strives to be on the top.

An Employer Brand which is communicated internally & externally will help build loyalty with employees and preference with the organization's target audience outside the organization

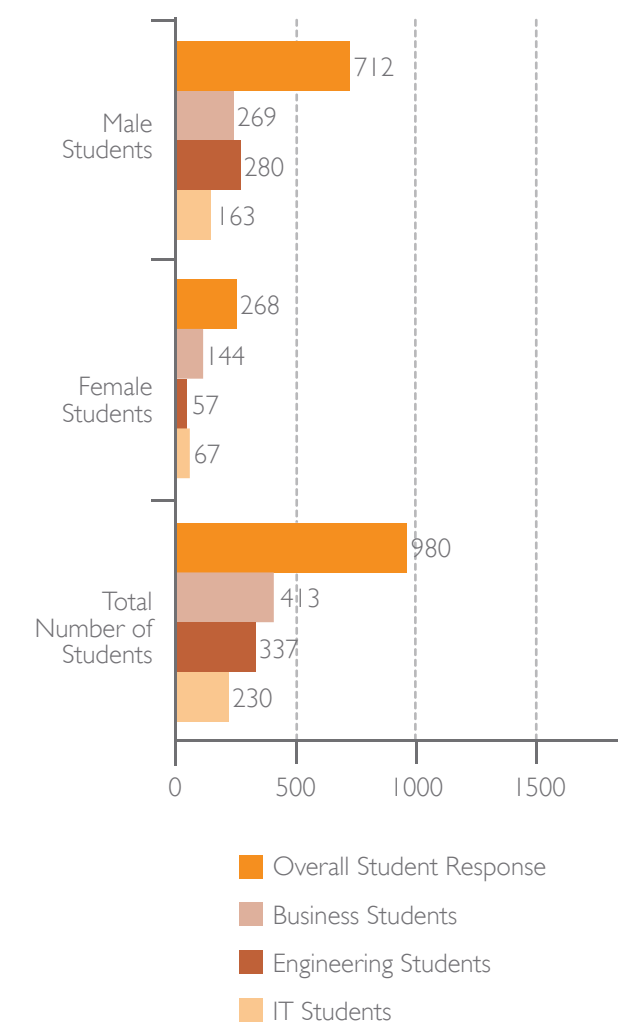
Methodology

For this project we partnered with MEMRB, a global market research company providing business solutions based on accurate and actionable Market Research Services. To date MEMRB offers Market Research services in 28 countries across Central/Eastern Europe, the Middle East, Pakistan and North Africa.

The survey was administered through face to face interviews with 980 students from nineteen different universities across Pakistan, covering students in their final graduating year in Business, Engineering and IT disciplines. The survey covered undergraduate and graduate students in Business and undergraduate students in Engineering and IT.

The survey instrument was a structured questionnaire approximately 30 minutes in length. The topics explored were top of mind preference for most preferred company, "Voted from List" for most preferred company, function and industry. In addition the survey probed graduating students for which attributes they considered important when choosing a company they intend to work for. We also explored awareness of campus activation, programs, management trainee programs and internships

DEMOGRAPHICS BY GENDER & DISCIPLINE



Demographics

UNIVERSITY	LOCATION	Overall Student Response	Business Students	Business Graduates	Business Undergraduates	Engineering Students	IT Students
Bahria University	Islamabad	66	37	31	6	11	18
Dawood College of Engineering and Technology	Karachi	37				37	
Foreman Christian College	Lahore	30	30	24	6		
Foundation for Advancement of Science and Technology (FAST)	Islamabad	92	40	28	12	24	28
Ghulam Ishaq Khan Institute of Science and Technology (GIK)	Swabi	50				25	25
Institute of Business Administration (IBA)	Karachi	55	48	39	9		7
College of Business Management (CBM)	Karachi	42	42	33	9		
Iqra University	Karachi	64	38	28	10	10	16
Lahore University of Management Sciences (LUMS)	Lahore	75	44	35	9	10	21
Mehran University of Engineering and Technology (MUET)	Jamshoro	62				41	21
NED University of Engineering and Technology	Karachi	78				51	27
NUST Business School	Islamabad	37	37	28	9		
NUST College of Electrical and Mechanical Engineering	Rawalpindi	28				12	16
NUST Military College of Signals	Rawalpindi	30				15	15
NUST School of Electrical Engineering and Computer Science	Islamabad	28				12	16
Punjab University	Lahore	73	31	15	16	42	
Syed Zulfiqar Ali Bhutto Institute of Science and Technology (SZABIST)	Karachi	43	27	2	25	2	14
University of Engineering and Technology (UET)	Taxila	26				26	
University of Management Technology (UMT)	Lahore	64	39	17	22	19	6
Total Number of Students		980	413	280	133	337	230

