

# INSEAD

The Business School  
for the World®

**MBA Graduates 2010**

2010 Employment Statistics. A World of Talent.



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## From the Director

### A record breaking year

After 2 difficult years, 2010 gave us a much brighter picture. Through systematic outreach to companies around the world and the extensive use of social media, on-campus-recruitment as well as online job postings increased by over 30% within one year. In total, 173 companies recruited on campus out of which a staggering 60 were new recruiters.

2010 was the year of all the records – 93% of our 2010 graduates reported employment within the first three months of graduation – a 6% increase compared to 2009 and the highest percentage since the 1990s. The exceptional diversity of our student body is indisputable – over 86 nationalities are currently studying towards their MBA and the classes of 2010 included 326 women. Upon graduation, our students joined companies in 68 countries, 7 more than in the previous year.



Close to 400 companies are currently employing the 2010 graduates, and they are as popular with small start-ups or multinationals, with social impact or private equity firms.

The following pages are a testimony to the talent you can find at INSEAD. We would like to particularly thank our Corporate Partners, and the entire INSEAD Alumni community, for their continuous contribution to our success.

*Schwarzer*

Sandra Schwarzer,  
Director, Career Services,  
Europe & Asia Campuses

**93% of our  
2010 graduates  
reported  
employment  
within 3 months**

## Highlights of 2010

Global employment markets showed strong signs of recovery in 2010 and 93% of INSEAD MBA graduates found employment within three months of graduation. Emerging markets continue to grow their stake in the MBA employment market – 25% of our graduates joined companies in 13 different countries in the Asia Pacific region, and in Latin America Brazil's appetite for talent seemed insatiable.

In 2010, 81% of our graduates changed careers upon completing their MBA. Base salaries ranged from €6,200 to €350,000, and the overall mean salary increased by 14% to €87,400, despite unfavourable exchange rates. An increasing number of companies decided to pay sign-on bonuses and we noted an upturn in additional compensation elements.

Our targeted CV books reached close to 55,000 contacts globally, and social media continued to play an ever increasing role in recruitment. Careers\_insead@twitter has become a popular twitter account followed around the world.

Career treks continued to provide a fantastic opportunity for companies and participants to meet and a wide range of sector treks were on offer in 2010: Investment Banking, Social Impact, Media and High-Tech, Private Equity, Consumer & Luxury Goods, Real Estate, Energy and INDEVOR (social impact club) and numerous company visits were organised regionally and globally.

**In Latin  
America Brazil's  
appetite for  
talent seemed  
insatiable**



## A World of Talent

### One school, two campuses and two intakes

The MBA programme runs in parallel on two campuses in Europe (Fontainebleau, France) and Asia (Singapore). Two classes of approximately 500 participants graduate every year: in July and December respectively. This gives you the opportunity to recruit twice during the year.

### The most international business school

If you are looking for executives who are comfortable working across national and linguistic borders, both sensitive to other cultures and proficient in local business practices, then it is only natural to partner with INSEAD. Our uniquely diverse environment attracts young professionals with a solid international experience. They then learn from each other's differences and similarities, as well as from our global curriculum and faculty, before moving on to pursue careers throughout the world.

### A first-class business school

We attract some of the most talented and ambitious young professionals in the world. Drawn to the school by our world-class faculty and unparalleled international alumni network, they leave INSEAD to create value and growth in companies across the globe.

- Major international rankings: regularly ranked in the top ten business schools worldwide since 2000; number 1 non-US school in Business Week in 2010, number 4 in the Financial Times in 2011, and number 1 non-US school in Forbes in 2009.

- The alumni network includes Chairmen, CEOs, and other senior level directors at a large number of global companies including LVMH, L'Oréal, Power Corporation of Canada, Roche Holding Ltd, Danfoss, Statoil, Heineken, AON, Deutsche Bank, Goldman Sachs, Henkel, BASF, McKinsey & Company, Siemens.

### An intensive preparation for a successful career

INSEAD graduates do not just offer you the latest business insights. They bring stamina, teamwork, entrepreneurialism, organisational skills and effectiveness in the face of pressure to the companies they join. At INSEAD we develop the capacity to master a large amount of material in a short period of time. In this high-pressure environment, we foster collaborative skills through group work in diverse teams.

- The one-year programme provides in-depth knowledge of conceptual models and analytical tools in Accounting, Entrepreneurship, Economics, Finance, Marketing, Organisational Behaviour and Strategy.

### Dual-Degree Programme between INSEAD and the John Hopkins University Paul H. Nitze School of Advanced International Studies (SAIS)

The INSEAD-SAIS Dual-Degree Programme, launched in 2011, will prepare students for careers that combine international relations and business administration. Students admitted to both programmes will be able to complete the two degrees in two and a half years, instead of three years required to complete the degrees separately, by spending one and a half years at SAIS and one year at INSEAD.

**76%**  
of the participants  
transfer between  
campuses during  
the year

Participants speak  
**3+**  
languages  
on graduation

The top five  
nationalities  
**<37%**  
of total  
participants

Average GMAT  
score (2010):  
**703**

# Profile of 2010 INSEAD MBA Graduates

## Total number of MBAs

# 988

## Gender

# 33% Female

# 67% Male

## Nationality

Africa / Near / Middle East	9%
Asia Pacific	25%
Central / Eastern Europe	9%
Latin America	6%
North America	14%
Northern Europe	2%
Southern Europe	10%
Western Europe	25%



## Age

< 26 years	7%
26 – 28 years	43%
29 – 31 years	38%
> 31 years	12%

Average: 29 years

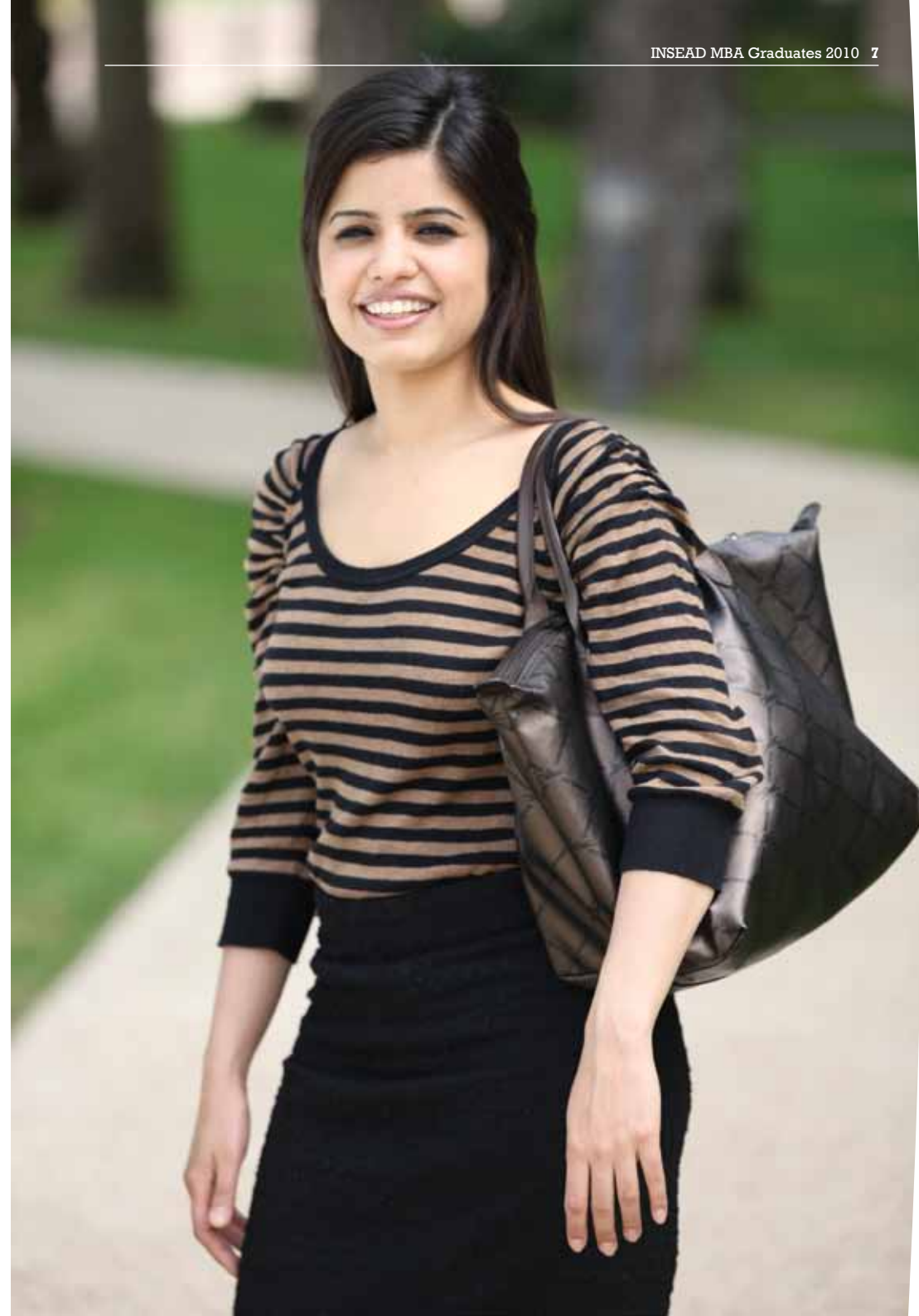
## Work Experience

1 – 2 years	8%
3 – 5 years	37%
5 – 7 years	33%
> 7 years	22%

Average: 5.5 years

## Education

Arts	5%
Business	26%
Economics	14%
Engineering	31%
Law / Political Sciences	8%
Sciences	7%
Other	9%



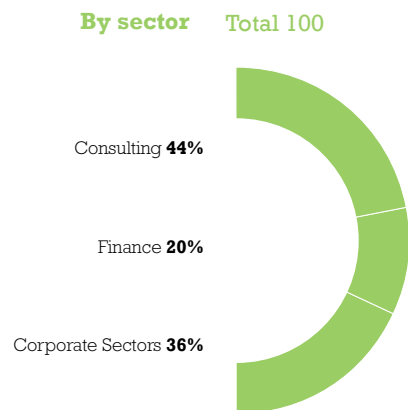
# Full-time jobs and compensation trends

Of the 988 participants in the two classes which completed the INSEAD MBA programme in July and December 2010, 947 (96%) responded to the Career Services survey and 17 reported not having started their job search.

Of these 930 graduates actively looking for a job, 867 (93%) reported having received at least one job offer 3 months after graduation, 802 (86%) gave us details of their career decision and 625 (66%) reported full salary information, on which the salaries section of the following report is based.

