The Universum Graduate Survey 2007

Italian Edition

University Report

Tor Vergata

UNIVERSUM
Building Brands to Capture Talent

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ATTRACTING YOUNG TALENTS

What attracts young talents today? Which channels do students use when searching for information about future employers? Which are the most attractive industries among students? In order to answer these questions, research on the employer market is the first crucial step in the logical chain of employer branding.

The Universum Graduate Survey is an annual report which will help employers understand how to attract new competence to their organisation and how to communicate with these students.

All companies have an 'Employer Brand', whether they like it or not. What is communicated by the company affects the general perception among future employees.

Universum – The Employer Branding Specialist

UNIVERSUM is The Global Employer Branding Leader. As thought leaders, we drive the industry forward having focused exclusively on Employer Branding (EB) for close to 20 years. We are a trusted partner to over 500 clients worldwide including many Fortune 100 companies. We help employers to understand, attract and retain current and future ideal employees utilizing our experience, knowledge and services within research, strategic consulting and media solutions. Our annual Ideal Employer™ research studies are conducted in close to 30 countries with 180,000 respondents giving us an unrivalled knowledge base. In addition to our targeted and integrated media solutions, we offer a full-solution media portfolio. From producing ads, top company videos, and events, we also guide highly educated talent in their search to identify who their ideal employers are through our own 50 employer branding publications.

"Employer branding is often seen as a softer side of business when it is in fact one of the most important business elements."
(Kristen Weirick, Senior Manager, Talent Acquisition, Whirlpool Corporation)

EMPLOYER BRANDING – THE UNIVERSUM WAY

Employer Branding is a logical process through which companies reach one main goal: to have a strong appeal on their current and future ideal employees. It is an ongoing process separate from short-term recruitment needs or activities. It is a strategic process crucial for financial success in competitive markets. Employer branding success depends on co-operation of Human Resources, Marketing and Communications functions in every company.

"For better or for worse, you already have an Employer Brand" (David Lee, consultant and founder of HumanNature@Work)

All communications and information from your company influence how your current and future employees perceive you. Do you know how your Brand is perceived today? Do you know how you want it to be perceived? Who is your ideal employee?

Marketing the Company as an Employer

How does an employer market itself as an employer? Employer Branding includes all communication in attracting, recruiting, developing and retaining ideal employees. Systematic Employer Branding emphasizes the unique advantages of the workplace, and those aspects of the company and its culture that the target groups appreciate. Structured Employer Branding also ensures a coherent message and a correct picture of what it is like to work for the company.

Employer Branding Starts with the Business Strategy

The starting point for Employer Branding is the company's business strategy. The business strategy defines the business goals and how you will try to reach those goals. This in turn defines the resources the organisation needs to execute its business strategy.

The employees and their competencies are the most important resources for the majority of companies and organisations of today. The business strategy determines what kind of employees and competencies the company needs at present and in the future. And this is where Employer Branding comes into the picture. Once the employer knows what kind of employees they need, they have to develop according to the needs and start marketing the company as an employer.

Attracting and Retaining the Right Talent

Employer Branding implies different challenges for different companies. It is a common misconception that the main objective in Employer Branding is to be well known on the labour market. Naturally, it is important that people know the organisation, but not necessarily everyone. The objective is to attract and retain the target groups; the individuals the company needs to execute its business goals. It may therefore be a waste of resources to market the company to everyone. The target groups include current employees (retention) as well as future potential employees.

The objective is to find the "right" talents – people that fit your organisation, its values and work ethics. It is more likely that these people will thrive, remain loyal and will excel at their work. And it is therefore likely that they will make the business goals come true.

Employer Branding Model

The concept of Employer Branding is being recognised by a rapidly growing number of leading companies and organisations as part of their main strategic challenges. We work with our partners by assisting them in understanding the full process of Employer Branding as presented in our model below.

Our model is based on more than 18 years experience of working with internationally leading companies in the fields of understanding and communicating with ideal employees. The purpose of the model is to allow companies to structure their EB activities in order to ensure success.

Research → Employer Value Proposition → Communication Plan → Communication Material → Action

Universum's Employer Branding Model

The report you are holding in your hands is one of the tools to be used in the first phase of the process, in research. It will help you understand how your company, your industry and your recruitment competitors are perceived by young graduates and potential employees. You will learn how Employer Branding influences students' opinions and ideas, and what it takes to attract tomorrow's leaders. By directly reaching your ideal employees you shorten the recruitment process and save costs. We trust you will find this report an invaluable tool in strengthening your Employer Brand.

Universum hopes you will find this report interesting and inspirational!

DEFINITIONS OF KEY TERMS

Ranking Lists

For each company, students are asked to indicate whether they are familiar with the company and whether they would consider working there. Respondents are also provided with space to 'write in' companies for which they would consider working if they do not find them on the list. After going through the list and marking an alternative for each company, respondents are asked to select up to five ideal employers for which they would ideally like to work.

The familiar company ranking list; companies are ranked according to the percentages of respondents who are familiar with the company.

The considered employer ranking list; companies are ranked according to the percentages of respondents who are familiar with the company *and* would consider working for them.

The ideal employer ranking list; companies are ranked according to the percentages of respondents who select them as one of their ideal employers (respondents may choose up to five).

The first choice ranking list: based upon the ideal ranking list, but only lists the first choice among the students' five ideal employers.

The potential applicants ranking list: companies are ranked according to the percentages of respondents who select the company as one of their ideal employers and have, or will, apply to this company in the future.

Employers

Ideal Employer

A company (either selected from the questionnaire's company list or written in by respondents) for which students report that they would most like to work.

Considered Employer

A company (either selected from the questionnaire's company list or written in by respondents) for which students report that they would consider working.

Familiar Company

A company (either selected from the questionnaire's company list or written in by respondents) whose products or services the respondents report they are familiar with.

Reports

Ideal Company Report

If at least 30 students choose the company as an ideal employer, the report data is based on these responses.

Considered Company Report

If less than 30 respondents have selected the company as an ideal employer, the data is based on those students who report that they would consider working for the company. Recruitment competitor data is based on the students choosing them as ideal employers.

Communication Insight Report

This is a separate report focusing on information and communication regarding employer branding.

Additional Reports

The product portfolio consists of several reports. In addition to the standard company report, we produce a wide range of standard and semi-standard reports such as gender, competitor, area of study, university and industry reports. It is also possible to produce special target reports based on a company's own definition of their "most-wanted-students".

METHODOLOGY

The Universum Graduate Survey is built through accumulated knowledge and experience from previous surveys, and also through input from students and academic research. Our aim is to keep previous years' questions to detect changes over time, and also add new questions that reflect current issues and trends. The Universum Graduate Survey is comprised mainly of closed-ended questions. An extensive list of responses to each question is offered, including the option 'Other' with space for students to write in their own responses.

The company list is constructed from information derived from discussions with clients and participating educational institutions, as well as from objective criteria such as the company's market share and industry. The top 60 ideal employers from the previous year's survey are automatically included. The survey respondents do also have the chance to "write-in" and nominate companies and organisations that they feel should be included in the list. The companies and organisations which are most frequently written in are later being considered as candidates for the company list the coming year.

Before and during the field period, all educational institutions included in the survey are being contacted. The Career Services Departments at these educational institutions is the main contact for Universum.

Distribution of the questionnaires is handled primarily by Universum's partner educational institutions. In some cases the questionnaires were distributed on campus by Universum employees.

Respondents to Universum's surveys are anonymous, and no personal records are kept. Responses are treated as an aggregate; no individual responses are studied.

Number of Respondents: 5122
Number of Educational Institutions: 18
Field Period: January - March 2007

DEFINITION OF THE TARGET GROUP

The results in this report are based on the groups and the number of respondents shown below.

Main Group

Number of respondents: 181
Base of the Group: Tor Vergata

Comparison Group

Number of respondents: 5122
Base of the group: Total

STUDENT PROFILE

"Focusing on people and culture drives us to a high performance organisation and a winning culture."
(Anni Vind Frandsen, Talent Manager, Vestas Wind Systems)

Defining the profile of the company's ideal employees is often the first step in successful Employer Branding. However, many companies neglect the fact that defining and getting to know the target group is just as important in Employer Branding as in Consumer or Business-to-Business Branding. Is there any company who would market a product without knowing who is supposed to buy it?

It is important that the employer evaluate the jobs the company offers in the same way they view their products or services. What does the company sell and to whom does it sell? The answer is that the employer is selling careers to their ideal employees, i.e. the students they want to attract, recruit and retain. If an employer is clear about their target groups, the process of identifying their needs and preferences will be significantly easier.

Reasons for Defining Target Groups

The main reason for defining target group(s) is that it will increase the efficiency of a company's Employer Branding efforts. First and foremost, in order to attract the ideal employees of the company, the employer must communicate with them in a way that appeals to them. Moreover, in order to communicate the right values and choose the right communication channels the target group must be identified and understood. Without knowing who to communicate with the employer will most likely end up wasting money.

Secondly, receiving enquiries and applications from students with profiles not relevant to the needs of the employer, will add costs from screening and other administrative activities. Furthermore, the company risks recruiting people who are not the right 'fit'. Bear in mind that the company's actual target group(s) might differ from the students they are currently attracting, i.e. their attracted students.

Defining the Target Groups

This chapter will guide you through the different variables characterizing the company's targeted or attracted students. Moreover, it will show what characteristics employers may include in their definition of their ideal employees.

There are two basic aspects that need to be considered when defining the target groups:

Demographic Factors: Gender, University, Field and Area of Study etc.

Personality Factors: Academic Performance, Personality, Experience, Career Goals etc.

The combination of demographic and personality factors will form the profile of the students within the target groups. For instance, target schools might be an important aspect of the target group, e.g. due to the fact that some schools offer areas of study which other schools do not have in their academic programmes. Another potential situation is an unbalanced work force in terms of the ratio of men to women, hence one factor defining the target group might be gender.

To illustrate, Universum has developed and pre-defined five different key segments that have proven to be relevant to companies in most industries:

High Achievers – Top performing students with a high level of drive

- These students have an excellent academic record (grade 8 – 10 on a 1 – 10 scale) and at least three qualifying experiences such as internships, engagement in a student union/association or studies abroad.

Specialists – Students with an interest in technology and leading edge services

- Typical career goals for the specialists are to develop new products and to become a specialist. Innovation and exciting products or services are important decision factors when choosing an employer.

Potential Managers – Students who have a desire to become managers

- This segment has to a great extent chosen 'manage projects' and 'reach a managerial level' as career goals. Potential managers also consider themselves to have leadership qualities.

Socially responsible – Students with a social responsibility perspective on their career

- The socially responsible students want to contribute to the society and work for an employer who is committed to high ethical standards and works actively with corporate social responsibility. Many of the socially responsible are attracted by non profit organisations.

If your company wants to explore one or more of these target groups in detail, it is possible to order target reports based on the groups above. Please note that the groups are not based on the statistical analysis method, but rather on our experience of what constitutes these often requested target groups. Furthermore, the segments are not mutually exclusive.

Key Segment: High Achievers

Below, a ranking of the companies that attracts the largest share of 'High Achievers' among the students that have selected them as an ideal employer is presented. This key target group ('High Achievers') consists of top performing students with a high level of drive.

	Ranking	Percent
Reuters	1	36%
BP	2	28%
Bain & Company	3	28%
Bloomberg	4	26%
McKinsey & Company	5	24%
Société Générale	6	22%
UBS	7	22%
The Boston Consulting Group	8	22%
Goldman Sachs	9	21%
HSBC	10	21%
Pfizer	11	21%
BASF	12	20%
Total	13	20%
DuPont	14	20%
Citigroup	15	19%
Morgan Stanley	16	19%
Lehman Brothers	17	19%
Barilla	18	18%
IKEA	19	18%
Marconi Selenia Communications	20	18%

Key Segment: Internationalists

Below, a ranking of the companies that attracts the largest share of 'Internationalists' among the students that have selected them as an ideal employer is presented. This key target group ('Internationalists') consists of students with international experience and perspective.

	Ranking	Percent
HSBC	1	41%
Total	2	38%
Société Générale	3	36%
Lehman Brothers	4	33%
Goldman Sachs	5	33%
Merrill Lynch	6	32%
BP	7	27%
Bloomberg	8	27%
McKinsey & Company	9	27%
UBS	10	26%
Bain & Company	11	25%
Volvo Group	11	25%
Philips	13	24%
European Central Bank	14	24%
Citigroup	15	24%
PricewaterhouseCoopers	16	23%
Shell	17	23%
Reuters	18	22%
Unilever	19	22%
Heineken	20	22%

Key Segment: Specialists

Below, a ranking of the companies that attracts the largest share of 'Specialists' among the students that have selected them as an ideal employer is presented. This key target group ('Specialists') consists of students with an interest in technology and leading edge services.

	Ranking	Percent
Marconi Selenia Communications	1	43%
Infineon Technologies	2	39%
Alcatel	3	37%
Pfizer	4	36%
Oracle	5	33%
Bayer	6	33%
Ericsson	7	31%
Olivetti Technost	8	30%
Intel	9	30%
STMicroelectronics	10	30%
Roche	11	29%
Wind	12	29%
Siemens	13	28%
Cisco Systems	14	27%
Alstom	15	27%
Johnson & Johnson	16	27%
DuPont	17	26%
Danone	18	26%
Air Liquide	19	26%
IBM	20	25%

Key Segment: Potential Managers

Below, a ranking of the companies that attracts the largest share of 'Potential Managers' among the students that have selected them as an ideal employer is presented. This key target group ('Potential Managers') consists of students who have a desire to become managers.