Research Design

The survey was designed not only to establish preference from graduating students on most preferred organizations, industries and functions but also to obtain information which factors are important for students in deciding a future employer and how various companies score on these factors.

To ensure we included all possible different elements determining preferences, we have used research from the Corporate Leadership Council as our guide and adopted their Employer Value Proposition model to the prevailing situation in Pakistan.

The Corporate Leadership Council through worldwide research on this topic, covering 58,000 respondents from 90 CLC member organizations in 34 countries and 20 industries, has, from an original list of more than 200 attributes, identified 38 grouped around 5 clusters that have the most direct impact on attracting and retaining employees. (for more information see: Corporate Leadership Council: Attracting and Retaining Critical Talent Segments).

All the attributes of an employer promise can be grouped around five clusters:

- The characteristics of the organization's **PEOPLE**, such as manager quality
- The nature of the **WORK** itself, such as the extent to which it matches an employee's interests
- The characteristics of the **ORGANIZATION**, such as its size or market position
- The **OPPORTUNITY** a job or organization affords an employee, such as development experiences
- The tangible **REWARDS** an employee receives for his or her work, such as compensation and benefits

As our survey was aimed at attracting talent we have used these 5 clusters broken further into 24 attributes relevant within the Pakistan market.

Employer Promise Attributes: The 5 Clusters

PEOPLE	<ul style="list-style-type: none"> • Collegial Work Environment • Co-worker Quality • Senior Leadership Reputation
ORGANIZATION	<ul style="list-style-type: none"> • Respect • Ethics • Product/ Brand Awareness • Recognized as a Good Employer • Organization Size • Environmental Responsibility • Type of Company • Product Quality • Reputation
OPPORTUNITY	<ul style="list-style-type: none"> • Future Career opportunities • Development Opportunities • Business Growth • Job Security • Respect
REWARD	<ul style="list-style-type: none"> • Compensation • Vacation Policy • Health Benefits
WORK	<ul style="list-style-type: none"> • Challenging and Interesting Work • Location • Recognition • Innovation • Business Travel

Most Preferred Graduate Employer 2011

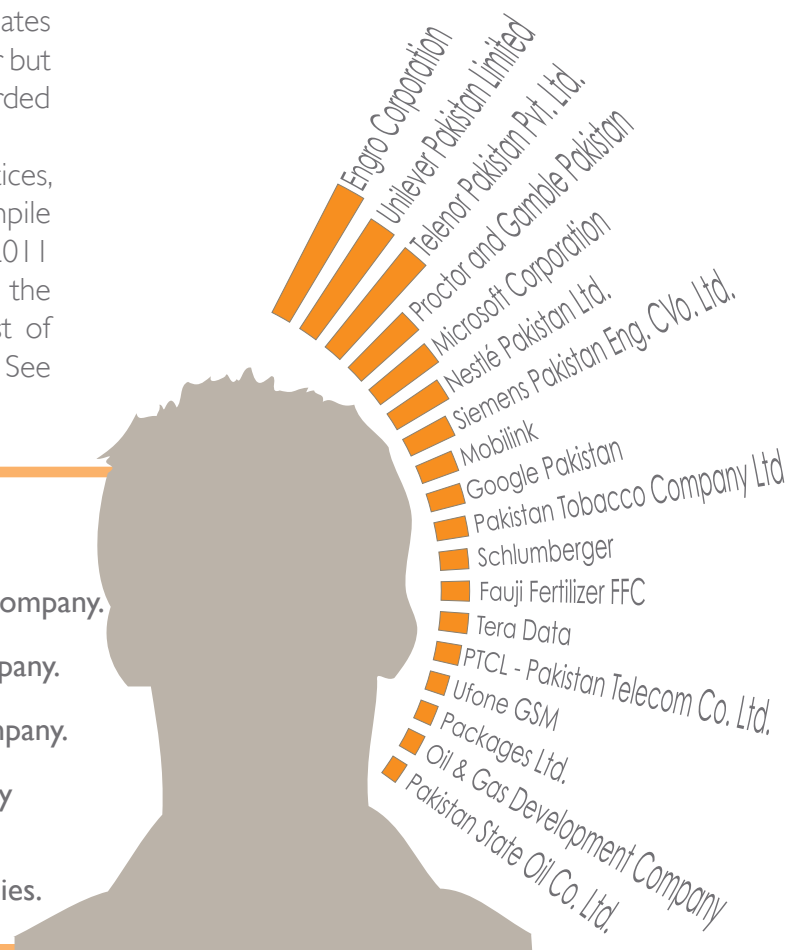
Top of Mind is what is present in the uppermost level of consciousness; it is the manufacturer or brand that people in market surveys name first when asked to list products in a specific category. Top of Mind preference therefore not only indicates that graduates prefer a particular organization to work for but also shows how well the company is regarded in the marketplace.