## How did they find their job?

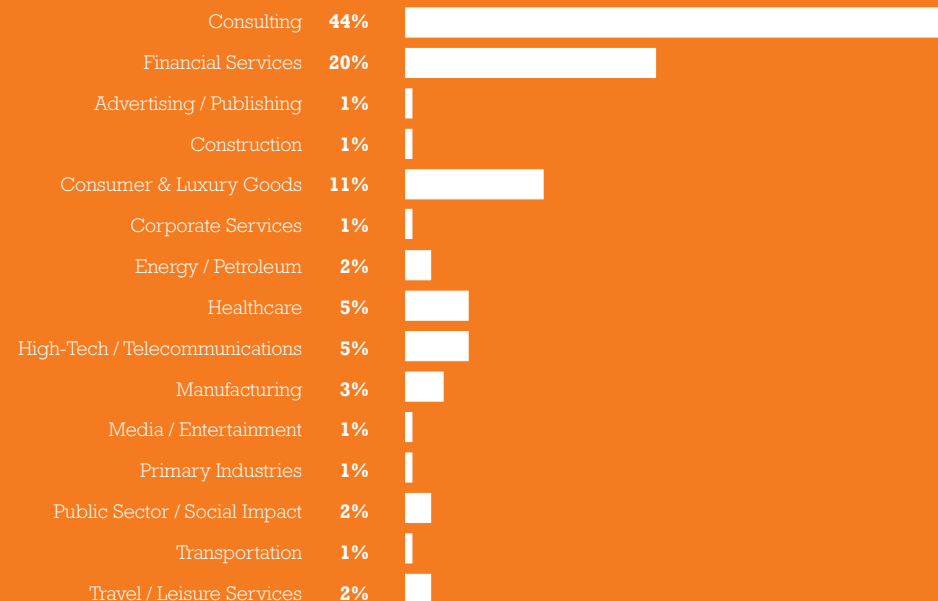
INSEAD facilitated activities		
Career Services / Alumni network	419	52%
Summer job	33	4%
Graduate facilitated activities		
Pre-INSEAD employer	203	25%
Own contacts	123	16%
Creating own company	24	3%
<b>TOTAL</b>	<b>802</b>	<b>100%</b>



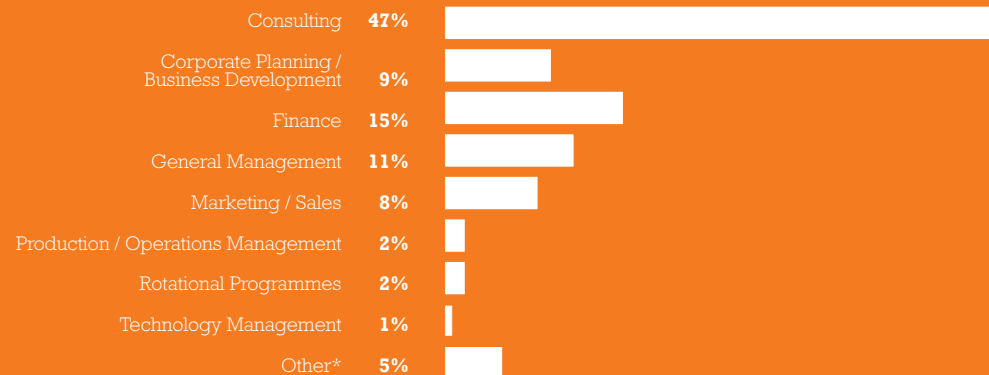
## Sectors: comparison over 5 years

	Consulting	Finance	Corporate Sectors
2010	44%	20%	36%
2009	39%	17%	44%
2008	42%	18%	40%
2007	39%	28%	33%
2006	35%	29%	36%

## 2010 by sector group Total 802



## By function Total 802



\* includes: Accounting & Control, Communications/PR, Engineering, Human Resource Management, Logistics & Purchasing, Medical, Project Management, Research & Development, and a further 1% who did not provide a category.

## Job Locations

At INSEAD, we pride ourselves on the exceptional diversity of our graduates, and our global footprint is reflected in the career destinations of our MBAs. Our global reach was further strengthened in 2010 – through targeted corporate outreach activities, our 41,100 strong alumni network in over 160 countries, the most international faculty and staff and a diverse student population. Companies in 68 countries turned to INSEAD to source talent – an outstanding and truly unique achievement as a business school.

Emerging markets, and specifically Latin America, Africa and Asia Pacific continued to provide interesting opportunities for our graduates. For the first time, one quarter of our graduates decided to take up employment in Asia Pacific – and our 10 year presence in Singapore has helped build our brand in Asia. In Africa, students joined companies in Algeria, Egypt, Gabon, Ghana, Kenya, Morocco, Nigeria, Rwanda and Senegal, the largest variety of countries to date.

With slower recovery of certain economies and tightened immigration rules in the United Kingdom, Western Europe decreased slightly with 40% of accepted positions, while North America stabilized with 8% of graduates joining companies in the region.

Asia Pacific confirmed its strong popularity, with increased opportunities in Singapore (36% of positions accepted in this region), China (16%), Korea (10%), Hong Kong (8%), Australia (8%), and Japan (7%). MBAs also joined companies in India, Indonesia, Thailand, Cambodia, Malaysia, Pakistan and Taiwan.



## Companies in 68 countries turned to INSEAD to source talent

# Career changes

INSEAD MBA participants have a huge appetite for change. Thanks to their international experience and renowned adaptability, 81% of INSEAD's 2010 graduates succeeded in changing their function, sector or country of work on leaving the MBA programme. 22% changed all three at once (up from 19% in 2008), which is an impressive achievement. Fewer consultants returned to their pre-MBA industry, financial services professionals were for the most attracted by consulting (+6%), and of the former corporate sector professionals, while only 55% remained in corporates, 64% (+15%) of them opted to change industry sector.

Compared to previous years, more Indian, American, Belgian, German and Korean participants decided to take up opportunities outside their home country. The vast majority of Chinese, Singaporean, Brazilian and Japanese students returned to their home countries post INSEAD.

## Changes of business sector

### Former consultants

Finance	9%
Corporate Sectors	22%
Consulting	69%

### Former finance professionals

Corporate Sectors	20%
Consulting	25%
Finance	55%*

### Former corporate sectors professionals

Finance	10%
Consulting	35%
Corporate Sectors	55%*

\*Of 187 participants who remained in corporate sectors, 36% (68) stayed in the same sector of industry, while 64% (119) opted for a change.

## An appetite for change

81% of INSEAD MBAs changed career (652)

60% 483 changed function

56% 451 changed country

40% 320 changed sector and

22% 175 changed all 3 dimensions

## Region or country changes

Nationalities: who stays home and who goes abroad<sup>(1)</sup>

Total 802

Regions	#	Home	Abroad
North America	89	38%	62%
Eastern Europe	67	51%	49%
Northern Europe	17	53%	47%
Southern Europe	87	53%	47%
Africa / Near / Middle East	66	58%	42%
Latin America	47	66%	34%
Asia Pacific	198	67%	33%
Western Europe	231	80%	20%

Within selected nationalities\*

Nationalities	#	Home	Abroad
Indian	68	15%	85%
Israeli	15	20%	80%
Bulgarian	10	20%	80%
Canadian	31	30%	70%
American	58	36%	64%
Belgian	20	40%	60%
Lebanese	21	48%	52%
Australian	12	50%	50%
Italian	34	52%	48%
French	68	53%	47%
German	32	53%	47%
Spanish	23	57%	43%
Korean	19	58%	42%
Russian	17	59%	41%
Portuguese	15	67%	33%
British	43	67%	33%
Swiss	17	69%	31%
Dutch	33	73%	27%
Chinese	23	78%	22%
Singaporean	27	78%	22%
Brazilian	21	81%	19%
Japanese	12	92%	8%

\*includes nationalities with more than 10 participants

(1) For the list of countries per region, please refer to pages 46, 47 and 48.

# Compensation trends by region and country

Our graduates accept jobs in a highly diverse selection of countries, sectors and functions. This is reflected in the diversity of their salaries. To allow a comparative analysis, we have included salary information at a regional and national level.

Despite unfavourable exchange rates with the Euro, base salaries increased notably in 2010, with strong regional and sector-specific variations. Overall, base salaries ranged from €6,200 to €350,000, which constitutes the widest range at INSEAD to date. The mean salary increased by 14% to €87,400 and the median salary by 10% to €85,000.

Around 59% of graduates reported sign-on bonuses, which constitutes 10% increase compared to 2009 and is close to pre-recession years. The median sign-on bonus increased by 5% compared to 2009. While most graduates in Lebanon (91%) and China (82%) reported having received sign-on bonuses, fewer students reported bonuses in Southern and Eastern Europe or Africa / Near / Middle East.

Please note that all salary figures quoted are gross, annual and basic – exclusive of all extras such as fringe benefits or sign-on bonuses. The data should be interpreted in the context of widely differing national employment markets, levels of taxation and costs of living, as well as possible variations in exchange rates.

Overall annual mean salary  
Overall annual median salary  
Overall median sign-on bonus\*

€ 87,400  
€ 85,000  
€ 15,400

\*59% of salaries overall reported with sign-on bonus

## By region\*

	#	Range €	Mean €	Median €	% of Sign-on Bonus	Median Sign-on €**
Africa / Near / Middle East	54	48,700 – 124,700	89,200	90,700	70%	15,100
Asia Pacific	140	15,900 – 204,800	82,600	82,100	58%	14,650
Central / Eastern Europe	27	21,500 – 215,400	78,100	76,000	37%	15,000
Latin America	40	6,200 – 188,900	94,000	96,800	65%	15,600
North America	48	30,200 – 154,900	93,100	94,500	67%	15,100
Northern Europe	10	55,000 – 125,000	89,700	91,900	40%	-
Southern Europe	40	53,000 – 140,000	77,300	74,300	65%	16,500
Western Europe	266	50,000 – 350,000	90,000	84,000	58%	17,700
<b>Total</b>	<b>625</b>					

## By country in local currency\*

	#	Range	Mean	Median	% of Sign-on Bonus	Median Sign-on**
Australia (AUS\$)	13	120,000 – 180,000	137,200	135,000	62%	20,000
Belgium (€)	11	74,600 – 145,000	95,500	94,900	55%	18,500
Brazil (Real)	24	110,000 – 386,500	231,400	220,600	79%	40,000
Canada (CDN\$)	9	100,000 – 150,000	132,400	135,000	78%	20,000
China (Renminbi)	28	300,000 – 875,000	642,000	650,000	82%	100,000
France (€)	50	50,000 – 200,000	82,600	80,000	58%	20,000
Germany (€)	30	60,000 – 350,000	101,400	90,000	40%	17,500
Hong Kong (HK\$)	13	420,000 – 2,101,600	1,045,500	930,600	69%	232,600
India (Rupee)	5	963,400 – 6,172,000	2,737,100	2,350,000	40%	-
Italy (€)	14	68,500 – 120,000	82,100	73,600	64%	15,000
Japan (Yen)	12	8,400,000 – 15,000,000	11,000,000	11,000,000	42%	1,680,000
Korea (Won)	11	43,000,000 – 170,909,000	106,913,200	115,000,000	73%	3,778,600
Lebanon (LBP)	11	123,850,000 – 196,078,400	181,979,600	192,634,500	91%	29,976,300
Norway (Krone)	5	710,000 – 1,000,000	788,000	750,000	40%	-
Portugal (€)	8	53,000 – 140,000	72,400	63,500	75%	15,000
Russia (Rouble)	13	2,000,000 – 8,719,800	3,750,500	3,522,300	46%	607,300
Singapore (SG\$)	48	60,000 – 266,000	148,700	147,500	42%	25,500
South Africa (Rand)	6	66,500 – 1,100,000	779,800	696,000	67%	-
Spain (€)	14	65,000 – 95,000	78,700	76,500	57%	18,500
Switzerland (SFr)	37	100,000 – 185,000	135,000	132,800	43%	20,000
The Netherlands (€)	27	54,600 – 133,600	83,200	81,000	56%	18,500
UAE (UAE Dirham)	21	236,400 – 605,900	456,700	477,400	76%	73,400
United Kingdom (£)	102	54,300 – 132,000	74,300	70,000	68%	15,000
USA (US\$)	39	40,000 – 205,000	121,900	125,000	64%	20,000
<b>Total</b>	<b>551</b>					