	Ranking	Percent
Philip Morris	1	33%
Goldman Sachs	2	29%
ING Group	3	28%
UBS	3	28%
DHL	5	27%
Morgan Stanley	6	27%
McKinsey & Company	7	26%
ABN Amro	8	26%
Bain & Company	9	25%
Procter & Gamble	10	24%
Audi	11	23%
European Central Bank	12	23%
Gruppo Generali	13	23%
Volvo Cars	14	23%
Impregilo	15	23%
Porsche	16	22%
Lehman Brothers	17	22%
BMW	18	22%
Unilever	19	21%
RAS	20	21%

Key Segment: Socially Responsible

Below, a ranking of the companies which attracts the largest share of 'Socially Responsible' among the students that have selected them as an ideal employer is being shown. This key target group ('Socially Responsible') consists of students with a social responsibility perspective on their career.

	Ranking	Percent
Volvo Group	1	38%
Olivetti Technost	2	35%
Danone	3	33%
Reuters	4	33%
Bosch	5	32%
Altran	6	32%
Henkel	6	32%
Enel	8	31%
Carrefour Italia	9	31%
Poste Italiane	9	31%
Gruppo Generali	11	30%
BP	12	29%
DHL	12	29%
STMicroelectronics	14	29%
Heineken	15	29%
Ferrovie dello Stato	16	29%
DaimlerChrysler	17	29%
European Central Bank	17	29%
RAS	17	29%
Société Générale	20	28%

Gender and Age

Gender

Tor Vergata	35%	65%
Total	42%	58%

■ Female ■ Male

Age

Age	Tor Vergata	Total
Below 20	1%	0%
20 - 21	10%	12%
22 - 23	27%	31%
24 - 25	44%	36%
26 - 27	12%	11%
28 - 29	4%	4%
30 - 31		2%
32 - 33	1%	1%
34 or older	1%	2%

■ Tor Vergata
■ Total
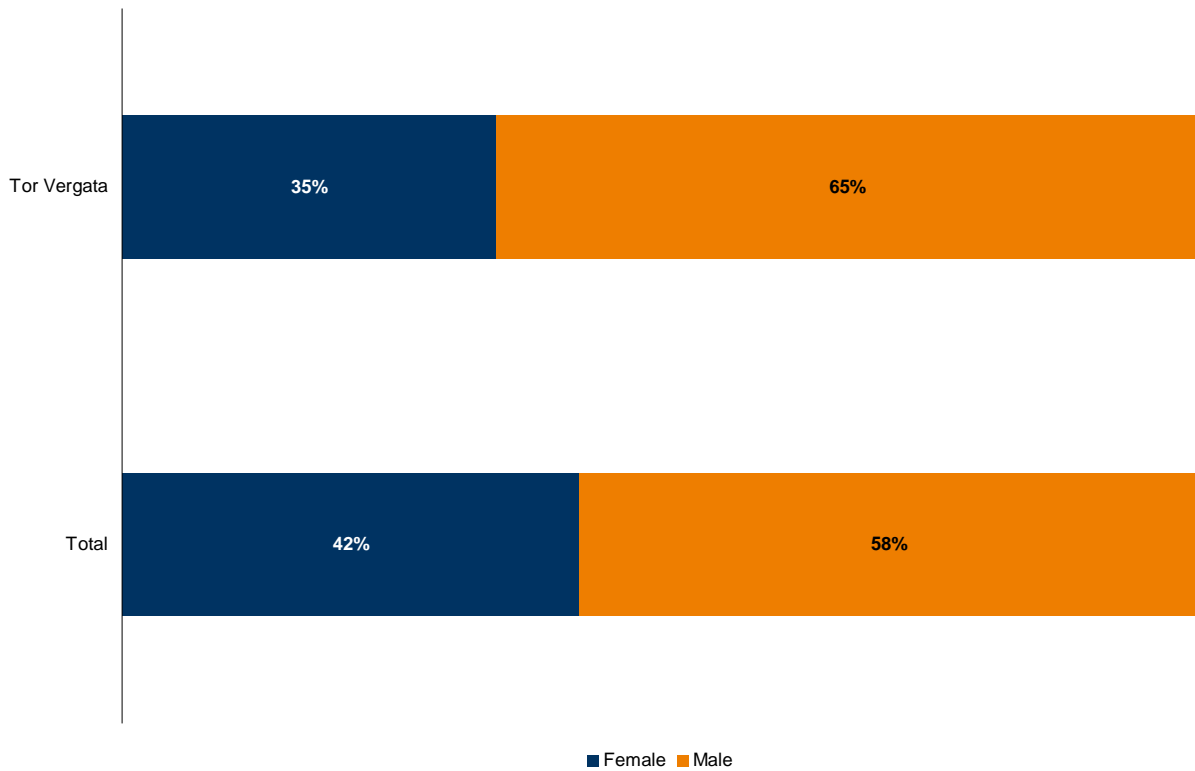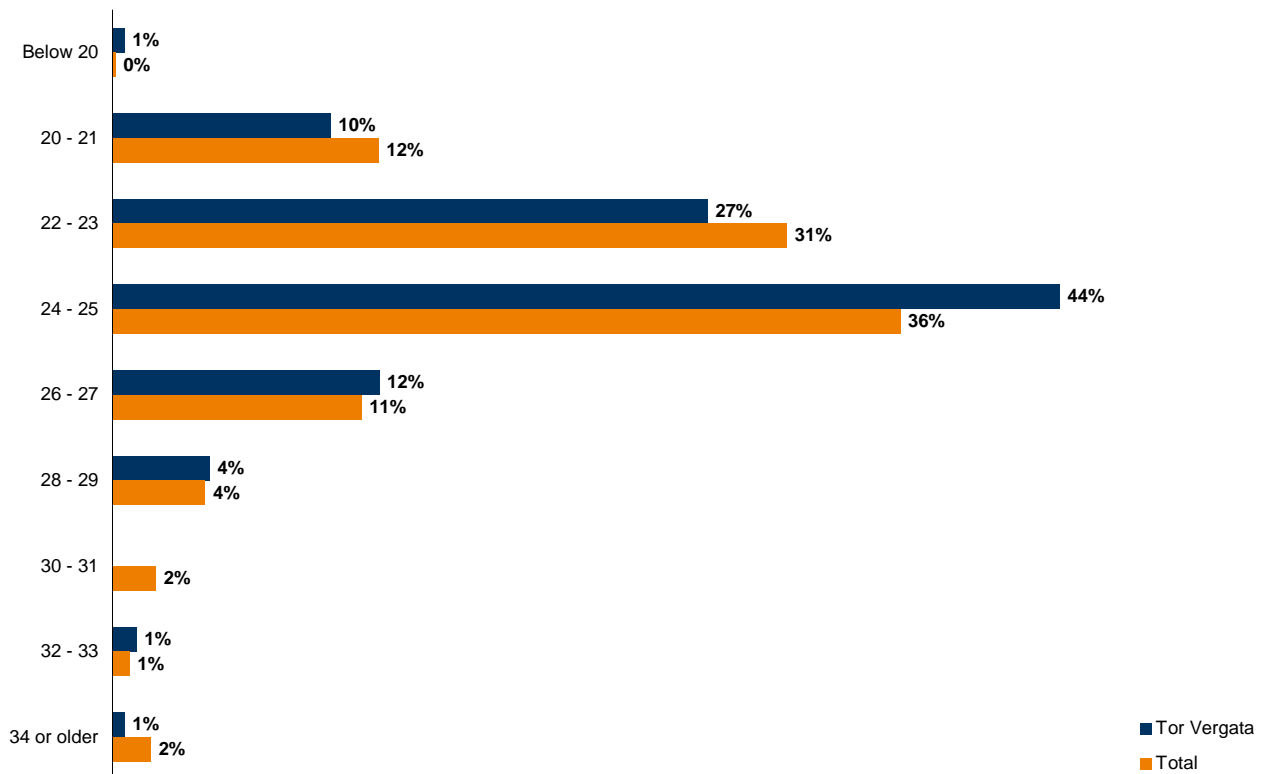
Area of Study - Business

What is your major(s)/main area(s) of study?
(Please select the one alternative that best describes your specialisation.)

Area	Tor Vergata	Total
Management	41%	29%
Economics	34%	20%
Marketing	30%	27%
Finance	15%	18%
International Business	15%	13%
Communication studies	13%	11%
Business Administration	10%	14%
Entrepreneurship	10%	9%
Human Resources Management	10%	9%
Accounting/Auditing/Taxation	8%	12%
Logistics	3%	4%
Public Administration	3%	7%
Sales	3%	5%
Information Management	2%	4%
Other Business		7%

■ Tor Vergata
■ Total
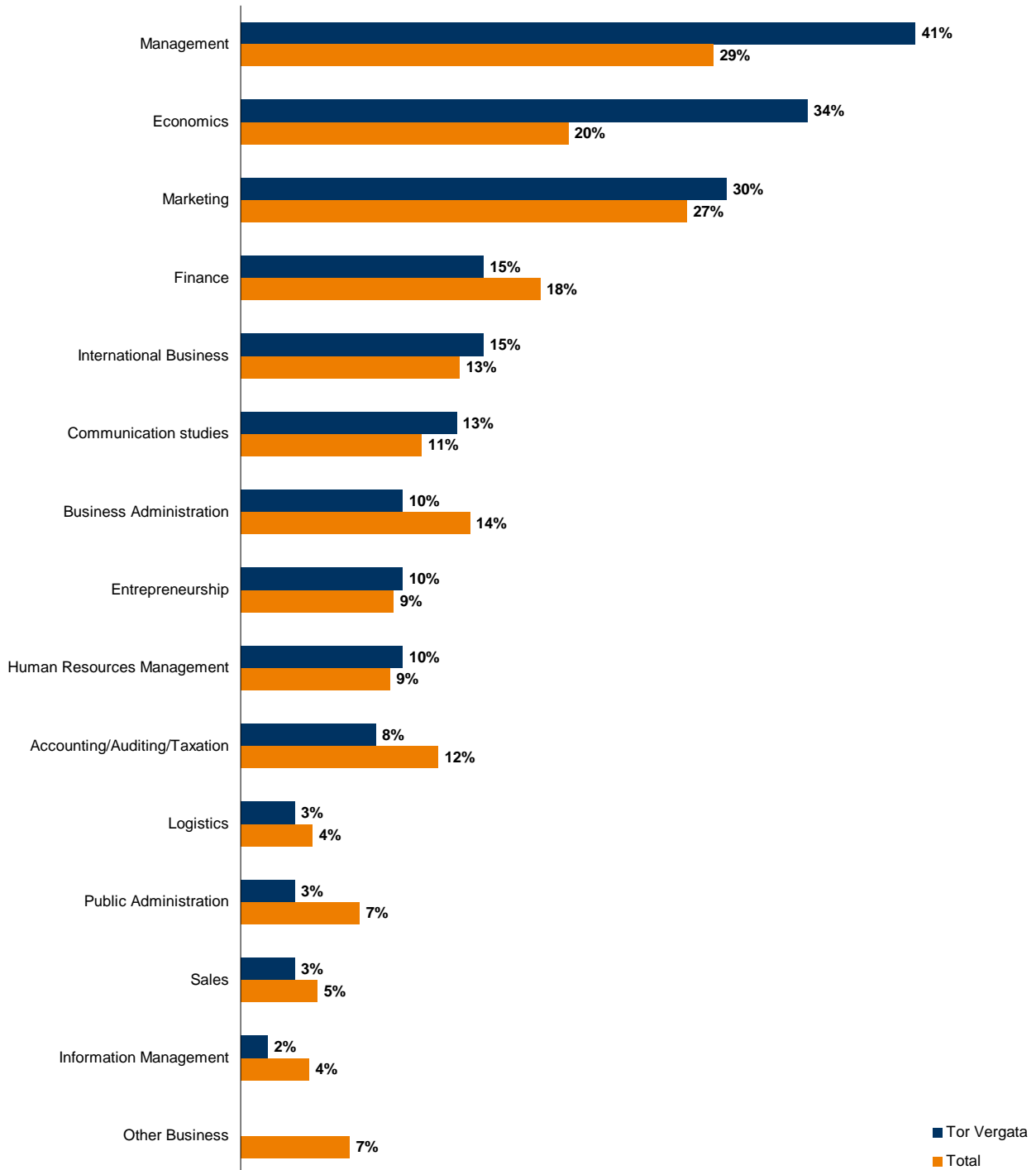
Area of Study – Engineering

What is your major(s)/main area(s) of study?
(Please select the one alternative that best describes your specialisation.)