In line with global market research practices, we used Top of Mind responses to compile the Most Preferred Graduate Employer 2011 (MPE). Later in the interview we asked the graduates to select their MPE from a list of companies that was provided to them. See results in the "Voted from List" section.

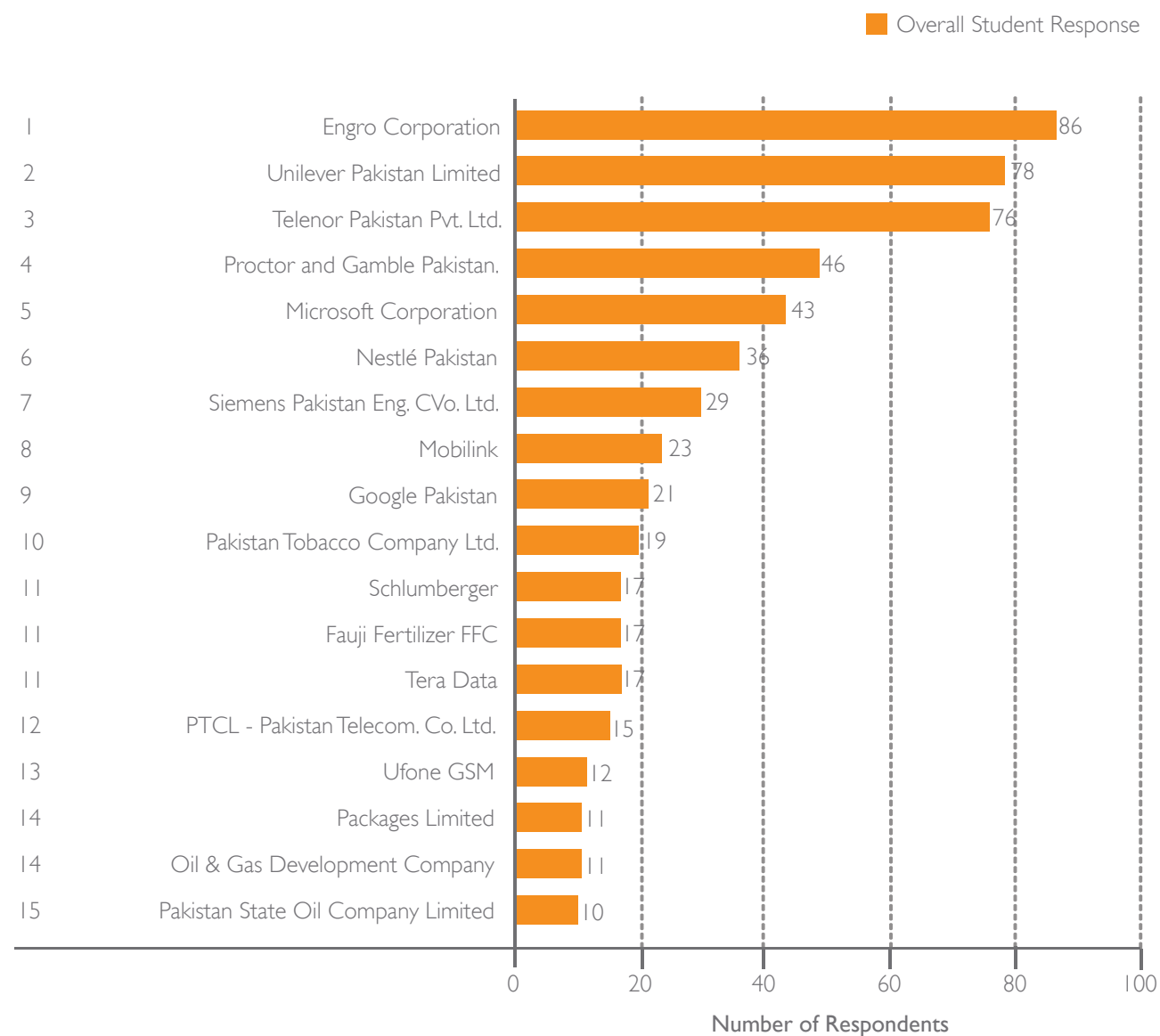
KEY FINDINGS:

- ★ Engro Corporation is the Most Preferred Company.
- ★ Unilever is the Most Preferred FMCG Company.
- ★ Telenor is the Most Preferred Telecom Company.
- ★ Microsoft is the Most Preferred IT Company
- ★ Top 15 rated companies comprise of FMCG, Telecom, IT and Engineering companies.

TOP OF MIND:
MOST PREFERRED GRADUATE EMPLOYER 2011



TOP OF MIND:
MOST PREFERRED GRADUATE EMPLOYER 2011



Top of Mind Attribute Clusters

For this section the students were probed to identify what the most important attributes were to them in selecting an organization of their choice. The choices were then grouped according to the following 5 clusters:

PEOPLE: team oriented, reputed leadership, etc.

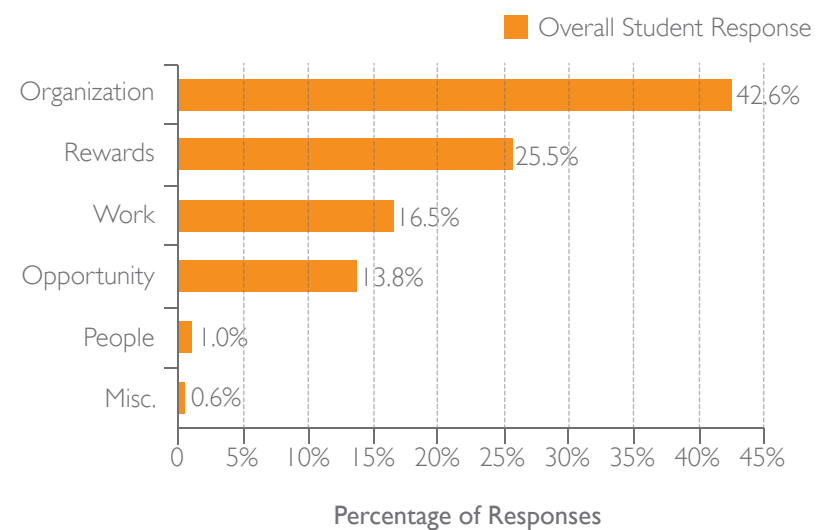
ORGANIZATION: reputation, commitment, brand awareness, etc.

OPPORTUNITY: training and development, career advancement, job security etc.

REWARD: financial compensation, retirement benefits, health & medical, etc.

WORK: challenging, interesting, motivating, etc.