\* where at least 5 salaries were reported \*\*where at least 5 sign-on bonuses were reported

## How salaries have evolved: comparison over 5 years in local currency (median salary)

	2010	2009	2008	2007	2006
France (€)	80,000	81,000	72,000	81,000	77,900
Germany (€)	90,000	92,750	95,000	90,000	87,100
Singapore (SG\$)	147,500	140,000	141,300	149,500	141,000
Switzerland (SFr)	132,800	145,000	130,000	135,000	129,800
United Kingdom (£)	70,000	65,000	67,800	65,000	64,800
USA (US\$)	125,000	120,000	117,700	120,000	109,300

## Exchange rates

The exchange rates used to compile the tables above are given below.

Currency	2010 per €*	2010 per US\$*	Currency	2010 per €*	2010 per US\$*
Australia (AUS\$)	1,40446	1,06129	Lebanon (LBP)	2012,49560	1518,68130
Brazil (Real)	2,29244	1,73070	Norway (Krone)	7,8151	5,8967
Canada (CDN\$)	1,36022	1,02679	Russia (Rouble)	40,71321	30,72459
China (Renminbi)	8,90853	6,72367	Singapore (SG\$)	1,76183	1,33033
Hong Kong (HK\$)	10,30647	7,76740	South Africa (Rand)	8,7868	6,6288
India (Rupee)	60,91516	45,99269	Switzerland (SFr)	1,32959	1,00442
Japan (Yen)	111,55462	84,25135	UAE (Dirham)	4,86867	3,67371
Korea (Won)	1537,52011	1161,18815	United Kingdom (£)	0,84646	0,63905
			USA (US\$)	1,32528	1

\*Source: Oanda.com (average exchange rate 01/07/2010 -31/12/2010)

## Corporate sectors

2010 saw another strong year for employment opportunities in the corporate sectors with a mere 3% drop in the overall number of students reporting having accepted job opportunities. In particular, the Consumer & Luxury Goods sector attracted a higher number of students with 30% (up from 19%) of all industry hires, whereas both Healthcare and High-Tech / Telecommunications attracted 14% each. Two thirds of the job opportunities were found via INSEAD, an increase of 5% year-on-year.

In terms of functions, corporate planning / business development roles have decreased slightly whereas we noted a strong increase of positions in general management functions, reflecting on the quality of teaching and leadership skills of our graduates.

The strongest increase in opportunities could be found in Asia Pacific where 32% of graduates found employment in 2010 (compared to 26% in 2009); Africa/Near/Middle East, Latin America, North America or Southern Europe

also provided more opportunities than in previous years. Western Europe decreased sharply (-12%), following a general trend of stronger growth in emerging markets.

Salaries increased by 11% on average, with the highest growth in the Energy / Petroleum sector (+23%) followed by Consumer & Luxury Goods (+19%), Construction, Primary Industry or Travel / Leisure Services (+16% each), High-Tech / Telecommunications (+12%), Public Sector / Social Impact (+10%), and Healthcare or Manufacturing (+4% each). Similarly, just over 50% of students reported having received a sign-on bonus in 2010, compared to 38% in 2009.

### How did they find their job?

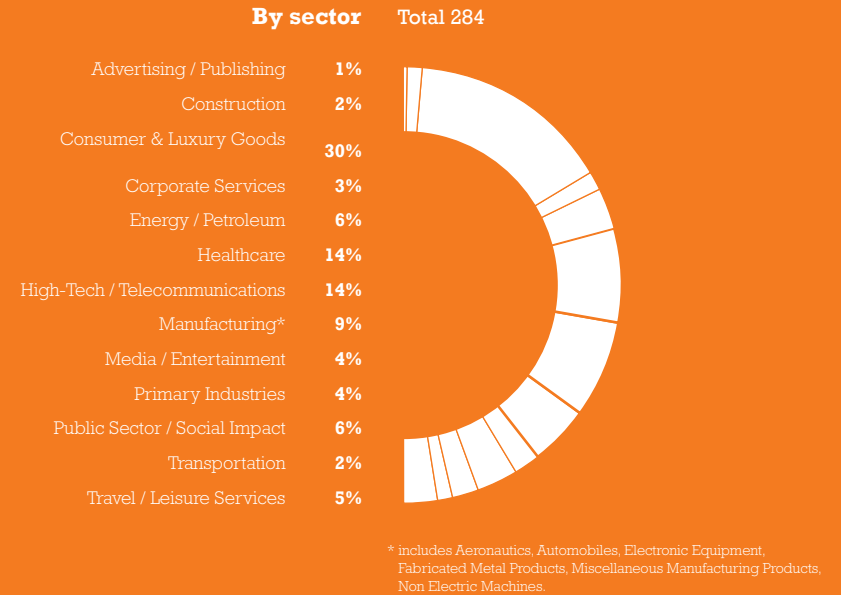
#### INSEAD facilitated activities

Career Services / Alumni network	163	57%
Summer job	4	2%

#### Graduate facilitated activities

Pre-INSEAD employer	32	11%
Own contacts	67	24%
Creating own company	18	6%

**TOTAL** 284 100%



#### By top functional area

 Total 264 (93% of total Corporate Sectors)


“ INSEAD students demonstrate leadership potential, an entrepreneurial spirit, and are great at working in cross-cultural teams. This combination of skills is particularly important to Johnson & Johnson due to our decentralized management approach. The INSEAD teaching also places great emphasis on ethical business practices, something which is paramount in the Johnson & Johnson family of companies. ”

**Johnson & Johnson**

**Corporate Sectors by region**

Total 284

Africa / Near / Middle East	9%
Asia Pacific	32%
Central / Eastern Europe	3%
Latin America	4%
North America	10%
Northern Europe	1%
Southern Europe	8%
Western Europe	33%



**Within Asia Pacific**

Total 90

Australia	6%	
China	20%	
Hong Kong	8%	
Japan	10%	
Korea	12%	
Singapore	31%	
Other*	13%	

\*includes countries where fewer than 5 jobs were reported: India, Indonesia, Pakistan, Taiwan and Thailand.

**Within Europe**

Total 128

France	21%	
Germany	8%	
Portugal	4%	
Spain	10%	
Switzerland	13%	
The Netherlands	5%	
United Kingdom	18%	
Other*	21%	

\*includes countries where fewer than 5 jobs were reported: Belgium, Bulgaria, Czech Republic, Denmark, Estonia, Georgia, Greece, Ireland, Italy, Liechtenstein, Luxemburg, Norway, Russia and Sweden



# Corporate Sector salaries and sign-on bonuses by region and country

Overall annual mean salary	<b>€ 81,500</b>
Overall annual median salary	<b>€ 80,000</b>
Overall median sign-on bonus*	<b>€ 14,200</b>

\* 51% of corporate sector salaries were reported with sign-on bonus

## By sector\*

	#	Range €	Mean €	Median €	% of Sign-on Bonus	Median Sign-on €**
Construction	6	75,400 – 130,000	96,000	92,400	50%	-
Consumer & Luxury Goods	64	30,200 – 200,000	85,500	80,000	59%	17,400
Corporate Services	7	54,600 – 108,800	71,400	65,000	29%	-
Energy / Petroleum	12	55,000 – 181,400	85,400	77,800	17%	-
Healthcare	35	35,200 – 110,400	74,500	75,000	66%	15,000
High-Tech / Telecommunications	34	21,500 – 133,600	83,300	80,400	56%	11,000
Manufacturing	21	29,600 – 117,100	81,700	85,000	57%	12,000
Media / Entertainment	8	27,400 – 106,400	66,900	73,500	62%	11,800
Primary Industries	12	52,000 – 113,400	85,100	83,900	58%	9,400
Public Sector / Social Impact	11	27,950 – 142,100	79,500	90,000	0%	-
Travel / Leisure Services	10	6,200 – 120,000	76,500	80,000	30%	-
<b>TOTAL</b>	<b>220</b>					

## By top function\*

	#	Range €	Mean €	Median €	% of Sign-on Bonus	Median Sign-on €**
Consulting	16	68,200 – 111,100	83,700	81,100	69%	22,700
Corporate Planning / Business Development	47	27,400 – 200,000	81,300	79,350	47%	15,500
Finance	15	40,900 – 100,500	84,000	87,700	47%	12,000
General Management	45	24,200 – 181,400	80,300	79,600	29%	15,300
Marketing / Sales	47	33,800 – 133,600	81,200	80,000	68%	11,900
Production / Operations Management	12	6,200 – 117,100	73,900	77,800	42%	7,600
Research & Development	7	45,300 – 156,100	83,100	75,000	43%	-
Rotational Programmes	13	56,900 – 96,500	75,500	75,000	85%	11,700
Technology Management	6	65,000 – 154,900	94,000	86,700	50%	-
<b>Total</b>	<b>208</b>					

## By region\*

	#	Range €	Mean €	Median €	% of Sign-on Bonus	Median Sign-on €**
Africa / Near / Middle East	20	56,900 – 120,000	85,000	86,600	40%	8,000
Asia Pacific	66	27,950 – 181,400	76,250	74,300	52%	14,600
Eastern Europe	6	21,500 – 87,700	54,700	59,900	17%	-
Latin America	11	6,200 – 113,400	67,400	80,100	36%	-
North America	20	30,200 – 154,900	89,800	90,700	55%	15,100
Southern Europe	17	53,000 – 140,000	78,800	75,000	71%	16,000
Western Europe	82	50,000 – 200,000	87,300	82,800	51%	15,000
<b>TOTAL</b>	<b>222</b>					

## Within Europe\*

	#	Range €	Mean €	Median €	% of Sign-on Bonus	Median Sign-on €**
France	21	50,000 – 200,000	79,700	75,000	33%	15,300
Germany	9	65,000 – 120,000	84,100	85,000	33%	-
Portugal	5	53,000 – 140,000	73,600	58,000	80%	-
Spain	8	65,000 – 95,000	79,400	75,000	62%	20,000
Switzerland	15	75,300 – 139,300	100,400	97,900	47%	9,000
The Netherlands	6	54,000 – 133,600	83,000	77,500	50%	-
United Kingdom	23	64,200 – 156,100	89,500	86,300	65%	14,900
<b>TOTAL</b>	<b>87</b>					

## Within Asia Pacific\*

	#	Range €	Mean €	Median €	% of Sign-on Bonus	Median Sign-on €**
China	17	33,800 – 98,600	67,700	66,300	71%	13,100
Hong Kong	6	40,900 – 104,100	74,400	74,900	67%	-
Japan	8	76,200 – 125,600	91,900	92,400	37%	-
Korea	7	27,950 – 111,100	72,800	79,350	86%	26,450
Singapore	17	42,600 – 142,100	78,900	70,500	24%	-
<b>TOTAL</b>	<b>55</b>					

\* Where at least 5 salaries were reported

\*\* Where at least 5 sign-on bonuses were reported

# Consulting

Consulting firms' need for high profile talent continued to show results in 2010 with 44% of graduates joining the sector and 41% consultants returning to their pre-INSEAD employer. In terms of geographical distribution, offers seem to follow the overall recruitment trends fairly closely – Asia Pacific increased to 17% whereas Southern Europe and the Africa/ Near / Middle East region saw fewer opportunities.