Area	Tor Vergata	Total
Industrial Engineering and Management	31%	17%
Computer Science/Information Technology	24%	22%
Electrical/Electronic Engineering	14%	11%
Telecommunications	10%	9%
Construction	9%	4%
Machine/Mechanical Engineering	7%	11%
Architecture	5%	6%
Biological Engineering/Biological Technology	5%	3%
Civil Engineering	5%	6%
Environmental Science/Environmental Technology	4%	3%
Process Technology	3%	2%
Chemical Engineering	3%	1%
Aeronautics/Aerospace Engineering	2%	2%
Chemistry	2%	3%
Other Engineering	2%	8%

■ Tor Vergata
■ Total

Academic Performance and Type of Degree

Please grade your academic results on a scale from 1-10, where 10 represents 'excellent results', 5 stands for 'average' and 1 means 'passing'.
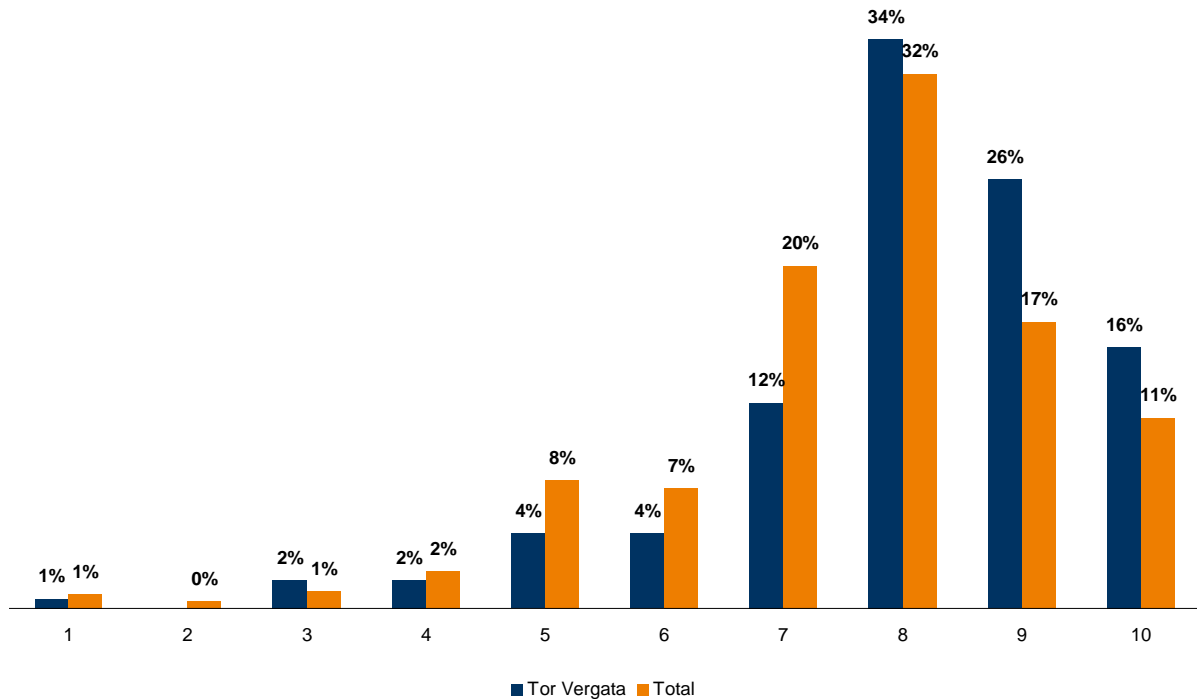
Please note that students rated their grades themselves.

What degree/which degrees are you currently pursuing?
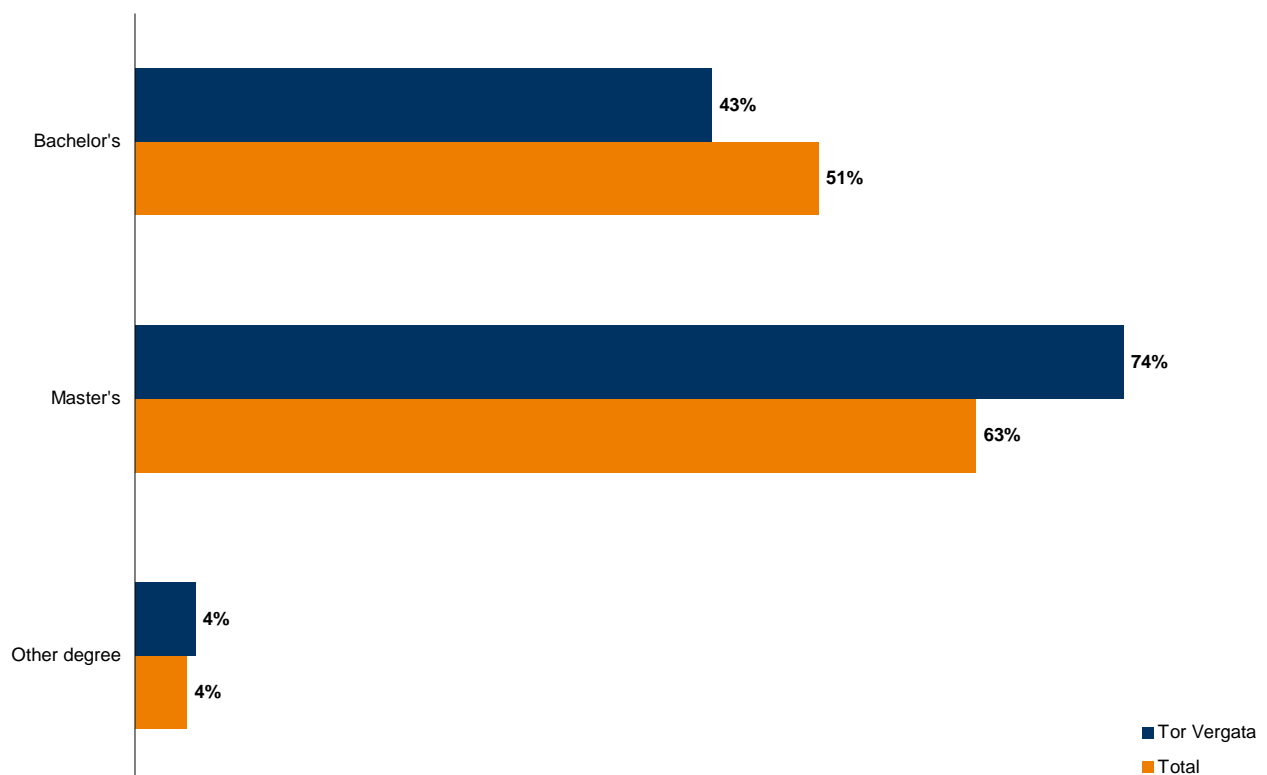
Additional Academic Degree

Do you study/have you studied another discipline at bachelor´s degree level or equivalent?

	No	Yes
Tor Vergata	56%	44%
Total	64%	36%

■ No ■ Yes
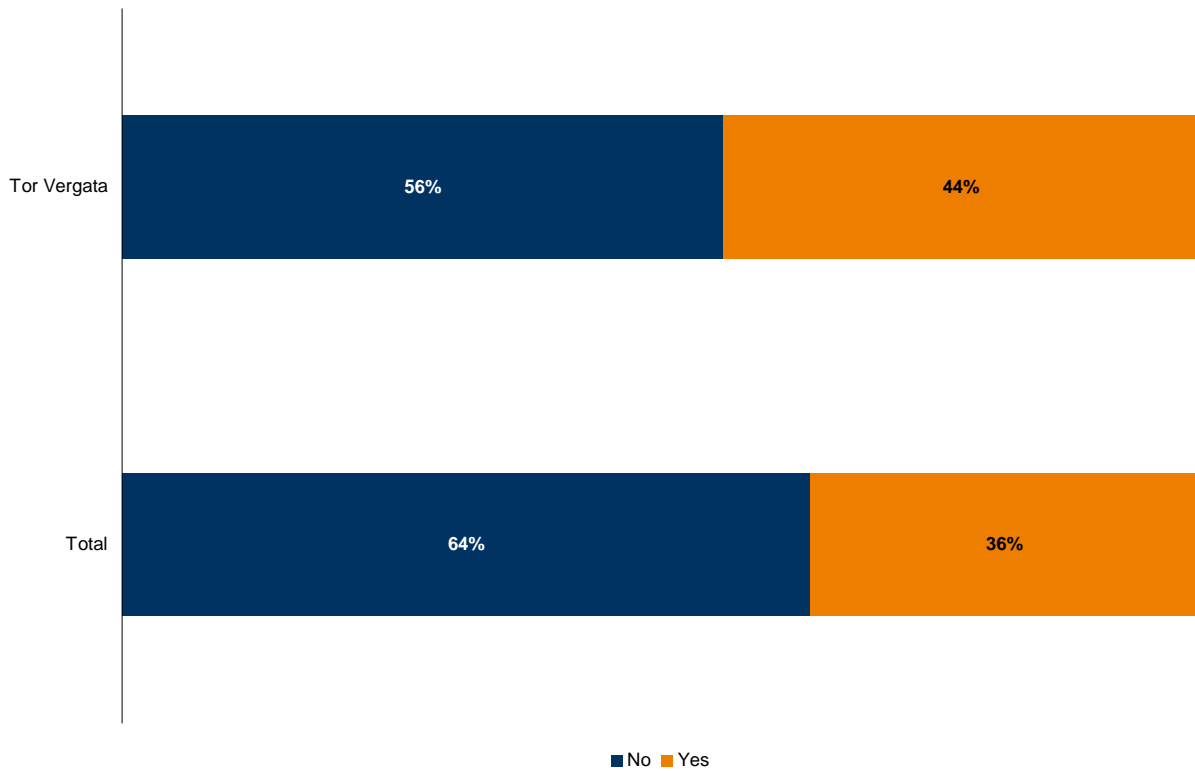
Language Skills

How well do you speak these languages?

	Tor Vergata	Total
How well do you speak English?	84%	87%
How well do you speak Italian?	36%	30%
How well do you speak Spanish?	15%	13%
How well do you speak French?	13%	19%
How well do you speak German?	1%	5%

■ Tor Vergata
■ Total
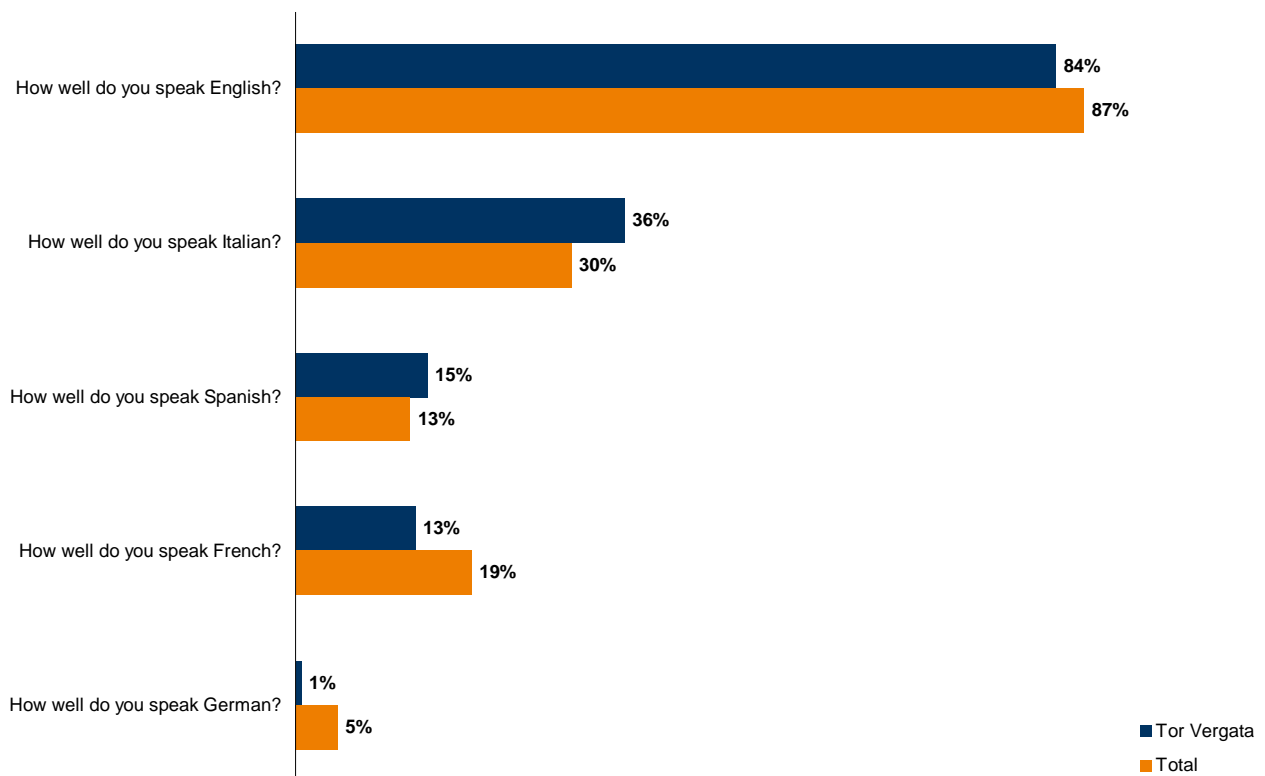
This chart shows the percentages of respondents speaking these languages very good or fluent.

Experiences/Qualifications

Which of the following experiences/qualifications do you have?
(Please choose as many as are applicable.)

Experience/Qualification	Tor Vergata	Total
Job in my home country, parallel to my studies, but not related to my main field of study	39%	37%
Engagement in non student association/organisation parallel to studies	36%	34%
Internship, in my home country, related to my main field of study (at least for 2 months)	25%	29%
Part time job, in my home country, parallel to my studies and related to my main field of study (at least for 2 months)	25%	19%
University studies abroad (at least 1 semester)	20%	17%
Engagement in student union/association parallel to my studies (at least 1 semester)	14%	12%
Full time job, in my home country, related to my main field of study (at least for 2 months)	10%	11%
Other	10%	10%
Managing/managed own company	5%	5%
Internship, abroad, related to my main field of study (at least for 2 months)	3%	8%
Full time job, abroad, related to my main field of study (at least for 2 months)	2%	2%
Part time job, abroad, parallel to my studies and related to my main field of study (at least for 2 months)	1%	2%

Personal Characteristics

Which three personal characteristics apply to you the most?
(Please choose a maximum of three alternatives.)