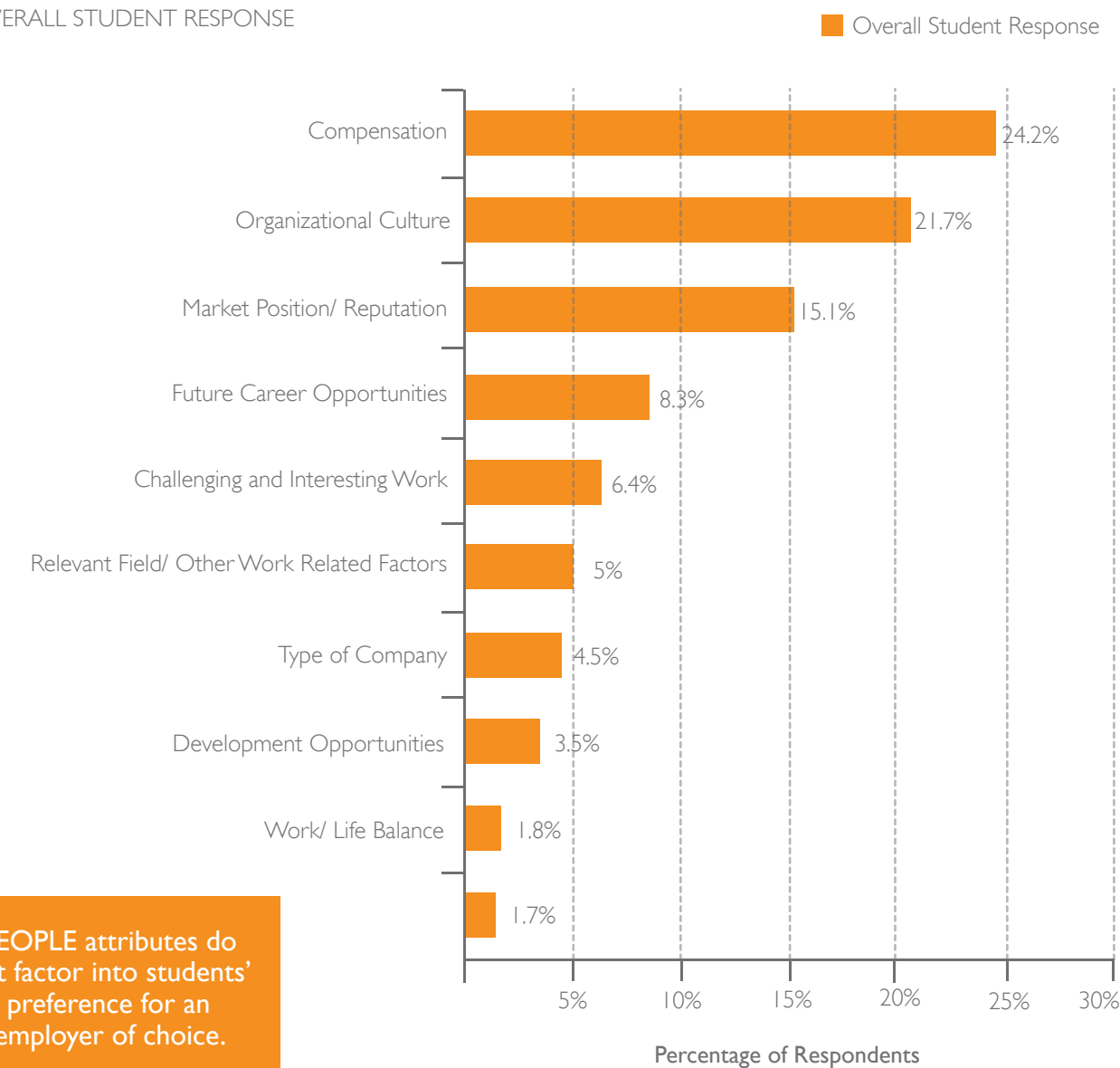
TOP OF MIND: ATTRIBUTE CLUSTERS: RANK 1 BY OVERALL STUDENT RESPONSE



KEY FINDINGS

Students listed down several factors about organizational attributes as being the most important factor when choosing an employer of choice. Organizational Culture and Market Positioning were two frequently listed down factors.