Within Europe, graduates joined consulting firms in 23 countries (+20%) and we noted a 30% increase in the number of countries in the Asia Pacific region. In terms of salaries, the overall mean salary increased by 9% to €89,200 and 71% of salaries were reported with a sign-on bonus (vs.60% in 2009). Salaries saw a sharp increase

in Latin America (+20%), followed by Africa / Near / Middle East (+15%), Asia Pacific (+12%), North America (+11%), and remained stable in Central / Eastern Europe.

## How did they find their job?

### INSEAD facilitated activities

Career Services / Alumni network	185	53%
Summer job	10	3%

### Graduate facilitated activities

Pre-INSEAD employer	143	41%
Own contacts	9	2,5%
Creating own company	2	0,5%

<b>TOTAL</b>	<b>349</b>	<b>100%</b>
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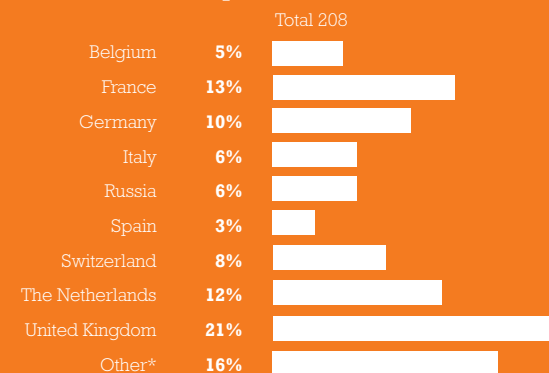
### By region

Total 349



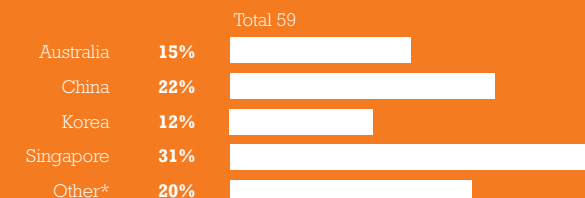
- 10% Africa / Near / Middle East
- 17% Asia Pacific
- 7% Central / Eastern Europe
- 7% Latin America
- 7% North America
- 2% Northern Europe
- 8% Southern Europe
- 42% Western Europe

### Within Europe



\*includes countries where fewer than 5 jobs were reported: Austria, Croatia, Czech Republic, Denmark, Finland, Greece, Hungary, Norway, Poland, Portugal, Romania, Sweden, Turkey and Ukraine.

### Within Asia Pacific



\*includes countries where fewer than 5 jobs were reported: India, Indonesia, Japan, Malaysia, Pakistan and Thailand.

“ We are looking for new colleagues from a variety of backgrounds who are committed to our core values of excellence, entrepreneurship and partnership. We believe that INSEAD students share our values and possess the strengths we require: they take advantage of an excellent education, have an entrepreneurial mindset that strives to develop innovative solutions and are team players used to working in INSEAD’s multicultural setting. ”

**Roland Berger Strategy Consultants**

# Consulting salaries and sign-on bonuses by region and country

Overall annual mean salary	€ 89,200
Overall annual median salary	€ 87,900
Overall median sign-on bonus*	€ 15,400

\* 71% of consulting salaries were reported with sign-on bonus

## By region\*

	#	Range €	Mean €	Median €	% of Sign-on Bonus	Median Sign-on €**
Africa / Near / Middle East	30	50,000 – 124,700	92,800	98,200	93%	15,100
Asia Pacific	39	34,100 – 134,550	83,100	85,600	72%	13,500
Central / Eastern Europe	17	65,000 – 95,200	82,300	85,000	53%	15,000
Latin America	20	63,200 – 153,500	98,800	97,000	90%	16,600
North America	19	83,100 – 110,400	97,350	96,700	84%	15,100
Northern Europe	8	74,800 – 125,000	93,500	92,500	25%	-
Southern Europe	18	53,000 – 120,000	73,900	71,800	67%	16,500
Western Europe	118	60,000 – 160,000	90,300	85,000	65%	17,700
<b>TOTAL</b>	<b>269</b>					

## Within selected countries\*

	#	Range €	Mean €	Median €	% of Sign-on Bonus	Median Sign-on €**
Australia	7	85,600 – 99,900	93,700	94,900	57%	-
Belgium	9	74,600 – 145,000	93,400	81,000	56%	20,000
Brazil	16	88,000 – 153,500	104,900	97,000	94%	17,600
Canada	5	99,400 – 110,400	105,700	109,000	100%	14,700
China	11	50,000 – 90,700	79,500	84,100	100%	11,300
France	24	65,000 – 110,000	86,500	84,500	53%	25,000
Germany	16	60,000 – 160,000	96,500	91,000	44%	20,000
Italy	9	68,500 – 120,000	77,100	73,600	67%	12,500
Lebanon	9	98,200 – 100,000	98,400	98,200	100%	15,100
Russia	8	85,000 – 95,200	88,600	88,500	62%	15,000
Singapore	12	34,100 – 93,800	80,300	84,100	67%	14,200
Spain	5	70,000 – 81,000	75,400	78,000	40%	-
Switzerland	16	85,800 – 120,400	100,900	98,900	37%	26,000
The Netherlands	20	78,000 – 100,000	82,900	81,000	60%	16,750
United Arab Emirates	14	82,300 – 124,700	98,200	98,200	100%	15,100
United Kingdom	32	80,400 – 153,800	88,400	82,800	84%	17,700
USA	14	83,100 – 102,000	94,400	94,500	79%	15,100
<b>TOTAL</b>	<b>227</b>					

\* Where at least 5 salaries were reported

\*\* Where at least 5 sign-on bonuses were reported



# Finance

While not entirely back to pre-recession numbers, recruitment in the financial services sector increased to 20% in 2010, with 163 students (+38%) finding employment within 3 months of graduation. For easy reading, we have split the results into more sub-sectors, including asset management and separated venture capital and private equity. Recruitment increased sharply in these last 2 categories with 20% of offers in these sectors (up from 14% in 2009). Due to stronger recruitment for summer associate programmes, 12% of our graduates found their full-time opportunity through an internship, and this trend is likely to continue in 2011.

In geographical terms, with financial markets recovering quickly, Western Europe attracted more MBAs (+7%) and graduates went to a larger variety of countries compared to 2009, particularly in Asia Pacific. INSEAD graduates were also hired for more senior positions – in 2010, 21% reported Director / Executive level positions (compared to 9% in 2009).

Salaries increased strongly – the overall mean salary increased by 26% year-on-year, and the median sign-on bonus almost doubled within one year. On average, salaries in the financial services sector increased by 40%, followed by investment banking (+27%) and

private equity / venture capital (+6%). The range of salaries, reflecting the variety of locations students joined upon graduation is even wider than in previous years – salaries started at €15,900 with the highest salary being €350,000.

As well as assisting participants in their finance job search, Career Services continues to work closely with the Investment Banking, Investment Management, Real Estate and Private Equity (IPEC) clubs across both campuses. Thanks to student and faculty leadership, the clubs remained very active organising treks and attracting key figureheads as speakers for the IPEC conferences in Asia and Europe. Career Services also organised our first pre-INSEAD Investment Banking trek to London.

## How did they find their job?

INSEAD facilitated activities		
Career Services / Alumni network	71	43%
Summer job	19	12%
Graduate facilitated activities		
Pre-INSEAD employer	28	17%
Own contacts	44	27%
Creating own company	1	1%
<b>TOTAL</b>	<b>163</b>	<b>100%</b>

“Credit Suisse has a strong relationship with INSEAD and we have been extremely impressed with the calibre of students. For a diverse organization like Credit Suisse covering many different clients and product areas across numerous countries, it is important that we identify the strongest candidates from the broadest range of talent pools. INSEAD is critical in helping us achieve this.”

**Credit Suisse**



### By region

Total 163

- 4% Africa / Near / Middle East
- 29% Asia Pacific
- 2% Central / Eastern Europe
- 6% Latin America
- 8% North America
- 3% Southern Europe
- 48% Western Europe

### By division

Total 163

Asset Management	12%	<div style="width: 12%;"></div>
Financial Services	20%	<div style="width: 20%;"></div>
Investment Banking	44%	<div style="width: 44%;"></div>
Private Equity	12%	<div style="width: 12%;"></div>
Venture Capital	12%	<div style="width: 12%;"></div>

### By top job title

Total 158 (out of total Finance)

Analyst	12%	<div style="width: 12%;"></div>
Associate	45%	<div style="width: 45%;"></div>
Manager / Investment manager	13%	<div style="width: 13%;"></div>
Vice President	9%	<div style="width: 9%;"></div>
Director / Executive	22%	<div style="width: 22%;"></div>

### Within Europe

Total 87

France	8%	<div style="width: 8%;"></div>
Germany	6%	<div style="width: 6%;"></div>
Switzerland	7%	<div style="width: 7%;"></div>
United Kingdom	63%	<div style="width: 63%;"></div>
Other*	16%	<div style="width: 16%;"></div>

\* includes countries where fewer than 5 jobs were reported: Belgium, Bulgaria, Italy, Luxembourg, Portugal, Russia, Spain and The Netherlands.

### Within Asia Pacific

Total 47

Hong Kong	17%	<div style="width: 17%;"></div>
Singapore	53%	<div style="width: 53%;"></div>
Other*	30%	<div style="width: 30%;"></div>

\* includes countries where fewer than 5 jobs were reported: Australia, Cambodia, China, India, Indonesia, Japan, Korea, Malaysia and Taiwan.