Characteristic	Tor Vergata	Total
Responsible	36%	39%
Ambitious	34%	35%
Team player	26%	18%
Creative	25%	20%
Efficient	24%	23%
Curious	20%	25%
Goal oriented	20%	16%
Leadership qualities	17%	17%
Entrepreneurial	17%	15%
Accurate	16%	22%
Analytical	16%	14%
Flexible	14%	18%
Handle stress well	10%	10%
Social	6%	8%
Enthusiastic	6%	9%
Verbal	6%	5%
Hard working	3%	4%
Other	2%	1%

■ Tor Vergata
■ Total
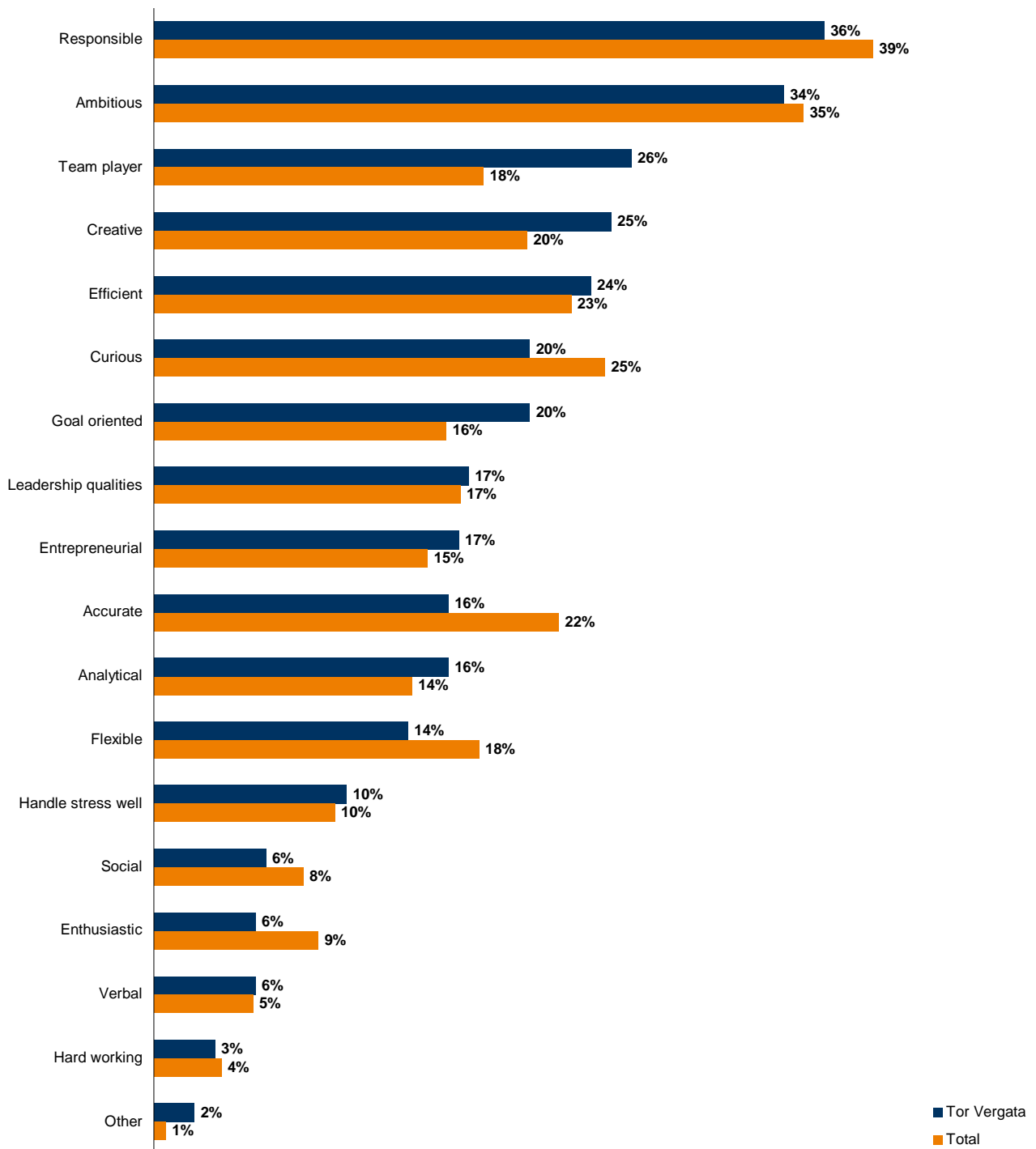
Ideal Industries

In which industries would you ideally like to work?
(Please choose a maximum of three alternatives.)

Industry	Tor Vergata	Total
Marketing/advertising	19%	24%
Management consulting	18%	21%
Engineering consulting	16%	9%
Government/public service	15%	13%
Computer software	13%	8%
Engineering/manufacturing	13%	9%
Telecommunications	12%	9%
Automotive	12%	11%
Investment banking	12%	16%
Academic research	11%	8%
Airline/travel	11%	9%
Media/public relations/information	10%	12%
Internet/e-commerce	10%	8%
Power/energy	9%	12%
Environmental/conservation	8%	7%

■ Tor Vergata
■ Total

The chart shows the 15 (out of 35) most popular response alternatives to this question.

Career Goals

What career goals do you hope to attain within three years of graduating?
(Please choose a maximum of three alternatives.)

Career Goal	Tor Vergata	Total
Balance personal life and career	43%	44%
Work internationally	39%	34%
Work with increasingly challenging tasks	39%	44%
Become a specialist	28%	23%
Contribute to society	25%	23%
Reach a managerial level	23%	20%
Manage projects	23%	20%
Build a sound financial base	18%	22%
Develop new products	14%	12%
Influence corporate strategies	11%	14%
Rotate jobs within company	6%	11%
Start a business	5%	6%
Work independently	4%	4%
Other	1%	1%

■ Tor Vergata
■ Total

Expected Salary

What annual base salary do you expect at your first job after graduation?

Salary range	Tor Vergata	Total
Less than 20000	60%	68%
20000 - 24999	22%	19%
25000 - 29999	5%	3%
30000 - 34999	5%	3%
35000 - 39999	5%	3%
40000 - 44999	1%	1%
45000 - 49999	1%	1%
50000 - 54999	1%	0%
55000 - 59999	0%	
60000 or above	1%	1%

■ Tor Vergata
■ Total
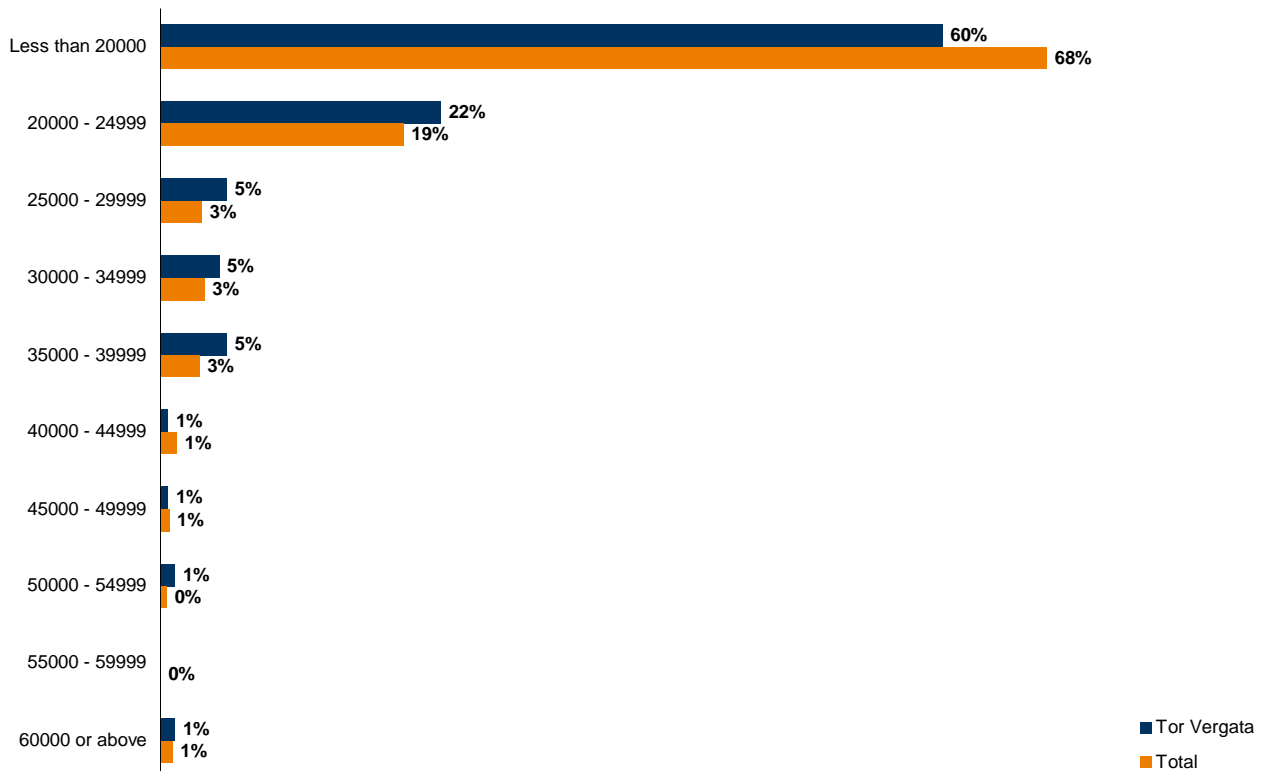
Respondents filled in their salary expectations, which were subsequently divided into categories. Results are shown in Euro.

Compensation Package

Apart from base salary, which of the following would you most prefer in your compensation package?(Please choose a maximum of three alternatives)

Category	Tor Vergata	Total
Company-paid formal education	61%	62%
Paid overtime	60%	64%
Performance-related bonus	50%	52%
Retirement plan	28%	33%
Healthcare benefits	25%	21%
Extra vacation/personal days	24%	20%
Company car	17%	16%
Profit sharing	10%	9%
Stock options	5%	7%
Other	2%	1%

■ Tor Vergata
■ Total
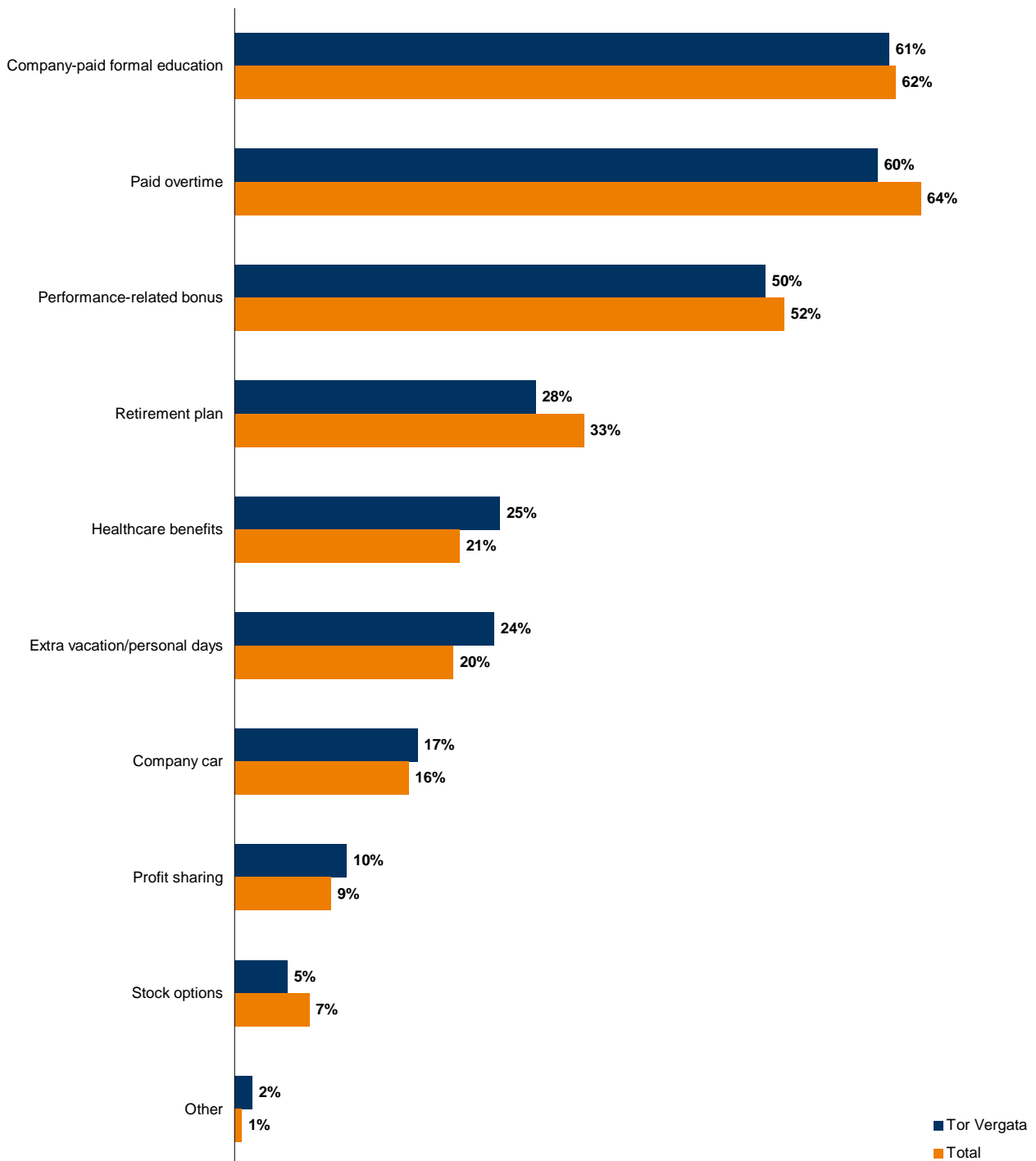
Expected Workweek

How many hours would you expect to work for this company?