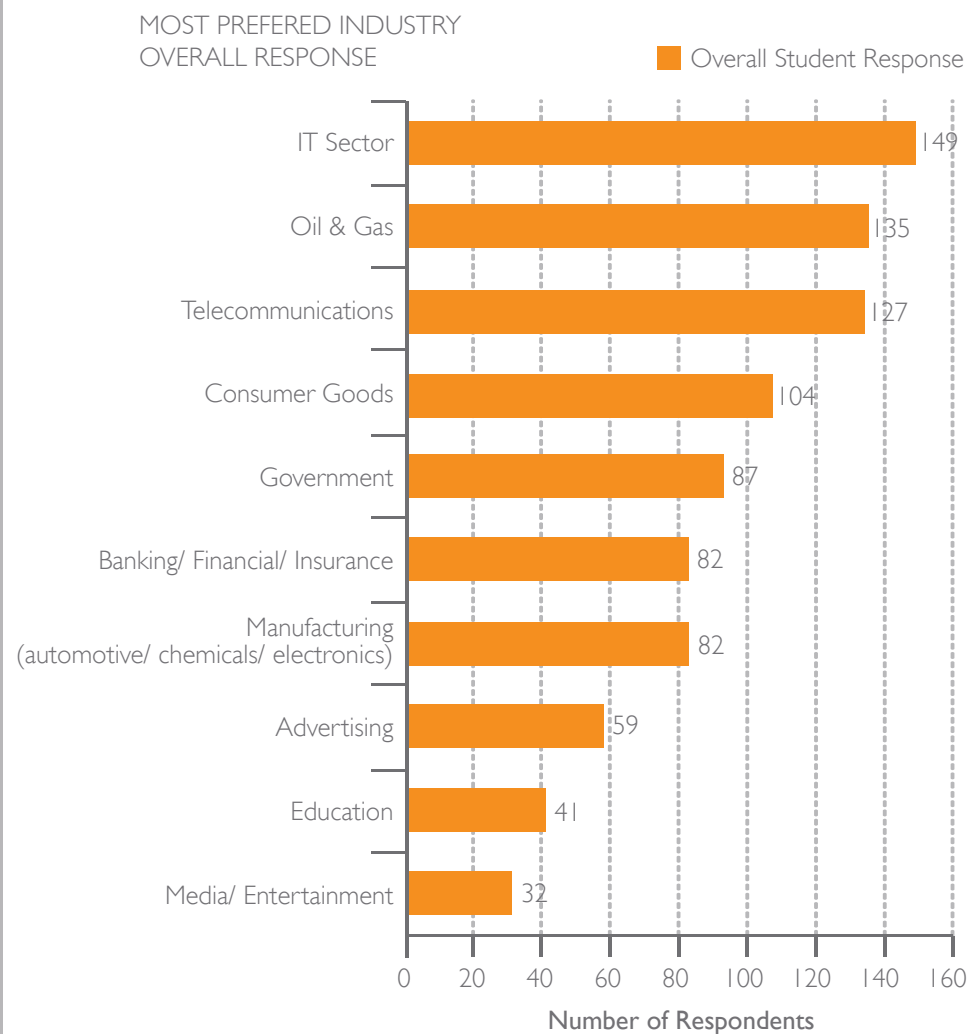
TOP 10 TOP OF MIND ATTRIBUTES: RANK 1 OVERALL STUDENT RESPONSE



PEOPLE attributes do not factor into students' preference for an employer of choice.

Company Preference by Industry

Students were asked to rank their industry of preference from a given list.



KEY FINDINGS

IT Sector is the Most Preferred Industry.

Oil & Gas is the Second Most Preferred Industry, however companies from this sector have not been featured in the Most Preferred Company List.

Telecom has ranked higher than Consumer Goods/ FMCG sector.