# Finance salaries and sign-on bonuses by region and country

Overall annual mean salary	<b>€ 94,000</b>
Overall annual median salary	<b>€ 88,700</b>
Overall median sign-on bonus*	<b>€ 24,300</b>

\* 50% of finance salaries were reported with sign-on bonus

## By division\*

	#	Range €	Mean €	Median €	% of Sign-on Bonus	Median Sign-on €**
Asset Management	14	68,200 – 215,400	100,600	81,400	36%	15,100
Financial Services	27	15,900 – 188,900	96,000	94,600	37%	18,400
Investment Banking	64	48,700 – 204,800	91,000	85,100	67%	27,200
Private Equity	15	65,050 – 350,000	108,900	100,500	33%	22,600
Venture Capital	12	19,800 – 170,000	79,200	80,700	25%	-
<b>TOTAL</b>	<b>132</b>					

## By top job title\*

	#	Range €	Mean €	Median €	% of Sign-on Bonus	Median Sign-on €**
Analyst	8	65,000 – 141,900	84,000	79,800	0%	-
Associate	62	15,900 – 215,400	88,100	82,800	71%	26,600
Manager / Investment Manager	17	50,600 – 115,000	82,100	85,200	47%	15,000
Vice President	14	68,200 – 158,700	102,000	101,400	29%	-
Director / Executive	28	19,800 – 350,000	112,300	99,700	32%	19,900
<b>TOTAL</b>	<b>129</b>					

## By region\*

	#	Range €	Mean €	Median €	% of Sign-on Bonus	Median Sign-on €**
Asia Pacific	35	15,900 – 204,800	93,900	93,800	54%	22,700
Latin America	9	52,900 – 188,900	115,700	105,600	44%	-
North America	9	68,000 – 128,500	91,600	88,400	56%	43,100
Southern Europe	5	65,000 – 120,000	84,000	75,000	40%	-
Western Europe	66	65,000 – 350,000	92,700	85,700	52%	26,000
<b>TOTAL</b>	<b>124</b>					

## Within Europe\*

	#	Range €	Mean €	Median €	% of Sign-on Bonus	Median Sign-on €**
France	5	65,000 – 80,000	75,600	80,000	40%	-
Germany	5	85,000 – 350,000	148,000	100,000	40%	-
Switzerland	6	90,300 – 128,000	106,900	109,200	50%	-
United Kingdom	47	65,000 – 141,900	86,800	79,200	57%	26,600
<b>TOTAL</b>	<b>63</b>					

## Within Asia Pacific\*

	#	Range €	Mean €	Median €	% of Sign-on Bonus	Median Sign-on €**
Hong Kong	7	78,000 – 204,800	125,500	102,300	71%	30,200
Singapore	19	68,200 – 151,100	92,100	90,100	42%	21,000
<b>TOTAL</b>	<b>26</b>					

## Within Latin America\*

	#	Range €	Mean €	Median €	% of Sign-on Bonus	Median Sign-on €**
Brazil	5	61,600 – 132,000	110,100	105,600	60%	-
<b>TOTAL</b>	<b>5</b>					

## Within North America\*

	#	Range €	Mean €	Median €	% of Sign-on Bonus	Median Sign-on €**
United States	6	75,600 – 128,500	97,600	98,200	50%	-
<b>TOTAL</b>	<b>6</b>					

\* Where at least 5 salaries were reported

\*\* Where at least 5 sign-on bonuses were reported



# Employers of 2010 INSEAD MBA graduates Top Employers

We would like to highlight those employers who recruited the highest number of INSEAD graduates in 2010 and thank them for their continued support.

	2010 hires		2010 hires
McKinsey & Company	127 (61)	Philips	4
The Boston Consulting Group	60 (29)	Siemens	4
Bain & Company	48 (17)	Singapore Government	4 (4)
Booz & Company	40 (16)	Cargill	3
Roland Berger Strategy Consultants	15 (3)	Deloitte Consulting	3 (2)
A.T. Kearney	14 (3)	Deutsche Bank	3 (1)
Google	13 (2)	General Electric	3 (1)
Johnson & Johnson	10	Hewlett-Packard	3 (1)
L.E.K. Consulting	9 (1)	Hilti Corporation	3
Standard Chartered Bank	9 (1)	KKR Capstone	3
Accenture	8 (4)	Novartis	3
Barclays Capital	8	PwC	3 (1)
LVMH	8	Roche	3
Rocket Internet (Groupon, Zalando)	8	Vodafone	3
Eli Lilly	7 (1)		
L'Oréal	7 (1)		
Samsung	7 (1)		
Danaher	6		
Goldman Sachs	6		
HSBC	6 (1)		
UBS	6 (1)		
Abbott	5		
Amazon	5		
Credit Suisse	5		
Inditex	5		
Morgan Stanley	5		
Avon	4		
Citi	4		
Philip Morris International	4		

Numbers in brackets are former employees returning to the organisation after graduation.



## The INSEAD Partnership

The INSEAD Partnership engages a growing number of organisations who participate in advancing the school's mission through contributions in support of research, career services, student life activities and institutional events.

Partnering with INSEAD opens the door to unique opportunities for organisations seeking visibility and impact at “**The Business School for the World**”®. INSEAD Partners benefit from the school's international presence and organisations can choose from a growing range of partnership options under the following three axes:

**Knowledge** - supporting strategic research and teaching initiatives across the school's academic centres of excellence.

**Sponsorship** - underwriting events and activities ranging from student clubs to the INSEAD Leadership Summits.

**Careers** - aimed specifically at the top recruiters who look to our 990+ MBA and EMBA students as a source of talent.

The Corporate Relations team provides a central point of contact and continuity for organisations seeking to engage with the school, its faculty and talent through the INSEAD Partnership. The team provides partners with an overview of school-wide activities across its three campuses and works closely with them to put together customised partnership packages best tailored to their needs and field of interest.

Remaining close to business is central to INSEAD's values. Our corporate partners not only provide essential funding for

innovative projects, they also join a global community that helps the school fulfil its mission to be “**The Business School for the World**”®.

**For further information about the INSEAD Partnership and how your organisation can get involved, please contact our Corporate Relations Team:**



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charlotte.richez@insead.edu

**INSEAD thanks our 2009/2010 Recruitment Partners for their support!**  
Accenture

A.T. Kearney

Bain & Company

Bank of America Merrill Lynch

The Boston Consulting Group

Booz & Company

Citi

Credit Suisse

Deutsche Bank

Egon Zehnder

Firmenich

Goldman Sachs

Johnson & Johnson

McKinsey & Company

Novartis

Philip Morris International

Robert Bosch

Roland Berger Strategy Consultants

WPP

# 2010 Recruiting Partners

Companies in **bold** recruited at least three MBA Graduates in 2010.  
Companies marked \* participated in on-campus recruiting activities.

3i

## A

A. Paukner SA  
**A.T. Kearney** \*  
 AB InBev \*  
**Abbott** \*  
 Abraaj Capital  
**Accenture** \*  
 a-connect  
 ACTED \*  
 Actis \*  
 Adidas \*  
 Aditya Auto Products Private Limited \*  
 Admiral Group \*  
 African Development Bank \*  
 Aga Khan Fund for Economic Development \*  
 AgeCare  
 Agilone  
 Agoda.com  
 AIG  
 Air Liquide  
 Allianz Capital Partners \*  
 AlpInvest Partners \*  
 Alstom \*  
 Altran  
 Alumix  
 Aluzinc Asia Pte Ltd  
 Amadeus \*  
**Amazon** \*  
 Ambienta Sgr  
 Amdocs  
 American Express \*  
 Ameriprise Financial

Amphenol \*  
 Amundi Asset Management  
 Analysys Mason \*  
 ANZ  
 AOG  
 AOL  
 Apax  
 Apple \*  
 Arcelor Mittal \*  
 Ariston Thermo Group \*  
 Arthur D. Little \*  
 Arvato Services Asia Pacific \*  
 Arvind Ltd  
 Asia Digital Holdings \*  
 Asia Now  
 Asian Development Bank \*  
 AstraZeneca \*  
 Ateji  
 Auda Alternative Investments  
 Audi Capital  
 AUTEL  
 Ava Financial  
 Avington Financial \*  
**Avon** \*  
 Awethu Investment Fund  
 AXA  
 Axa Private Equity  
 AXIAL  
 Axios Group \*

## B

**Bain & Company** \*  
 Banco de Credito del Peru  
 Bank Julius Baer & Co Ltd

## Bank of America Merrill Lynch \*

Bank of Singapore  
**Barclays Capital** \*  
 Bayer \*  
 Beijing Axis \*  
 Bertelsmann AG \*  
 BIOSYL  
 BlueLine Planning  
 BlueOrchard Private Equity  
 BNP Paribas  
 Bolloré Africa Logistics  
**Booz & Company** \*  
 Boudoir Ltd  
 BP Group  
 BPC Holding  
 Brambles \*  
 British American Tobacco  
 British Telecom \*  
 Bupa

## C

C.I.Group Public Company Limited  
 Cambridge Associates \*  
 Canal + \*  
 Capgemini Consulting  
 Capital Group Companies \*  
 Capital One  
 Carey Group  
**Cargill** \*  
 CDS \*  
 Centrica \*  
 CEVA Asia Pacific Holdings Co \*  
 CEZ

Changi Airport Group \*  
 CIBC (Canadian Imperial Bank of Commerce)  
 Cinepolis Sa de CV  
 CISCO SYSTEMS  
**Citi** \*  
 Claisse Ltd  
 CleanReceipts  
 Clinton Health Access Initiative \*  
 Coca-Cola Enterprises \*  
 COFIDIS  
 Cogenra Solar  
 Cognac Godet  
 Coles Group  
 Collier Capital \*  
 Conde Nast Publications/The New Yorker  
 Corval  
 Cove Energy  
 Creathor Venture Management  
**Credit Suisse** \*  
 CRIC  
 CSN Stores

## D

DABVSA, senior retirement communities  
**Danaher** \*  
 Danone Groupe \*  
 De Baak  
 Deli Maatschappij  
**Deloitte Consulting** \*  
 Delta Partners \*  
**Deutsche Bank** \*  
 Deutsche Post DHL Business Consulting \*  
 DeWolff, Boberg & Associates, Inc.  
 DFS \*  
 Diamond Mgmt & Technology Consultants \*  
 Disneyland Paris \*  
 DnB NOR \*

DRT  
 DSK Bank

## E

Earlybird Venture Capital  
 Eaton Corporation \*  
 eBay  
 EDB Investments  
 Edgilis \*  
 Edwards Lifesciences SA \*  
 EF Education \*  
 Egon Zehnder \*  
**Eli Lilly** \*  
 ELIS  
 Emerging Digital Media  
 Emerson \*  
 Emirates NBD  
 Equatorial Coal Limited  
 ESPN STAR Sports \*  
 Essar Group \*  
 Essilor \*  
 Estin & Co \*  
 EuroPraxis Consulting \*  
 Eventival  
 Evercore Partners  
 Evonik  
 Expedia \*  
 Expertys \*