Hours	Tor Vergata	Total
Less than 35	3%	5%
35 - 39	12%	9%
40 - 44	47%	47%
45 - 49	18%	18%
50 - 54	10%	14%
55 - 59	3%	2%
60 - 64	4%	4%
65 or more	3%	2%

■ Tor Vergata
■ Total
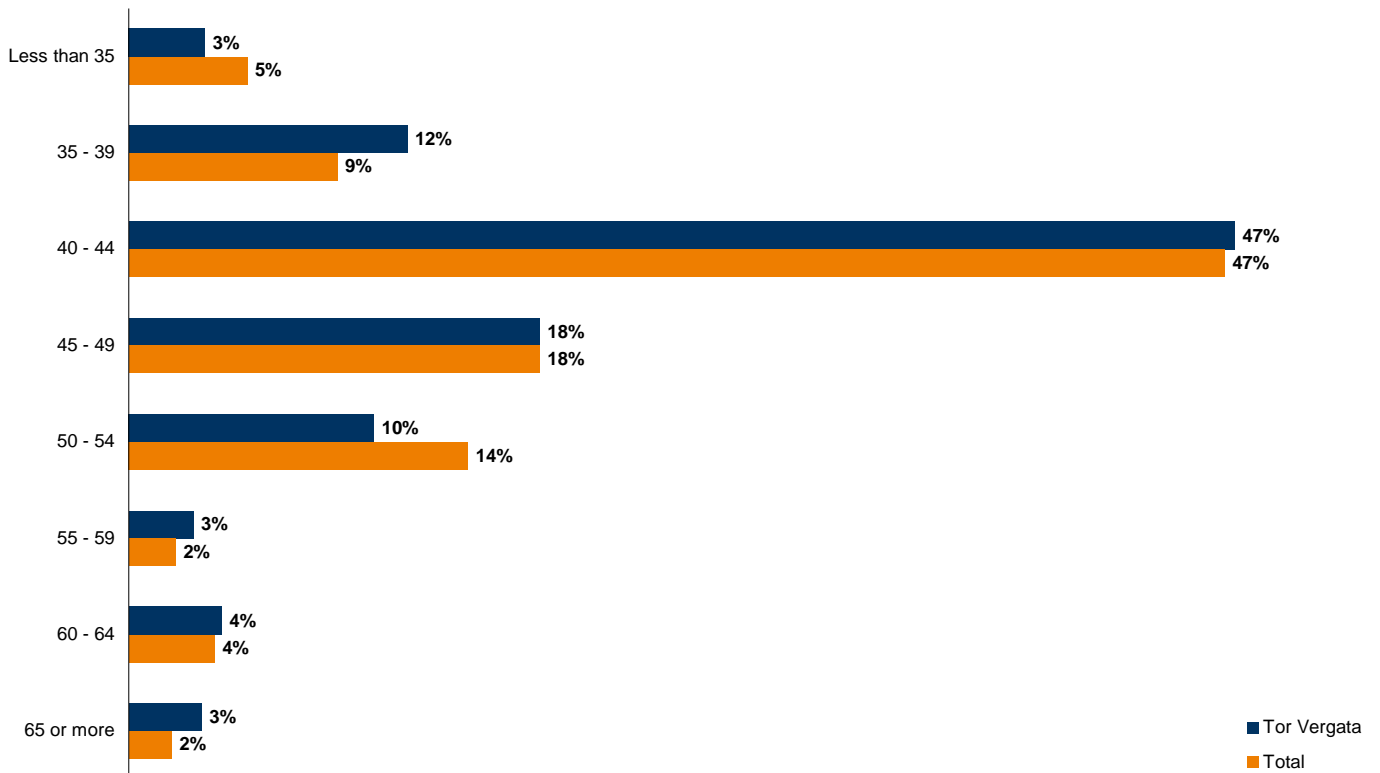
Trainee Programme

Would you like to attend a company trainee programme?

	Yes (please write in the name of the company)	No	I don't know
Tor Vergata	71%	3%	26%
Total	63%	3%	34%

■ Yes (please write in the name of the company) ■ No ■ I don't know
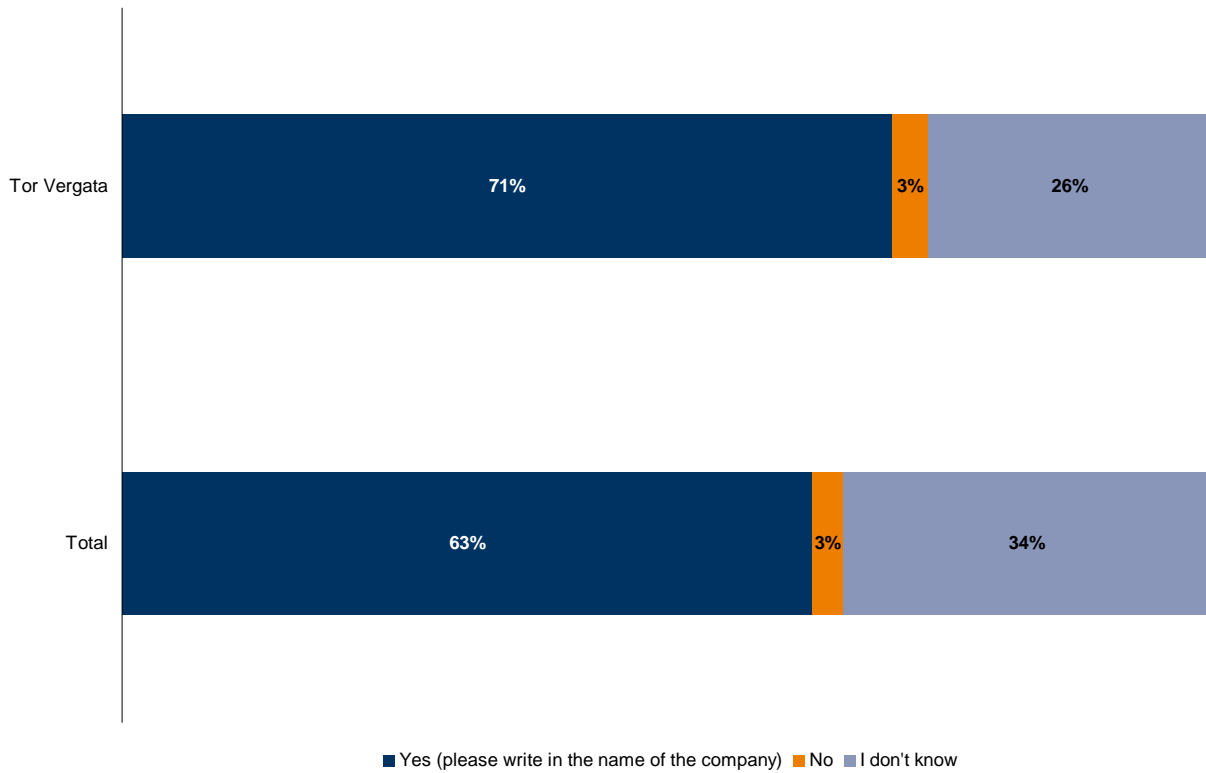
University Satisfaction

How satisfied are you with your university?

Response	Tor Vergata	Total
Satisfied	51%	56%
Neither satisfied nor dissatisfied	20%	15%
Very satisfied	17%	20%
Dissatisfied	10%	7%
Very dissatisfied	3%	2%

■ Tor Vergata
■ Total
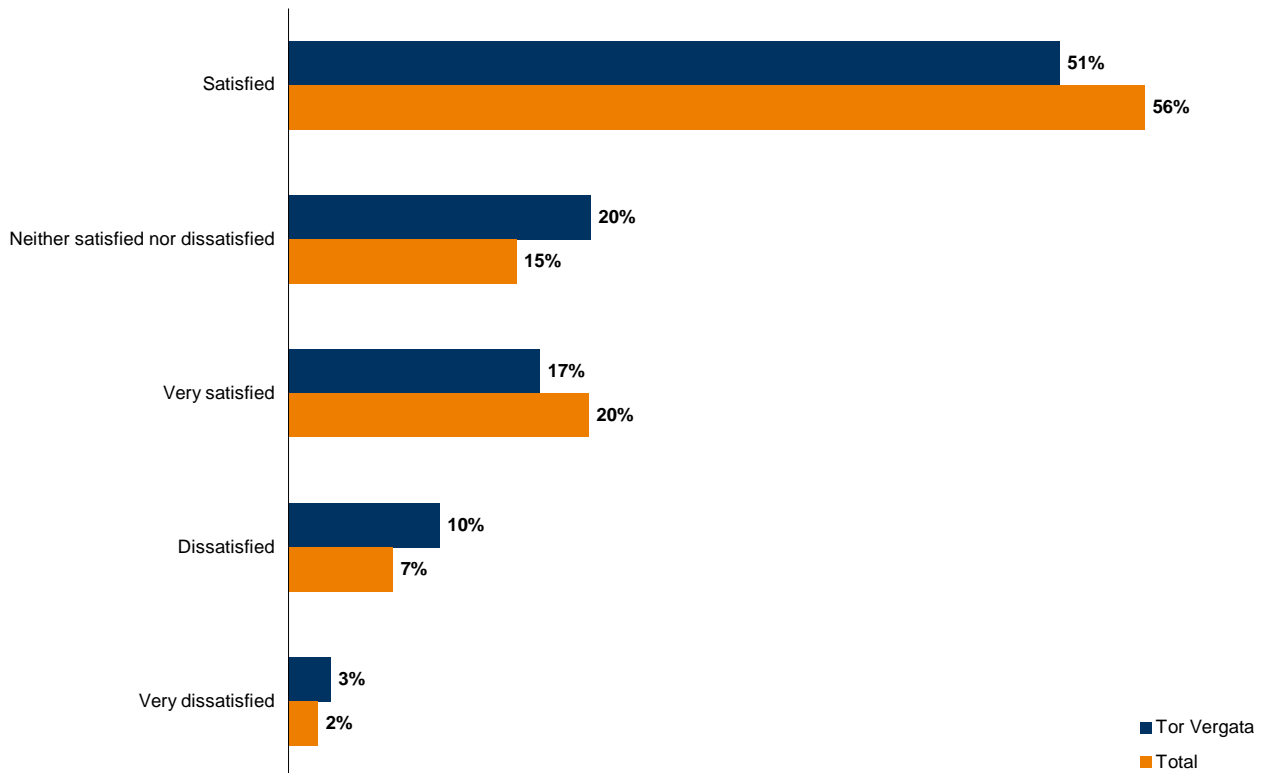
What are you most satisfied with at your university?

	Tor Vergata	Total
The reputation of the university	57%	59%
The environment of the university	47%	43%
The teachers/lecturers/tutors	45%	46%
The student life	40%	38%
The choice of courses	39%	40%
The possibility to study abroad	35%	37%
The quality of the education	35%	41%
The access to service facilities	30%	48%
The university's contacts with the business community	30%	30%
The administration of the university	26%	24%
Access to boarding/apartments	12%	16%

■ Tor Vergata
■ Total

MARKET POSITION

"In order to use your employer brand to attract the best talent to your organization, you must first understand what your employer brand is. In other words, how is your company perceived in the talent marketplace? Research is the key to understanding your true employer brand."
(Kristen Weirick, Senior Manager, Talent Acquisition, Whirlpool Corporation)

An important step in building a strong Employer Brand is to understand your position on the talent market. Getting to know your own, and your recruitment competitors' status on the market, sets the basic conditions and starting point for the entire branding process. It is often hard to evaluate one's own position as an actor in the employer market. One way of reaching a wider understanding in this area is to use different kinds of positioning measurements. In this report employer awareness, interest and priority is being presented.

The Employer Ranking as a Strategic Tool

The first measurement is used for the evaluation of a company's familiarity on the talent market, i.e. the Employer Brand Awareness. In this case "being familiar" means that respondents have heard of the company and its specific products and/or services. Based on the number of respondents who indicate that they are familiar with a specific employer (i.e. respondents also indicate if they are *not* familiar with a specific employer), the familiarity position can be pinpointed for each company/organisation. By sorting the companies on the percentages received, a familiar ranking list is produced (presented in the appendix of this report). In this way, each employer is given the opportunity to assess how well-known (or unknown) they are on the employer market. The familiar ranking list provides direct input in terms of the need for media campaigns etc. in orderto better establish the company in the minds of students.

Once an employer's familiarity on an overall level has been established, another interesting measurement is whether respondents would consider working for the specific employer. Students who have already said they are familiar with a company, also indicate whether they are interested in working for that employer in the future. In this way, employers can get a fairly good idea as to their degree of attractiveness among students.

Out of those companies which respondents would consider working for, five ideal future employers are selected. By putting together an ideal ranking list, employers can see their position relative to the other most popular companies among students.

Position Diagram

The market position determines the communication strategy. One strategy is to focus on quite a narrow student group via targeted communication, like tailored campaigns and relationship marketing. The aim here is to establish a strong ideal employer position. Another approach is to use a wider communication strategy, and try to become stronger both as a considered as well as an ideal employer.


Fig: An upward position to the right is often the ideal situation, with a high percentage of respondents choosing the employer both as an interesting company, as well as an ideal employer. But employers sometimes choose to focus on a small segment and become a niche-player.

- *Follower – An employer which can be regarded as potential threat to the market leader.*
- *New Entries – A weak position on the talent market with an Employer Brand that needs to be strengthened.*
- *Niche Employer – Not that well-known an employer, but regarded as top-of-the-line employer within a narrow and defined target group.*
- *Market Leader - An overall strong Employer Brand that appeals to most students.*

The position measurements described above all show the extent to which students know about a certain employer, and how attractive they think that particular employer is. An alternate way to measure a company's position is via the 'potential applicants ranking', i.e. measuring students' intention to actually apply for a job with that particular company. If a student selects a company as one of their five ideal employers, it does not necessarily mean that he / she will apply for a position with that employer. The potential applicants ranking reveals the position for each employer based on whether the attracted students have also applied, or intend to apply, to them. In this way, employers can deepen their knowledge of their market position.

Whilst having a high position on the ideal ranking list among broad target groups is good for your employer image in general, the 'apply ranking' should ideally be high among your targeted students.