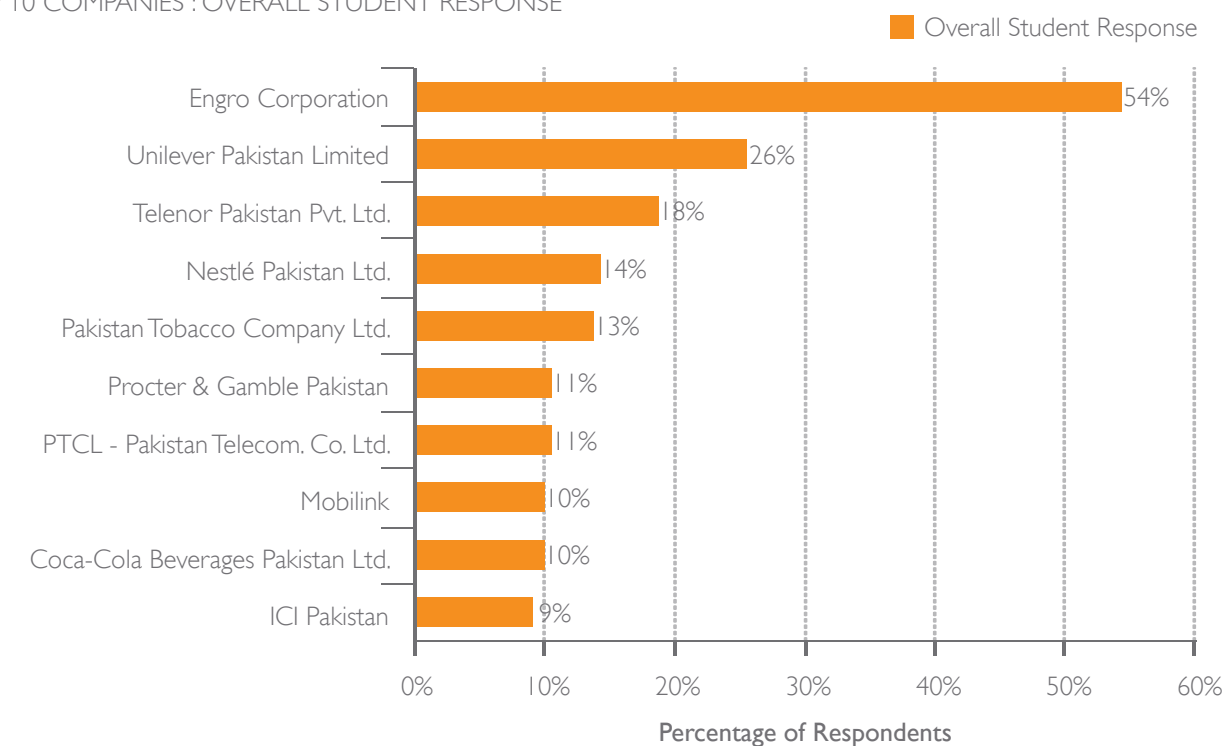
Manufacturing and Banking have been ranked the same, but no companies from the banking sector have been featured in the Most Preferred Company List, while a large number of MPE companies are from the Manufacturing Sector.

Awareness Of Company Activation Programs

Campus Activation is any activity that a company conducts on university campuses to create awareness of their company and to develop employer branding on campuses. In this section we asked students to indicate from a list of companies, to recall which companies

have conducted campus activation activities on their campus in the last two years. We also asked students, which company programs had an impact on them, and whether these programs convinced students to apply to these companies after graduation