## F

FGF Engenharia  
 Fidelity Investments \*  
 Fifa \*  
 Finasta Direct Investments  
 Finmeccanica  
 First Quantum Minerals \*  
 Fluke Networks  
 Fortress Investment Group  
 FRAM Capital  
 Franke  
 Fredhopper  
 Frontier Investment & Development Partners \*

Frost & Sullivan \*  
 Fuh Hwa Securities Trust  
 Furlined LLC

## G

GE \*  
 GE Capital  
 GE Energy \*  
 GE Healthcare \*  
 General Motors International Operations  
 Georgian International Energy Corporation  
 Gibson Tullberg \*  
 Glencore \*  
 Global Instincts  
 Global Intelligence Alliance \*  
**Goldman Sachs** \*  
**Google** \*  
 Government of Singapore Investment Corp \*  
**Groupon**  
 Grupo Santander \*  
 Gucci

## H

Halogent, LLC  
 Hermès  
 HERO Nutrition Company  
**Hewlett-Packard** \*  
**Hilti Corporation** \*  
 Hiscox  
**HSBC** \*  
 Hyundai Securities Co.,Ltd

## I

Iberdrola  
 IDEX Corporation \*  
 Imerys \*  
 IMS Health \*  
 Indcap  
**Inditex** \*  
 Infosys Consulting \*

Inland Revenue Authority of Singapore

Intel \*

International Committee of the Red Cross

International SOS \*

Itau BBA

## J

Jeronimo Martins SA

JLT Group plc

**Johnson & Johnson \***

Jollibee Foods Corporation

JP Morgan \*

## K

KBC Group - KBC Banka Serbia

Keneo Sports Solutions

KEnergy

**KKR Capstone \***

KPMG

KR Immobilien GmbH & Co KG

KT Zmico Securities Company

## L

**L.E.K. Consulting \***

Lalani & Associates

LAN Airlines

LeadersLeague \*

Lebua Hotels & Resorts \*

LGT Capital Partners \*

Limango

Lloyds Banking Group \*

Lodha Group

Loewe - LVMH Fashion Division

Longscale \*

**L'Oréal \***

**Louis Vuitton \***

Lufthansa Airlines

LV China \*

LVMH \*

## M

M & G Investments

Macquarie

Marakon \*

Marina Bay Sands \*

Marnier Lapostolle

Mattel East Asia Ltd \*

MBDA

**McKinsey & Company \***

MediaMath

Medtronic \*

Memsys Clearwater

Mercer \*

Microsoft \*

Ministry of Foreign Affairs and Trade

MISUMI

Mitsubishi Corporation

Mitsubishi UFJ Securities

Mitsulift

Moelis & Company \*

**Moët Hennessy \***

moksha8 Pharmaceuticals, Inc.

Moneysupermarket.com \*

Monitor Group \*

**Morgan Stanley \***

Motorola

Mubadala Development Company \*

## N

National Air Services

National Australia Bank

Navis Capital Partners

NDS

Neowiz Games

Nestlé

NeWorld EDD

Nike \*

Nokia

Nomura \*

Nordic Capital

**Novartis \***

Novavera Capital

## O

OC&C Strategy Consultants

OCBC \*

Office of the Mayor of Kazan City

Ogilvy

Oliver Wyman

Ongoing Strategy Investments

Opera Solutions

Optimus

Orange Communications Switzerland

Orange Valley Nursing Home

Orascom HD

Orbis Gigs

Oteko

## P

Pacific Gas and Electric Company

Pacific Real Estate Capital Partners

Paramount Pictures

Partners Group

PepsiCo \*

Permira

**Philip Morris International \***

**Philips \***

Pimco \*

Platina Partners

Poalim Asset Management

Portugal Telecom SA

Positivo Informatica

**PwC**

PT Indika Energy Tbk

## R

Radiometer

Raycap \*

Rebate Networks GmbH

RedMart Pte Ltd

Reliance

Renaissance Advisors

Renaissance Capital

Renova Management AG

Research Solutions

Responsible Research \*

Rise Conseil

**Roche \***

Rocket Internet

**Roland Berger Strategy Consultants \***

Rolls-Royce \*

Rosetta Stone \*

Royal Bank of Scotland

Royal Canin SA (MARS Inc)

Russell Investments \*

## S

SAC Capital Management

Saint Gobain

**Samsung \***

Sanford C. Bernstein \*

SAP Consultants \*

Schibsted ASA

Schlumberger Business Consulting \*

Schneider Electric \*

Scotiabank

Seabury Group

Sensaris

SES WORLD SKIES

Shalina Healthcare Ltd

Shell \*

Shenzhen Mindray Bio-medical Electronics Co., Ltd.

Shiseido

Sicap

**Siemens \***

Siemens Management Consulting \*

Silverreed

Sindicatum Carbon Capital

**Singapore Government**

Singapore

Telecommunications \*

SmartEyes International AB

SNECI

Sodexo \*

Sofinnova

Solairedirect SA

Solon

South Wing Consulting

Southern Star Shipping

Spectrum Value Management

Stamford Associates

**Standard Chartered Bank \***

Standard Investment

Standard Life Capital Partners

Steinbeis

Step for Bulgaria Foundation \*

Straumann \*

Swicorp \*

Syngenta \*

## T

TA Associates

Tchibo \*

TDR Capital

Technoserve

Temasek Holdings

Tencent \*

Tenova S.p.A.

Tesco Plc \*

The Blackstone Group \*

**The Boston Consulting Group \***

The Parthenon Group \*

Thomson Reuters \*

Tod's Group \*

Tognum

Transcom Worldwide

Tudor Investment Corp

## U

**UBS \***

Unibuild Algeria

UniCredit S.p.A. \*

## V

Value Partners \*

Vestas Mediterranean \*

Viking Offshore & Marine

Vision Capital

VMware Inc

**Vodafone \***

Voxtrot

## W

Waggener Edstrom \*

Waha Capital

Warburg Pincus

International LLC \*

Wave Hill Capital

Management

Whirlpool \*

World Economic Forum

## Y

Yahoo! \*

## Z

Zalando

**TOTAL: 396**

# Summer internships and compensation trends

51% of the December 2010 class reported a summer internship (those graduating in July are not available for summer internships). As in previous years the average duration was seven weeks. 145 companies offered internships to INSEAD participants in 2010 (up from 137 in 2009) and 24 companies took more than 3 interns. The majority of students used their summer job to gain experience in a new company and overall satisfaction ratings among participants were very high.

As in previous years, internships in financial services accounted for the majority of opportunities with 41% of

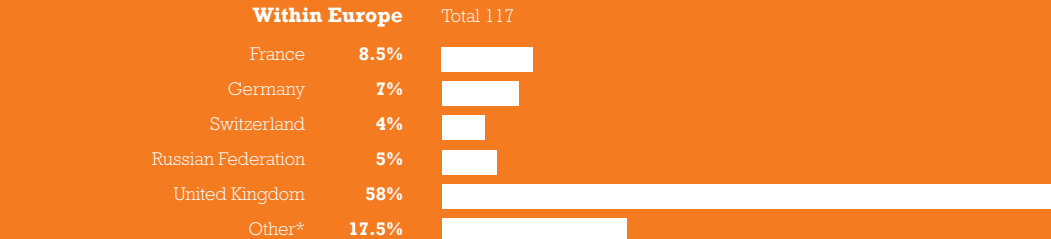
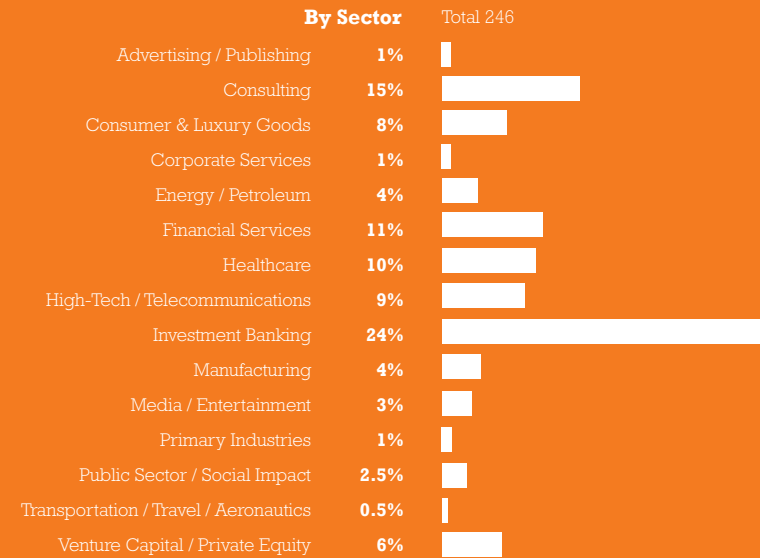
graduates reporting an offer in that sector. Internships in the Healthcare and High-Tech / Telecommunications sectors grew by 4% respectively while we saw fewer students take up opportunities in the Public / Social Impact sector.

The geographical distribution of internship opportunities remained relatively stable, with a 5% growth in internships in the Asia Pacific region. In Western Europe, the strong summer associate recruitment within the Investment Banking Sector led to an 11% increase in internships in the United Kingdom. Monthly salaries varied widely from €334 to €12,261.

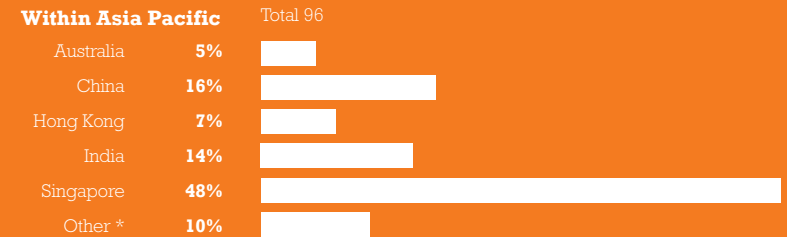


**By region**  
Total 246

- 6% Africa / Near / Middle East
- 39% Asia Pacific
- 4.5% North America
- 3% South America
- 4.5% Eastern Europe
- 1% Northern Europe
- 2% Southern Europe
- 40% Western Europe



\*includes countries where fewer than 5 jobs were reported: Belgium, Bulgaria, Czech Republic, Denmark, Hungary, Mongolia, Norway, Portugal, Spain and The Netherlands.



\* Includes countries where fewer than 5 jobs were reported: Cambodia, Indonesia, Japan, Malaysia, Philippines, Sri Lanka and Taiwan.