How to Use Position Measurements

Different position measurements help provide employers with useful information in several key areas in the Employer Branding process. Below are some examples of the areas in which these evaluation tools can be useful.

Benchmarking

This kind of information gives immediate feedback on the market position relative to their recruitment competitors. This knowledge enables each employer to benchmark itself against companies within the same industry, as well as successful companies in other attractive industries. Students do not necessarily choose an industry before choosing their ideal employers. By examining the 'recruitment competitors ranking', companies can get valuable insight into which companies they are competing against in the 'war for talent'. By combining knowledge around the market position and the perceived image of each recruitment competitor, companies find themselves with a very powerful tool when it comes to their strategic Employer Branding decisions.

Defines the Start of the Communication Process

A company's current market position defines the framework of the employer communication plan. It provides information on which competitors are strong and which are not. Furthermore, it indicates which of the recruitment competitors have been most successful, and provides information on the distance between them.

Tracking Success

The ranking of the employers offer the necessary means by which to monitor changes over time, and set goals for the future. Benchmarking against recruitment competitors and aspiring towards a better market position often helps to raise levels of motivation within the entire company. Today, many employers use the position measurement as an important evaluation tool in the overall scorecard of the company. Together with typical financial indicators and softer measures such as employee satisfaction indices, an employer's market position is considered to be an equally important indicator of a company's success.

Target Group Position

All the measurements described thus far relate to a company's overall market position, which provides important strategic knowledge. This information is based on a company's market attractiveness, and the explicit views of its "attracted students". Equally important, are the opinions and perceptions of a company's ideal employees, i.e. those students which a company wants to attract, recruit and retain. By defining their own targeted students, a company's market position within this specific target group, can be provided. For example, a company's market position among female, high- achieving students at certain schools, can be extracted The immediate use of doing this can be illustrated using the "potential applicants ranking". With such an approach, it will clearly show how likely it is that the "most wanted student profile" will apply to a specific employer (more in depth questions will also reveal why or why not).

(The market position among some typical target groups are presented in the standard reports from Universum, but it is also possible for employers to select their own target group and receive a tailored report on their specific target group.)

For more details regarding the method connected to the ranking lists, please see the "Method" chapter.

Ideal Employer Rankings - Top 50 Business

Below is the ranking list of companies that students perceive as ideal employers. This list shows the Top-50 highest-ranked employers among students during 2007, as compared with last year's ranking.

Company/Org.	Ranking 2007	Ranking 2006	Company/Org.	Ranking 2007	Ranking 2006
Ferrari	1	2	The Boston Consulting Group	26	23
Giorgio Armani	2	1	Eni	27	22
Procter & Gamble	3	3	Adidas	28	-
Barilla	4	4	Ernst & Young	29	32
European Central Bank	5	9	Merrill Lynch	30	27
L'Oréal	6	6	Enel	31	40
Banca Intesa	7	5	Heineken	32	26
Google	8	-	Nestlé	33	28
LVMH Moët Hennessy Louis Vuitton	9	11	PricewaterhouseCoopers	34	38
Nokia	10	8	Unilever	35	34
Coca-Cola	11	10	Poste Italiane	36	39
BMW	12	7	Gruppo Generali	37	-
McKinsey & Company	13	15	Accenture	38	25
Microsoft	14	18	KPMG	39	31
Hilton	15	-	Alitalia	40	24
Fiat	16	36	Pirelli	41	30
Benetton	17	12	Audi	42	29
Porsche	18	16	IBM	43	45
JPMorgan	19	13	Ferrovie dello Stato	44	41
IKEA	20	19	Credit Suisse	45	33
Vodafone	21	17	ABN Amro	46	44
Sony	22	14	Johnson & Johnson	47	37
Goldman Sachs	23	35	American Express	48	-
Morgan Stanley	24	21	Lehman Brothers	49	55
Deutsche Bank	25	20	Royal Bank of Scotland	50	-

The complete ranking list can be found in the Appendix, at the end of the report.

Ideal Employer Ranking among Men and Women - Business

Men and women often have different short-term priorities, and their choices of ideal employers reflect these differences. The difference in employer preferences between men and women may be explained by a company's corporate culture, industry, employer image, and recruitment strategies. Being aware of men and women's differing priorities, your company can tailor its communications to be more effective in attracting both.

Top 20 Employers: Women   **Top 20 Employers: Men**

Ideal companies among women	Ranking 2007	Ranking 2006	Ideal companies among men	Ranking 2007	Ranking 2006
Giorgio Armani	1	1	Ferrari	1	1
L'Oréal	2	2	McKinsey & Company	2	4
Barilla	3	3	BMW	3	2
Procter & Gamble	4	5	Google	4	-
Ferrari	5	10	JPMorgan	5	7
LVMH Moët Hennessy Louis Vuitton	6	6	Nokia	6	6
Banca Intesa	7	7	Microsoft	7	11
European Central Bank	8	9	Banca Intesa	8	16
Benetton	9	4	Giorgio Armani	9	3
Coca-Cola	9	13	Goldman Sachs	10	15
IKEA	11	11	Fiat	11	28
Nokia	12	8	Porsche	12	10
Google	13	-	Morgan Stanley	13	14
McKinsey & Company	14	19	Sony	13	5
Hilton	15	-	European Central Bank	15	9
Vodafone	15	15	The Boston Consulting Group	15	16
Microsoft	17	12	Coca-Cola	17	19
BMW	18	18	Eni	18	18
Deutsche Bank	19	16	Procter & Gamble	19	8
Fiat	20	43	Barilla	20	13

Ideal Employer Ranking, High Achievers - Business

Below is the ranking list of which companies high-performing students perceive as ideal employers
(for more information on the definition 'High Achievers', see section 'Student Profile').

	Ranking	Percent	Ideal ranking
McKinsey & Company	1	20,37%	13
Ferrari	2	18,89%	1
Google	2	18,89%	8
Giorgio Armani	4	16,30%	2
Barilla	5	15,19%	4
Procter & Gamble	6	12,96%	3
European Central Bank	7	12,22%	5
The Boston Consulting Group	8	11,11%	26
Goldman Sachs	9	10,74%	23
L'Oréal	10	10,00%	6
Banca Intesa	11	9,26%	7
IKEA	11	9,26%	20
JPMorgan	11	9,26%	19
Vodafone	11	9,26%	21
Coca-Cola	15	8,52%	11
Fiat	15	8,52%	16
Morgan Stanley	15	8,52%	24
BMW	18	8,15%	12
LVMH Moët Hennessy Louis Vuitton	18	8,15%	9
Eni	20	7,78%	27

Ideal Employer Ranking, First Choice - Business

This table shows the companies that respondents most frequently selected as their first choice ideal employer. In the questionnaire, the respondents are asked to rank their top 5 ideal employers.

	Ranking	Percent	Ideal ranking
Ferrari	1	7,80%	1
European Central Bank	2	6,97%	5
Giorgio Armani	3	5,39%	2
LVMH Moët Hennessy Louis Vuitton	4	4,69%	9
Barilla	5	4,48%	4
Procter & Gamble	6	4,35%	3
McKinsey & Company	7	3,81%	13
Banca Intesa	8	3,36%	7
Google	9	2,31%	8
L'Oréal	10	2,10%	6
Hilton	11	2,02%	15
JPMorgan	12	1,84%	19
Coca-Cola	13	1,83%	11
Fiat	14	1,77%	16
KPMG	15	1,74%	39
Microsoft	16	1,60%	14
Poste Italiane	17	1,55%	36
BMW	18	1,54%	12
Benetton	19	1,48%	17
The Boston Consulting Group	20	1,40%	26

Potential Applicants Ranking - Business

The table below lists top ideal employers with the highest ratio of respondents who also have, or will, apply to these companies.

	Ranking	Percent	Ideal ranking
Banca Intesa	1	12,68%	7
Procter & Gamble	2	12,51%	3
Ferrari	3	12,17%	1
McKinsey & Company	4	9,71%	13
Barilla	5	8,84%	4
Giorgio Armani	6	8,67%	2
L'Oréal	7	8,45%	6
BMW	8	7,03%	12
LVMH Moët Hennessy Louis Vuitton	9	6,92%	9
Coca-Cola	10	6,53%	11
Eni	11	6,25%	27
European Central Bank	12	6,14%	5
Deutsche Bank	13	6,04%	25
JPMorgan	14	6,02%	19
Vodafone	15	6,01%	21
Ernst & Young	16	5,35%	29
Fiat	17	5,25%	16
Enel	18	5,22%	31
Morgan Stanley	19	5,17%	24
Nokia	20	5,13%	10

Ideal Employer Rankings - Top 50 Engineering & Science

Below is the ranking list of companies that students perceive as ideal employers. This list shows the 50 highest-ranked employers among students during 2007, compared with last year's ranking.

Company/Org.	Ranking 2007	Ranking 2006	Company/Org.	Ranking 2007	Ranking 2006
Ferrari	1	1	McKinsey & Company	26	26
Microsoft	2	2	Procter & Gamble	27	19
Nokia	3	4	Alitalia	28	16
Google	4	-	Pirelli	29	29
IBM	5	3	General Electric	30	25
Sony	6	7	Oracle	31	23
Eni	7	9	Accenture	32	27
Intel	8	5	L'Oréal	33	38
BMW	9	6	Philips	34	33
Enel	10	13	Canon	35	-
Fiat	11	15	Bosch	36	36
Porsche	12	10	Bayer	37	43
Cisco Systems	13	8	Impregilo	38	52
IKEA	14	34	Magneti Marelli	39	41
Barilla	15	24	Heineken	40	59
Hewlett-Packard	16	14	Shell	41	78
Vodafone	17	20	Hilton	42	-
Ferrovie dello Stato	18	12	Coca-Cola	43	44
Italcementi	19	32	Ericsson	44	42
Audi	20	18	Poste Italiane	45	39
Finmeccanica	21	11	Adidas	46	-
Gruppo Telecom Italia	22	-	Volkswagen	47	37
STMicroelectronics	23	21	GSK (GlaxoSmithKline)	48	96
Siemens	24	17	Banca Intesa	49	47
Giorgio Armani	25	30	Alcatel	50	-

The complete ranking list can be found in the Appendix, at the end of the report.

Ideal Employer Ranking among Men and Women - Engineering & Science

Men and women often have different short-term priorities, and their choices of ideal employers reflect these differences. The difference in employer preferences between men and women may be explained by a company's corporate culture, industry, employer image, and recruitment strategies. Being aware of men and women's differing priorities, your company can tailor its communications to be more effective in attracting both.

Top 20 Employers: Women   **Top 20 Employers: Men**

Ideal companies among women	Ranking 2007	Ranking 2006	Ideal companies among men	Ranking 2007	Ranking 2006
IKEA	1	19	Ferrari	1	1
Ferrari	2	1	Google	2	-
Giorgio Armani	3	9	IBM	3	4
Eni	4	11	Microsoft	4	2
Enel	5	13	BMW	5	3
Microsoft	6	3	Nokia	6	6
Nokia	7	2	Intel	7	5
Barilla	8	7	Sony	8	7
Google	9	-	Eni	9	13
L'Oréal	9	13	Porsche	10	10
IBM	11	4	Fiat	11	16
Pirelli	12	19	Enel	12	17
BMW	13	5	Cisco Systems	13	8
Sony	14	6	Audi	14	14
Italcementi	15	31	Finmeccanica	15	11
Benetton	16	35	STMicroelectronics	16	12
Porsche	17	10	Pirelli	17	20
Canon	18	-	Vodafone	17	18
Siemens	18	7	Siemens	19	9
McKinsey & Company	20	30	Hewlett-Packard	20	15

Ideal Employer Ranking, High Achievers - Engineering & Science

Below is the ranking list of which companies high-performing students perceive as ideal employers
(for more information on the definition 'High Achievers', see section 'Student Profile').

	Ranking	Percent	Ideal ranking
Ferrari	1	28,73%	1
IKEA	2	16,79%	14
Giorgio Armani	3	14,93%	25
Google	3	14,93%	4
BMW	5	12,31%	9
Eni	6	11,19%	7
IBM	7	10,82%	5
McKinsey & Company	8	10,45%	26
Fiat	9	9,70%	11
Italcementi	9	9,70%	19
Enel	11	9,33%	10
Microsoft	11	9,33%	2
Porsche	11	9,33%	12
Barilla	14	8,58%	15
Nokia	14	8,58%	3
Ferrovie dello Stato	16	8,21%	18
Intel	17	7,84%	8
Pirelli	18	7,09%	29
Sony	18	7,09%	6
Audi	20	6,72%	20

Ideal Employer Ranking, First Choice - Engineering & Science

This table shows the companies that respondents most frequently selected as their first choice ideal employer. In the questionnaire, the respondents are asked to rank their top 5 ideal employers.

	Ranking	Percent	Ideal ranking
Ferrari	1	12,47%	1
Google	2	5,54%	4
Eni	3	5,30%	7
Microsoft	4	4,84%	2
IBM	5	4,24%	5
Enel	6	3,87%	10
Nokia	7	3,11%	3
Cisco Systems	8	2,87%	13
Sony	9	2,65%	6
Ferrovie dello Stato	10	2,30%	18
IKEA	11	2,11%	14
Barilla	12	2,08%	15
Finmeccanica	13	2,05%	21
Intel	14	2,03%	8
BMW	15	2,01%	9
Fiat	16	1,95%	11
Impregilo	17	1,88%	38
McKinsey & Company	18	1,86%	26
Italcementi	19	1,76%	19
Giorgio Armani	20	1,60%	25

Potential Applicants Ranking - Engineering & Science

The table below lists top ideal employers with the highest ratio of respondents who also have, or will, apply to these companies.