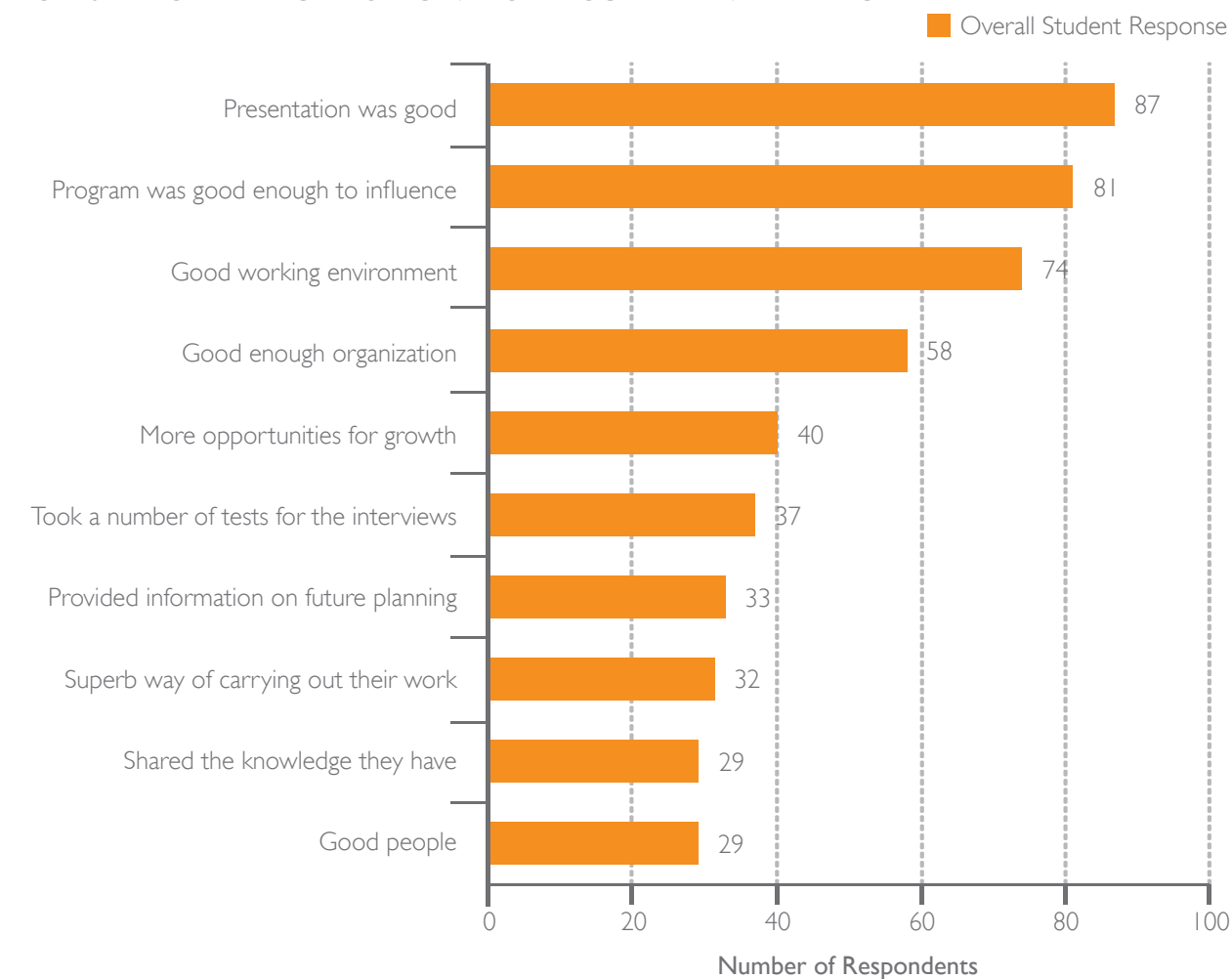
RECALL OF COMPANY ACTIVATION PROGRAMS IN THE PAST YEAR
TOP 10 COMPANIES : OVERALL STUDENT RESPONSE



Top 10 Reasons Why Campus Activation Programs Have An Impact

Students were asked to rank their industry of preference from a given list.

TOP 10 REASONS WHY CAMPUS ACTIVATION PROGRAMS HAVE AN IMPACT



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About Us

Engage Consulting was founded by Paul Keijzer and has been operating in Pakistan and Malaysia since 2007.

Our team has significant leadership and HR experience and combines business and people insights to help companies grow their people, teams and organisation.

We partner with clients in designing and delivering customised leadership and people solutions that add value. Over the years we have been engaged in a great number of exciting assignments and have supported companies by assisting them in strategy development and execution, leadership development and coaching, executive search, HR assessments, HR advisory, HR strategy, talent management, strategic communication and total reward solutions.

We have served numerous progressive and growth oriented companies across all industries throughout Asia and we pride ourselves that the vast majority of our customers come back to help them grow their business.

Clients recognise us for our innovative approach and introduction of new concepts such as the Most Preferred Employer Study, Best Place to Work study, PSHRM HR Awards Gala and most recently the Talent Barometer.

Our Team

Our expanding team consists of:

PAUL KEIJZER
CEO, responsible for our Leadership solutions

ROMANA KHOKHAR
Director, responsible for our HR solutions

SHALA AGHA
Senior Consultant, responsible for our Insight Surveys and Total Reward solutions

SONIA ELAHI
Senior Consultant, responsible for our Executive Search solutions

MARIAM BILGRAMI
Marketing Manager, responsible for our public communications and marketing

MEHREEN BASHIR
Consultant, HR solutions

NADER NAWAZ
Associate Consultant, HR solutions

HUMA MAZHER
Associate Consultant, Insight Surveys and Total Reward solutions

AMMARAHA SAJID
Associate Consultant, Insight Surveys and Total Reward solutions

UMAIR NASEEM
Associate Consultant, Executive Search

Our Solutions



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- Total Reward Surveys
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