## Summer jobs: monthly base salaries

Overall monthly mean salary	<b>€ 4,100</b>
Overall monthly median salary	<b>€ 4,200</b>

### By sector\*

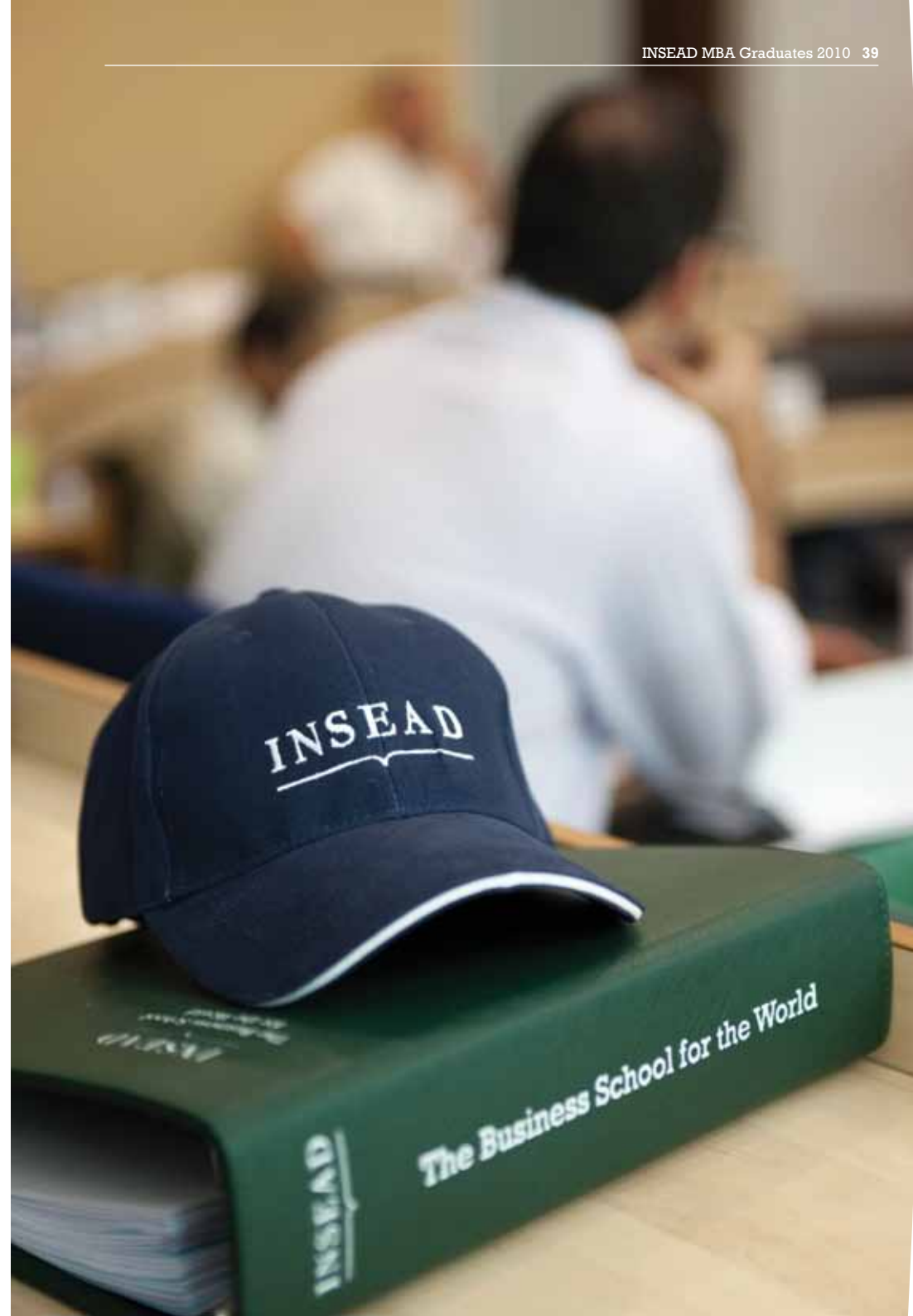
	#	Range €	Median €
Consulting	37	575 – 12,261	6,830
Consumer & Luxury Goods	16	501 – 6,226	1,943
Corporate Services	4	1,426 – 4,277	3,503
Energy / Petroleum	9	900 – 9,644	4,822
Financial Services	20	570 – 11,030	1,578
Healthcare	21	456 – 6,235	3,897
High-Tech / Telecommunications	20	501 – 6,625	4,260
Investment Banking	54	418 – 8,554	6,027
Manufacturing	8	1,000 – 7,794	3,858
Media / Entertainment	5	400 – 2,500	1,559
Primary Industries	4	1,711 – 4,203	2,208
Venture Capital / Private Equity	11	334 – 7,233	2,000

### By country\*

	#	Range €	Median €*
Australia	4	4,150 – 6,226	5,534
Brazil	6	3,416 – 7,986	7,015
China	13	575 – 4,000	1,496
France	9	1,000 – 4,300	2,000
Germany	8	1,800 – 7,400	3,550
Hong Kong	6	1,507 – 6,531	5,627
India	11	334 – 7,794	585
Russian Federation	5	5,128 – 9,000	8,205
Singapore	43	456 – 12,261	2,851
Switzerland	5	4,203 – 5,580	4,793
The Netherlands	4	400 – 4,000	2,950
United Kingdom	64	1,085 – 11,030	6,027
USA	7	779 – 6,625	5,456

\*Where 4 or more salaries were reported

Exchange rate source: Oanda.com (average for the period: 01/07/10 – 31/08/10)



# Companies which hired summer interns in 2010

Companies in **bold** employed at least 3 interns

3i

4G Africa

## A

A.T. Kearney

Abacus Capital

## Abbott

Acciona energia

Actis

Admiral Group

Allianz Capital Partners

AlphaCub

American Express

Amgen

Amphenol

Arthur D. Little

Asian Development Bank

## B

**Bain & Company****Bank of America Merrill Lynch**

Baobab Life

**Barclays Capital**

Biogen Idec

**Booz & Company****British Telecom**

BW Group

## C

Cabinet Naudet DB&amp;A

CANAL +

CandleAid

Carlyle fosun join fund

## Centrica

Chery Quantum

Automotive Co Ltd

Cinepolis SA de CV

## Citi

Clinton Health Access

Initiative

## Coles Group

Conatix

Credit Suisse

Critical Software

## D

Danaher

DBS Asset Management

## Deutsche Bank

## E

Earlybird Venture Capital

EDP Renovaveis

Eli Lilly

Elsevier

EnerMech

Eyeka Asia

## F

Franke

Frontier Investment &amp; Development Partners

## G

Gazprom bank

GE Healthcare

Generation Investment

Management

GGVC

Global Energy Capital

Goldman Sachs

## Google

Groundhog Technologies

Groupon

## H

## HSBC

HyTrust, Inc.

## I

i2O Water

IDG Capital Partners

IFC

Impact Investment

Exchange

IMS Health

Infosys Consulting

Interactive Digital Reality

Investcorp

## J

**Johnson & Johnson**

JP Morgan

JR286

Jump Ramp Ventures

## K

Kairos Capital

KR Immobilien GmbH &amp; Co KG

## L

Lazard Freres

Leyton Associates

LinkedIn

Lockheed Martin Global

Inc.

Longscale

LoudSauce

Louis Vuitton

## M

Magpie Polymers

MBDA

**McKinsey & Company**

## Medtronic

Merck

Middle East Broadcasting Corporation

Moelis &amp; Company

moksha8 Pharmaceuticals, Inc.

Monitor Group

## Morgan Stanley

## N

Navis Capital Partners

Newcom Group

Nike

Nissan

## Nomura

## O

Olam International

One Foundation

Ongoing Strategy

Investments

Opera Solutions

## P

Pamela Lauz Jewellery

## PepsiCo

## Philips

Pimco

Platina Partners

Portugal Telecom SA

PPR

Prada Group

Progeniq

PSA Peugeot Citroën

PwC

## R

Ralph Lauren

Repregen

Responsible Research

Rockhampton

Management Ltd

**Roland Berger Strategy Consultants**

Rothschild

Royal Bank of Scotland

## S

Sanofi-Aventis

Sanoma

Schneider Electric

Service Source

Shell

Siemens Venture Capital

SIG venture capital

Skype

Société Générale

**Standard Chartered Bank**

Step for Bulgaria

Foundation

## Syngenta

## T

TechnoServe

Temasek Holdings

The Beijing Axis

The Blackstone Group

**The Boston Consulting Group**

The Carbon Trust

The Central Bank of

Nigeria

The Wine Society of India

## U

## UBS

UNDP

UniCredit S.p.A.

## V

Ventureast

Vital Regeneration

Vodafone

## W

Waha Capital

Warburg Pincus

International LLC

## X

Xander

**TOTAL: 145**

# A wide choice of recruiting methods

The Career Services team provides advice and assistance for recruiters throughout the hiring process. We are committed to working closely with organisations to find an INSEAD recruitment strategy that fits their needs.

Recruiters can access 990+ MBA, 130 EMBA and a network of 41,100 Alumni through our offices. Identical opportunities to hire INSEAD MBAs are provided twice a year on both of our campuses (Europe and Asia). The MBA participants taking part in campus exchange between Singapore, Fontainebleau (France) the Wharton School of Business and the Kellogg school of Management (USA) is increasing. In 2010 around 76% of participants chose to move at least once between campuses. Given such mobility, it is vital that recruitment messages reach all participants. Ideally, companies achieve this by having a physical presence on both campuses or by taking advantage of our video-conference facilities. We recommend mixing and matching the following recruitment methods according to your needs. Please do not hesitate to contact us to discuss your best approach for successful recruitment at INSEAD.

**990+ MBA,  
130 EMBA &  
a network of  
41,100 Alumni**

## Recruit on campus

If you wish to build corporate brand image and increase awareness of your company's career opportunities, on-campus recruitment is usually the best approach.

## Company Presentation

This consists of a one-hour presentation usually followed by a networking cocktail reception, with interviews held at a later date. Employer visits take place during the two main recruitment periods (March–June and September–December). Interviews can be arranged on both campuses, taking advantage of our interview rooms, state-of-the-art video-conference facilities, and the web-based interview-scheduling system on our CareerLink platform.

## Participate in a Career Fair

The Career Fair is a great opportunity to meet and network with outstanding participants who are interested in posts in Asia, Europe and beyond. It is also a convenient way to build a company's presence on campus and to meet future key international decision-makers and customers – without engaging the resources required for a formal presentation.

## Participate in a Networking Evening

Participating in a multi-industry networking evening, where a limited number of companies are invited, gives you a chance to network face to face with students in an exclusive setting.

## Post a job description

At any time during the year, descriptions of career opportunities (full-time positions or internships) can be posted on our user-friendly website, CareerLink, free of charge and viewed by MBA participants on both campuses. The site makes it possible for applicants to respond directly to the recruiting organisation.

## Contact individuals directly through the CV Book

The CVs of our MBA participants are an important recruiting tool, whether companies plan to recruit on campus or by direct contact. For each class, we publish a CV Book, which is also available online with many useful search capabilities, such as languages, previous work experience and educational background.