	Ranking	Percent	Ideal ranking
Ferrari	1	19,38%	1
Eni	2	11,10%	7
IBM	3	10,88%	5
Nokia	4	10,84%	3
Microsoft	5	9,95%	2
Enel	6	8,71%	10
Fiat	7	8,23%	11
BMW	8	7,94%	9
Google	9	7,59%	4
Cisco Systems	10	7,57%	13
Finmeccanica	11	7,48%	21
Intel	12	7,38%	8
Accenture	13	6,97%	32
Porsche	14	6,80%	12
McKinsey & Company	15	6,58%	26
Italcementi	16	5,86%	19
Gruppo Telecom Italia	17	5,85%	22
STMicroelectronics	18	5,82%	23
Vodafone	19	5,81%	17
Procter & Gamble	20	5,67%	27

Ideal Employer Ranking - Tor Vergata

Below is the ranking list of companies that students perceive as ideal employers. This list shows the Top-20 highest-ranked employers among the students.

	Ranking 2007	Percent 2007	Ranking 2006	Percent 2006
Ferrari	1	30%	1	32%
Google	2	21%	-	-
Microsoft	3	16%	2	22%
Procter & Gamble	3	16%	5	15%
Nokia	5	15%	3	21%
IBM	6	15%	4	16%
Intel	7	13%	6	14%
McKinsey & Company	7	13%	12	10%
Sony	9	11%	7	14%
BMW	10	10%	8	13%
Poste Italiane	10	10%	37	4%
Eni	12	10%	10	12%
Porsche	12	10%	9	13%
Ferrovie dello Stato	14	9%	11	11%
Giorgio Armani	14	9%	15	10%
Barilla	16	8%	25	5%
Fiat	16	8%	43	3%
Hewlett-Packard	16	8%	18	8%
Vodafone	16	8%	25	5%
Enel	20	8%	16	9%

Considered Employer Ranking - Tor Vergata

Below is the ranking list of companies that students perceive as a considered employer. This list shows the Top-20 highest-ranked employers among the students.

	Ranking 2007	Percent 2007	Ranking 2006	Percent 2006
Ferrari	1	89%	2	89%
Nokia	2	87%	1	89%
Sony	2	87%	3	88%
Microsoft	4	85%	9	82%
Porsche	4	85%	5	84%
Philips	6	83%	8	83%
BMW	7	83%	7	83%
Siemens	7	83%	5	84%
Vodafone	9	82%	16	78%
Canon	10	82%	-	-
Ericsson	11	81%	4	85%
Fiat	12	80%	23	72%
IBM	12	80%	9	82%
Pirelli	12	80%	14	79%
Audi	15	80%	11	79%
Eni	15	80%	22	73%
Volkswagen	15	80%	11	79%
Enel	18	78%	16	78%
Google	19	78%	-	-
Intel	20	77%	11	79%

Familiar Employer Ranking - Tor Vergata

Below is the ranking list of companies that students frequently selected as their first choice ideal employer. This list shows the Top-20 highest-ranked employers among the students.

	Ranking 2007	Percent 2007	Ranking 2006	Percent 2006
Barilla	1	97%	30	96%
Poste Italiane	2	97%	26	96%
Enel	3	96%	1	99%
Eni	3	96%	42	92%
Ferrari	3	96%	1	99%
Volkswagen	3	96%	22	97%
Audi	7	96%	12	98%
Fiat	7	96%	1	99%
Microsoft	7	96%	12	98%
Sony	7	96%	1	99%
Vodafone	7	96%	30	96%
BMW	12	95%	22	97%
Ferrovie dello Stato	12	95%	7	98%
IKEA	12	95%	26	96%
L'Oréal	12	95%	22	97%
Nokia	12	95%	7	98%
Shell	12	95%	30	96%
Siemens	12	95%	1	99%
Adidas	19	94%	-	-
Alitalia	19	94%	12	98%

Potential Applicants Ranking - Tor Vergata

The table below lists ideal employers which have the best ratio of students who also have, or will, apply to these companies.

	Ranking 2007	Percent 2007	Ranking 2006	Percent 2006
McKinsey & Company	1	17%	5	12%
Ferrari	2	16%	2	15%
Procter & Gamble	2	16%	1	18%
Google	4	12%	-	-
Microsoft	5	10%	7	10%
Eni	6	10%	4	13%
Accenture	7	8%	7	10%
Fiat	7	8%	43	2%
IBM	7	8%	10	9%
Nokia	7	8%	3	14%
Vodafone	7	8%	26	4%
Intel	12	7%	35	3%
BMW	13	6%	6	11%
Enel	13	6%	7	10%
Goldman Sachs	13	6%	59	1%
Poste Italiane	13	6%	26	4%
Barilla	17	5%	18	5%
Gruppo Telecom Italia	17	5%	-	-
Porsche	17	5%	15	6%
Altran	20	4%	18	5%

EMPLOYER IMAGE

"Employers often complain that the people that they hire are not the right ones. Employees have similar complaints that this is not the place where they want to work. I think that the biggest problem is that when they make the initial selection there are so many things that are not really communicated well, and expectations on both sides are too high."
(Hao Liu, CEO, Zhaopin.com)

An Employer Brand consists of values, associations and offerings that characterize the perceptions of the company as an employer. As in consumer branding, the characteristics forming the brand image can be influenced through communication with the target groups - in this case the students you want to attract, recruit and retain. The foundation of the communication content is the Employer Value Proposition (EVP), i.e. the core of a company's offerings to their target groups.

The following chapter will give you an understanding of the students' preferences and the company's current employer image. Combined with the information from previous chapters, these factors will help employers develop an EVP that leads to controlled, clear and consistent communication.

The Basic Contents of the Employer Value Proposition (EVP)

The starting point for defining the employer core values is to identify the potential ideal employees, i.e. the target groups. What types of potential employees does the company want to attract, recruit and retain?

Once the target group has been decided upon, the employer must find out what values and factors triggers and attracts this group. What should an ideal employer offer and be associated with in order to be the employer of choice for this specific target group?

A sound and logical start is to make sure the company fulfils the basic needs of the targeted student group. Thus research needs to be undertaken to find out what is regarded as attractive and important on a general level, when choosing a future ideal employer. Note that it is advisable to delve deeper into related areas like preferred compensation package etc.

Once the necessary factors have been established, the groundwork has been laid for the development of your EVP. The necessary factors provide a base from which you can benchmark yourself against your recruitment competitors. However these, in themselves, are not enough to generate a striking value proposition.

To find the employer strengths

The next step for the employer is finding differentiating values that highlight their own important strengths. Weaknesses can be identified and addressed by comparing the important factors (most attractive offers and associations, i.e. image factors) stated by the target group, with the perceived image of the company. In other words, by visualizing to what extent the students' expectations and the company image match (synchronization of image), values and characteristics that should be improved upon and emphasized can be pinpointed.

Showing the unique aspects of the employer

Once the strengths have been identified, factors/values that are both attractive and differentiating can be chosen. The defined core values should then be matched with the business strategy and other company values and visions. One way to make the matching process work in an often diverse and multicultural business environment is to 'think global and act local', i.e. to define a global EVP and then adapt the core message to different local markets, without losing the differentiating message.

Combining three perspectives

In order to build a strong and consistent Employer Brand, defining the core values based on the external view of the target group is not enough. Building an Employer Brand is a long-term process, and must include the view of the top management, as well as that of the current employees. Measuring the internal perspective avids the possibility of generating a mismatch between what the employer promises, and what can actually be delivered.

Taking all three perspectives into consideration a balanced message should be based on:
- Image – The current perception and relative strengths of the employer
- Profile – What an employer would like to communicate
- Identity – What an employer can communicate

Fig.: The IPI – model (Image Profile Identity)

Profile

The image you would like to communicate

Identity

The image, career and opportunities your company can offer

Image

The external view and position of your company

EVP
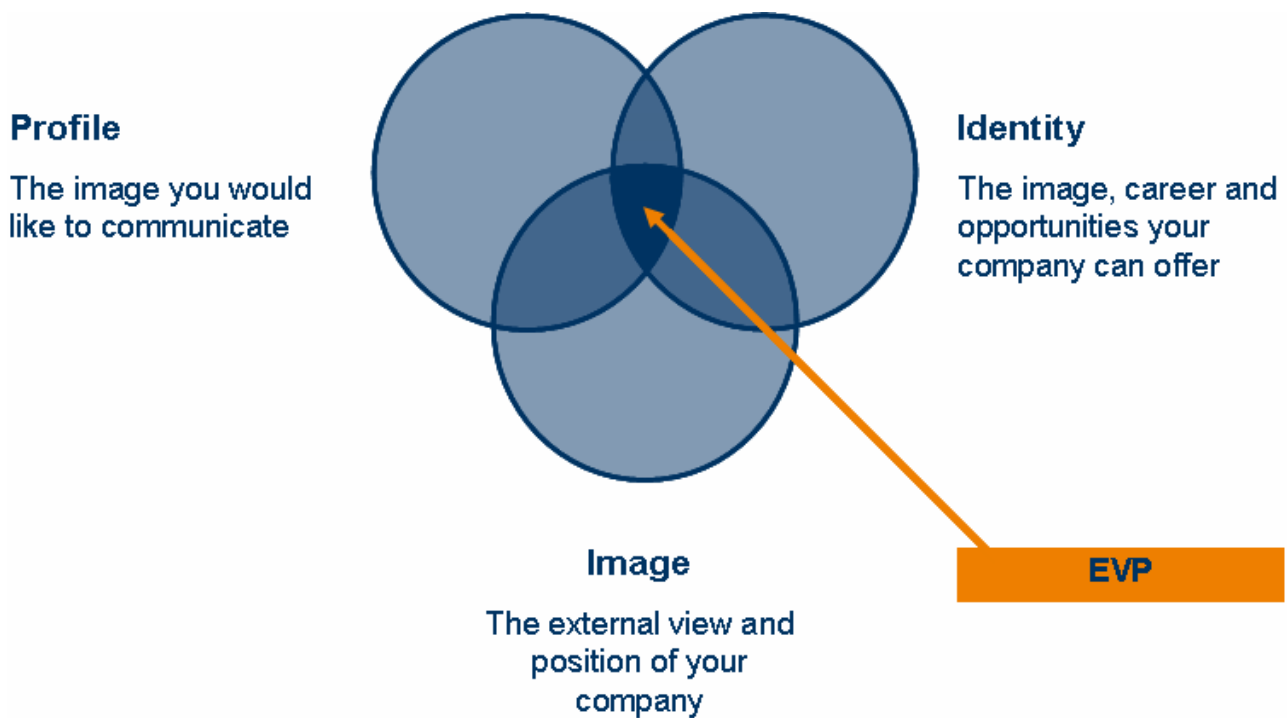
By combining the company/management vision and strategy, target groups' needs and wants and the employee perspective, the employer is able to clearly define its core message!

Attractive Employer Characteristics

Which of the following do you find most important when you select your future ideal employer?
*('Please choose a maximum of three alternatives)*

Characteristic	Tor Vergata	Total
Innovation	43%	40%
Good/confidence-inspiring management	35%	41%
Dynamic organisation	33%	34%
Market success	29%	28%
Exciting products/services	27%	24%
Financial strength	24%	20%
Corporate social responsibility	23%	25%
High ethical standards	20%	23%
Strong corporate culture	20%	20%
Equality between the sexes	13%	17%
Recruiting only the best students	8%	6%
Diverse/multicultural employees	6%	9%
Good reputation at my school	2%	2%
Other	1%	0%

■ Tor Vergata
■ Total
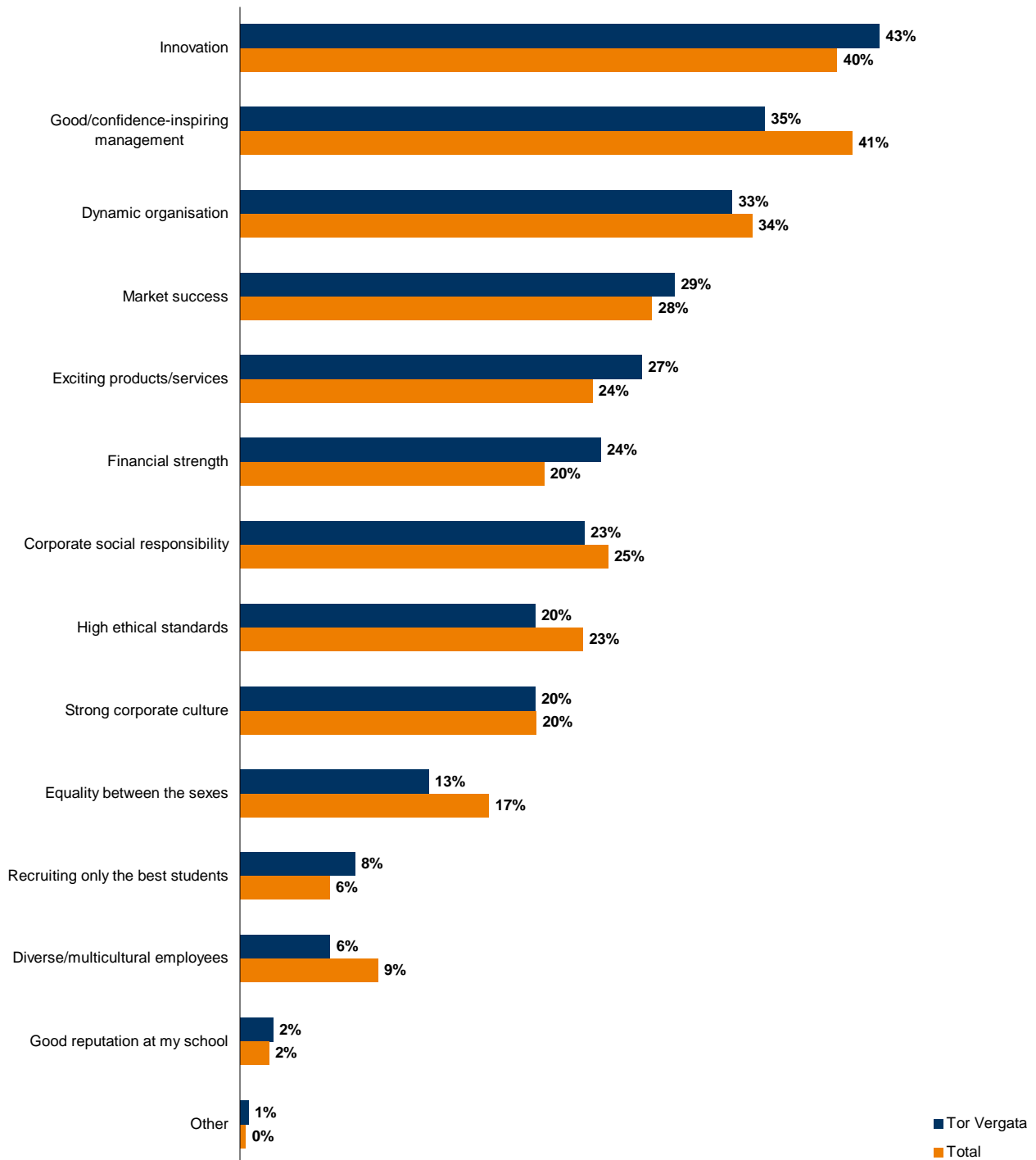
Perceived Employer Characteristics