## Recruit for internships and projects

The January intake has the opportunity to work on a July–August internship or project during the two-month summer break. Managers hiring INSEAD MBA participants in this way benefit from having highly motivated, self-starting individuals work on specific business issues.

## Career Services sponsored events

We arrange many additional events throughout the year. Examples include: panel discussions on careers in specific industries or women's career issues; seminars on presentation skills or case interview techniques; and preparation for finance interviews. All of these provide participants with specialised insights and allow the companies involved to promote their brand on campus.

## Clubs

INSEAD has a wide variety of sector-specific participant clubs, including consulting, healthcare, energy, private equity, marketing, entrepreneurship and NGOs. Working with the clubs on their various events enables recruiters to target – and network with – groups of motivated participants very efficiently.

For more details on recruiting at INSEAD, please visit the “Corporate Recruiters” section of our website:

[http://www.insead.edu/corporate\\_recruiters/](http://www.insead.edu/corporate_recruiters/)

## General Enquiries

Europe Campus  
Tel: +33 (0)1 60 72 43 80  
careers.fb@insead.edu

Asia Campus  
Tel: +65 6799 5428  
careers.sgp@insead.edu



# Important INSEAD recruiting guidelines

**Non-disclosure of grades:** INSEAD's selection criteria demand a rigorous evaluation of intellectual and professional abilities. To obtain the MBA degree is a significant achievement. As a matter of policy, grades are considered confidential during the recruitment process. However, participants will be able to communicate about whether or not they are on the official Dean's List of high performers. Full transcripts of grades can be obtained only after graduation.

**Equal consideration for participants on both campuses:** Participants are selected from a centralised applicant pool, so both campuses have roughly the same MBA profile. Recruiters are therefore expected to consider all candidates regardless of their campus location, including those on the exchange with Wharton and Kellogg. It is also in employers' interests to target both INSEAD campuses, as – after the first four months of the programme – participants are able to move freely between sites every two months. Career Services has comprehensive systems in place, such as video-conferencing equipment, to facilitate this process.

**Non-discrimination:** As an international business school, INSEAD adheres to the principles of equality and impartiality. We expect companies recruiting at INSEAD to respect these principles.

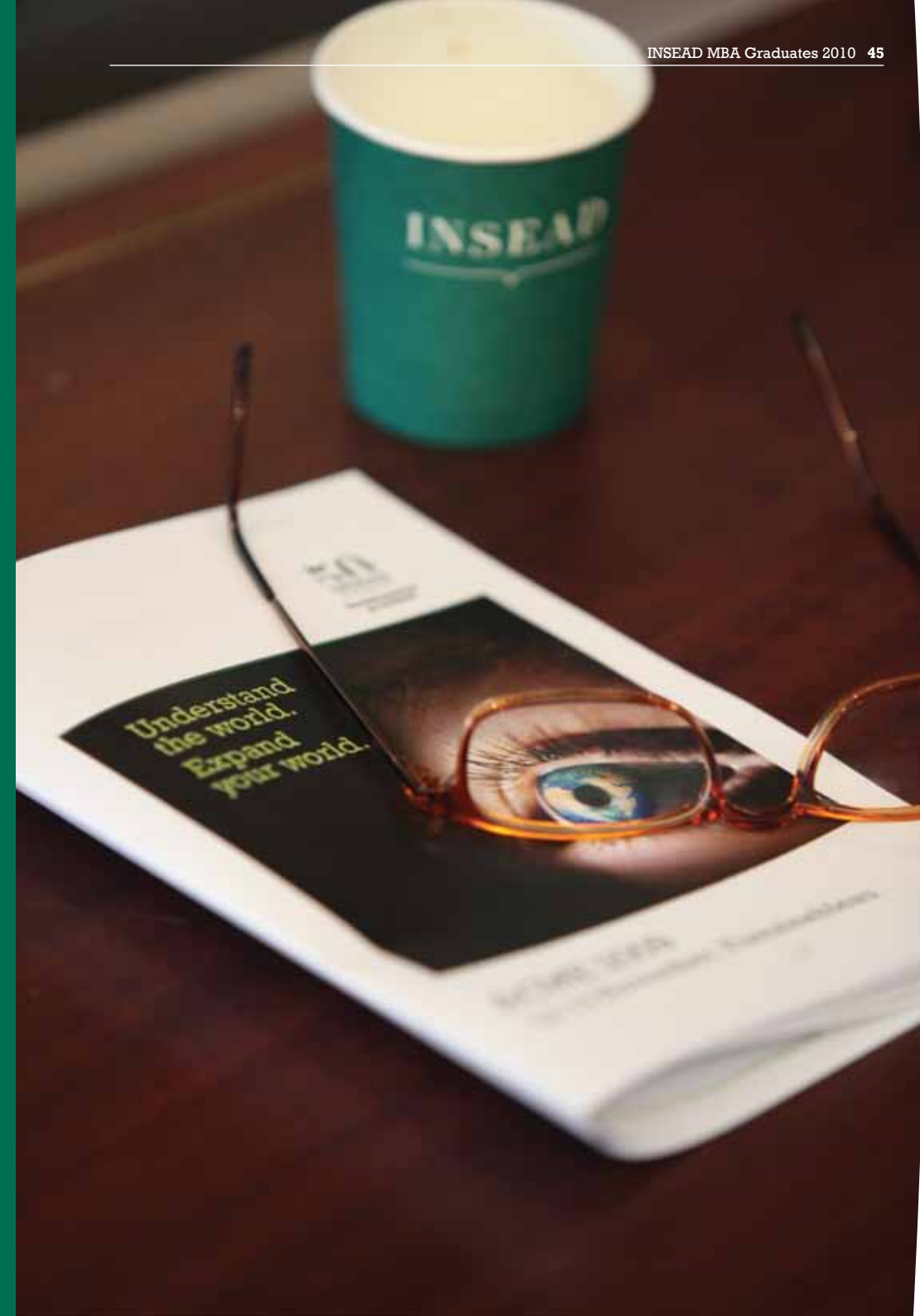
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[http://www.insead.edu/corporate\\_recruiters/](http://www.insead.edu/corporate_recruiters/)

## General Enquiries

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Tel: +33 (0)1 60 72 43 80  
[careers.fb@insead.edu](mailto:careers.fb@insead.edu)

Asia Campus  
Tel: +65 6799 5428  
[careers.sgp@insead.edu](mailto:careers.sgp@insead.edu)



# List of countries per region

## Africa

Algeria  
Angola  
Benin  
Botswana  
Burkina Faso  
Burundi  
Cameroon  
Cape Verde  
Central African Republic  
Chad  
Comoros  
Congo  
Congo Rep.Dem.  
Djibouti  
Egypt  
Equatorial Guinea  
Eritrea  
Ethiopia  
Gabon  
Gambia  
Ghana  
Guinea  
Guinea-Bissau  
Ivory Coast  
Kenya  
Lesotho  
Liberia  
Libya  
Madagascar  
Malawi  
Mali  
Mauritania  
Mauritius  
Morocco

Mozambique  
Namibia  
Niger  
Nigeria  
Reunion  
Rwanda  
Saint Helena  
Sao Tome And Principe  
Senegal  
Seychelles  
Sierra Leone  
Somalia  
South Africa  
Sudan  
Swaziland  
Tanzania  
Togo  
Tunisia  
Uganda  
Zambia  
Zimbabwe

## Asia Pacific

Afghanistan  
American Oceania  
American Samoa  
Australia  
Bangladesh  
Bhutan  
Brunei Darussalam  
Cambodia  
China  
Christmas Island  
Cocos Islands  
Cook Islands

East Timor  
Fiji  
French Polynesia  
Guam  
Hong Kong  
India  
Indonesia  
Japan  
Kiribati  
Korea  
Lao  
Macau  
Malaysia  
Maldives  
Marshall Islands  
Micronesia  
Mongolia  
Myanmar  
Nauru  
Nepal  
New Caledonia  
New Zealand  
Niue  
Norfolk Island  
North Korea  
Pakistan  
Palau  
Papua New Guinea  
Philippines  
Samoa  
Singapore  
Solomon Islands  
Sri Lanka  
Taiwan  
Thailand  
Tokelau

Tonga  
Tuvalu  
Vanuatu  
Vietnam

## Central / Eastern Europe

Albania  
Armenia  
Azerbaijan  
Belarus  
Bosnia and Herzegovina  
Bulgaria (EEA)  
Croatia  
Czech Republic (EEA)  
Estonia (EEA)  
Georgia  
Hungary (EEA)  
Kazakhstan  
Kyrgyzstan  
Latvia (EEA)  
Lithuania (EEA)  
Macedonia  
Moldova  
Poland (EEA)  
Romania (EEA)  
Russia  
Serbia and Montenegro  
Slovakia (EEA)  
Slovenia (EEA)  
Tajikistan  
Turkey  
Turkmenistan  
Ukraine  
Uzbekistan

## Latin America

Anguilla  
Antigua-Barbuda  
Argentina  
Aruba  
Bahamas  
Barbados  
Belize  
Bermuda  
Bolivia  
Brazil  
Cayman Islands  
Chile  
Colombia  
Costa Rica  
Cuba  
Dominica  
Dominican Republic  
Ecuador  
El Salvador  
Falkland Islands  
Grenada  
Guadeloupe  
Guatemala  
Guiana  
Guyana  
Haiti  
Honduras  
Jamaica  
Martinique  
Mexico  
Montserrat  
Netherlands Antilles  
Nicaragua  
Panama  
Paraguay

Peru  
Puerto Rico  
St Kitts and Nevis  
St Lucia  
St Vincent and The Grenadines  
Surinam  
Trinidad and Tobago  
Turks and Caicos Islands  
Uruguay  
Venezuela  
Virgin Islands (British)

## Near / Middle East

Bahrain  
Iran  
Iraq  
Israel  
Jordan  
Kuwait  
Lebanon  
Oman  
Palestine  
Qatar  
Saudi Arabia  
Syria  
United Arab Emirates  
Yemen

## North America

Canada  
USA

**Northern Europe**

Denmark (EEA)  
 Faroe Islands (Denmark)  
 Greenland (Denmark)  
 Finland (EEA)  
 Iceland (EEA)  
 Norway (EEA)  
 Sweden (EEA)

Greece (EEA)  
 Italy (EEA)  
 Malta (EEA)  
 Portugal (EEA)  
 Spain (EEA)  
 Vatican

Germany (EEA)  
 Ireland (EEA)  
 Liechtenstein (EEA)  
 Luxemburg (EEA)  
 Monaco  
 Switzerland  
 The Netherlands (EEA)  
 United Kingdom (EEA)

**Western Europe**

Andorra  
 Austria (EEA)  
 Belgium (EEA)  
 France (EEA)

**Southern Europe**

Cyprus (EEA)  
 Gibraltar



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**[www.insead.edu](http://www.insead.edu)**