What do you associate with these companies?
(Please choose as many alternatives as are applicable)

Characteristic	Tor Vergata	Total
Exciting products/services	68%	62%
Market success	67%	68%
Financial strength	64%	61%
Good/confidence-inspiring management	52%	53%
Innovation	52%	51%
Dynamic organisation	43%	44%
Strong corporate culture	42%	48%
Good reputation at my school	42%	39%
Diverse/multicultural employees	35%	35%
Recruiting only the best students	35%	31%
Competitive working environment	35%	34%
Corporate social responsibility	29%	31%
Equality between the sexes	29%	30%
High ethical standards	21%	26%
Excessive overtime	16%	16%
Conservative working environment	15%	17%

■ Tor Vergata
■ Total

Attractive Employer Offerings

Which of the following would you find most attractive if offered by an employer?
(Please choose a maximum of three alternatives)

Offering	Tor Vergata	Total
Competitive compensation	42%	40%
International career opportunities	38%	37%
Internal education	27%	26%
Increasingly challenging tasks	24%	29%
Secure employment	22%	26%
Variety of assignments	19%	19%
Project-based work	18%	17%
Good career reference	17%	15%
Rapid career advancement	17%	18%
Flexible working hours	16%	15%
Managerial responsibility	16%	16%
Mentorships	14%	13%
Trainee programme	12%	10%
Inspiring colleagues	8%	9%
Other	1%	1%

■ Tor Vergata
■ Total
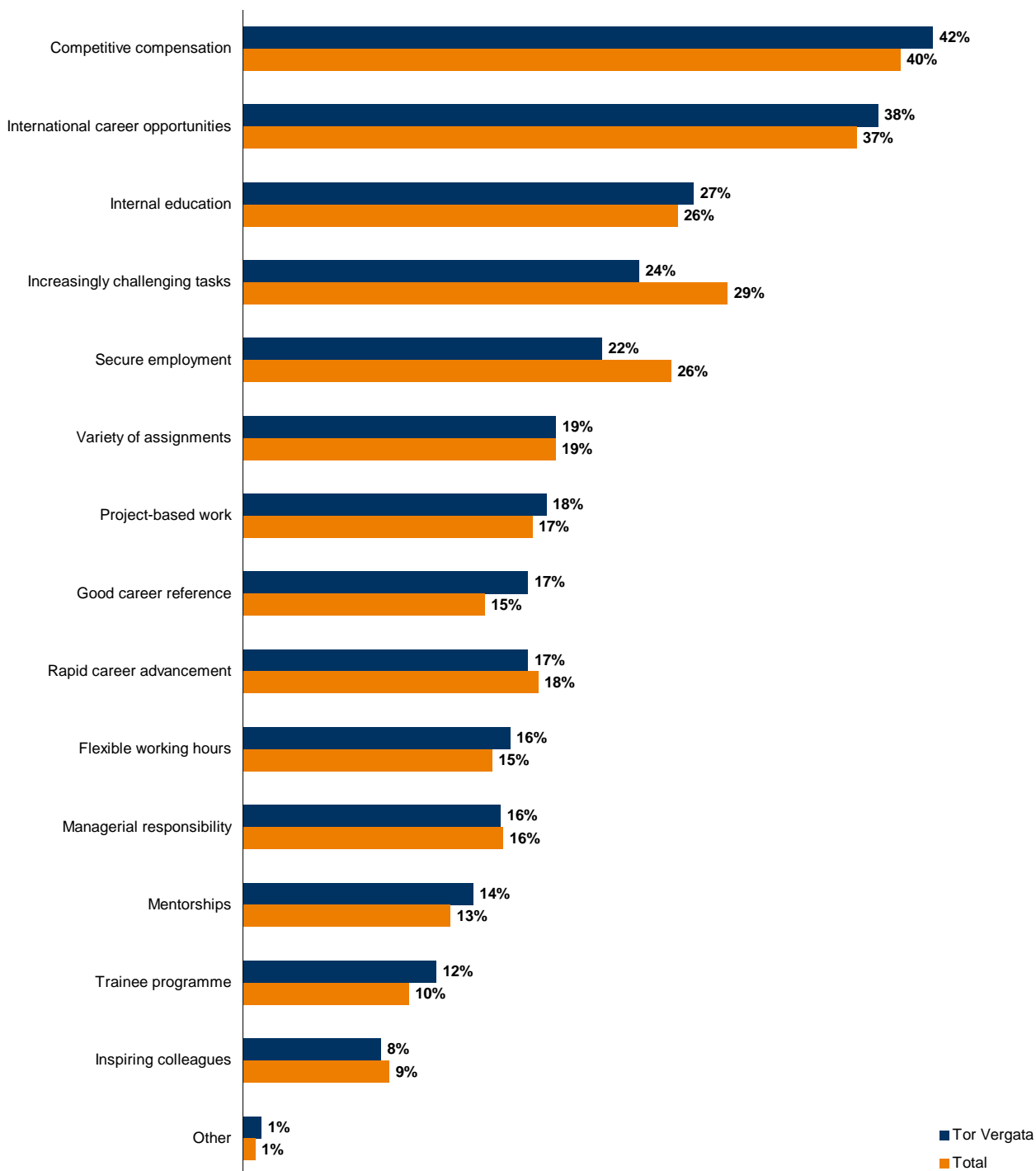
Perceived Employer Offerings

What do you believe these companies offer?
(Please choose as many alternatives as applicable)

Offering	Tor Vergata	Total
Good career reference	68%	70%
International career opportunities	64%	66%
Competitive compensation	57%	54%
Internal education	54%	56%
Increasingly challenging tasks	52%	53%
Mentorships	43%	41%
Managerial responsibility	41%	42%
Variety of assignments	41%	42%
Project-based work	40%	44%
Inspiring colleagues	35%	33%
Trainee programme	33%	34%
Secure employment	31%	35%
Rapid career advancement	25%	27%
Flexible working hours	18%	22%

■ Tor Vergata
■ Total

Apply to the Ideal Employer

The diagram below shows the share of the students that will, or have applied to their ideal employers.

Have you, or will you, apply to these companies?

	Tor Vergata	Total
Yes, I have applied	10%	8%
Yes, I will apply	37%	28%
Yes, I might apply	32%	34%
No	10%	14%
I don't know	12%	16%
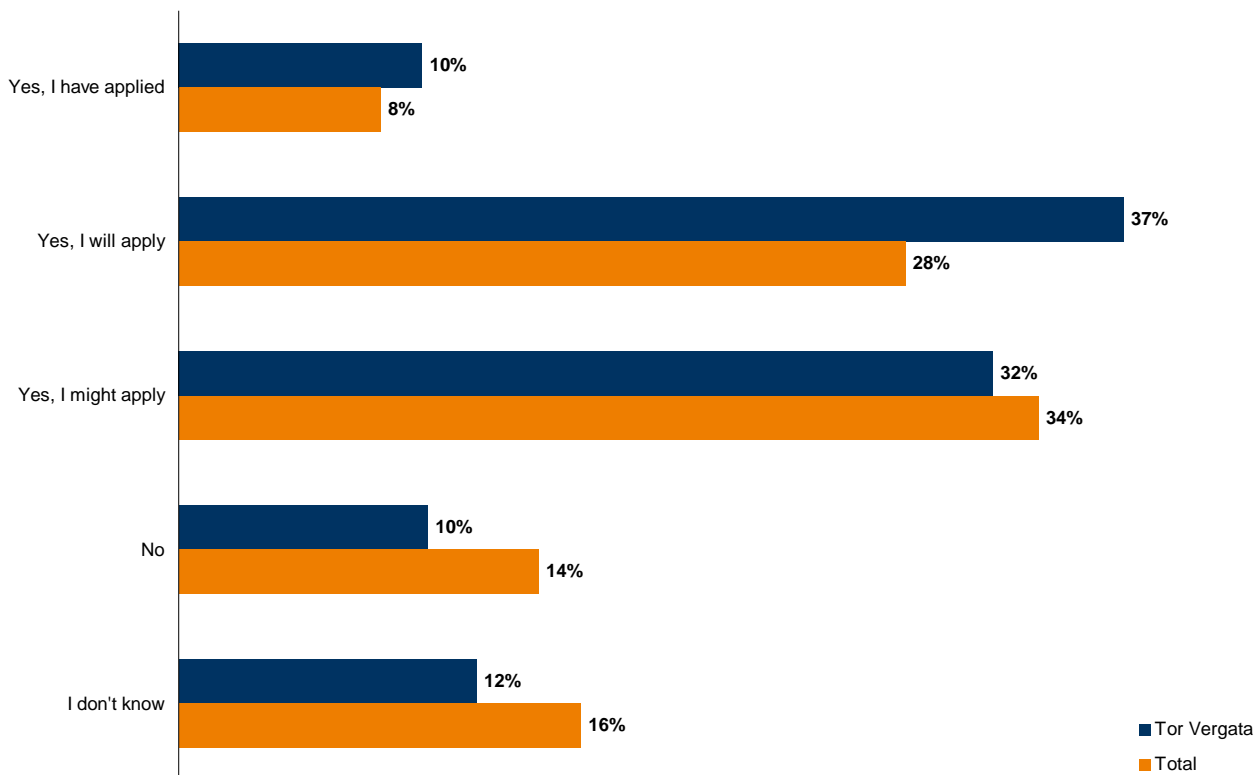
If you replied 'No' or 'Yes, I might apply' for any of the companies on the previous question, please answer why you will not apply, or why you are not sure that you will apply?

	Tor Vergata	Total
I don't have enough work experience	56%	55%
Other	23%	25%
I don't have the necessary areas of study	22%	22%
I don't know	15%	14%
I don't think I will make it through their recruitment process	13%	14%
I don't think I will live up to their demands as an employee	12%	14%
They are not recruiting right now	11%	8%
I am already employed	7%	8%
My grades are not good enough	7%	9%
They do not currently operate in my country	4%	5%
They are not recruiting students from my school	4%	4%
They don't recruit in my home country	3%	2%

Please note that if less than 30 respondents have answered 'No', only total results will be displayed.

COMMUNICATION

"Building a brand takes time, and the collective student memory is longer than you might think" (Fiona Sandford, Director, College Careers Service, The London School of Economics and Political Science)

After having developed the company's Employer Value Proposition (EVP) it is time to start communicating with your target group. The aim of this part of the report is to provide your company with an understanding of which channels to use for your Employer Branding communication. No matter how thoroughly your company has examined the talent market, or how carefully developed the Employer Value Proposition is, without the right communication execution, you will not be able to reach your Employer Branding objectives.

Choosing the right Channels

The Employer Value Proposition (EVP) needs to be communicated in a planned and coherent fashion, in order to influence the attitudes and perceptions of your target market. The means by which you communicate should be guided by your market position and by what you want to achieve. Different channels serve different purposes, and hence content should also differ accordingly.

There are three basic types of channels:

Brand building channels
- Build Employer Brand awareness and affect general attitudes towards the brand
- Do not allow for targeted communication

Targeted channels
- Are suitable for communication aimed directly at your target market
- Are suitable for tailored communication content
- Affect attitudes toward the Employer Brand, i.e. increase the target market's interest in working for your company

Relationship building channels
- Channels used for building and strengthening the relationship with the target groups, hence making you the ideal employer in the eyes of the targeted students
- Relationship building channels are often suitable to use for targeted communication, e.g. inviting students with the right profile to a company visit

You should carefully consider the position of your Employer Brand before choosing the channels. For example, if you are unknown, brand building channels reaching a great part of the talent market should be in your portfolio. If you are well-known but misunderstood, both brand building and targeted channels should be used.

Also remember that the choice of channels will in itself affect your image and differentiate you from your recruitment competitors. For instance, a creative choice might help you position your company as a modern and innovative player in an industry perceived as old-fashioned. Creative ways of communicating also tend to create strong word-of-mouth effects, which is a cheap and very effective way of strengthening your Employer Brand.

In all, lack of knowledge about efficient communication may be both extremely costly and at worst miss the target group entirely. Wrong data simply leads to investment in the wrong channels.

	Familiar	Considered	Ideal
Cost/Contact		Dinner/Party	Internships Company visit/Event off campus
	Career fairs	Seminars Company Presentation at Campus	Alumni/Colleagues Interviews
	Brochures Advertisement in print media/on the Internet	Company Website	Word of mouth
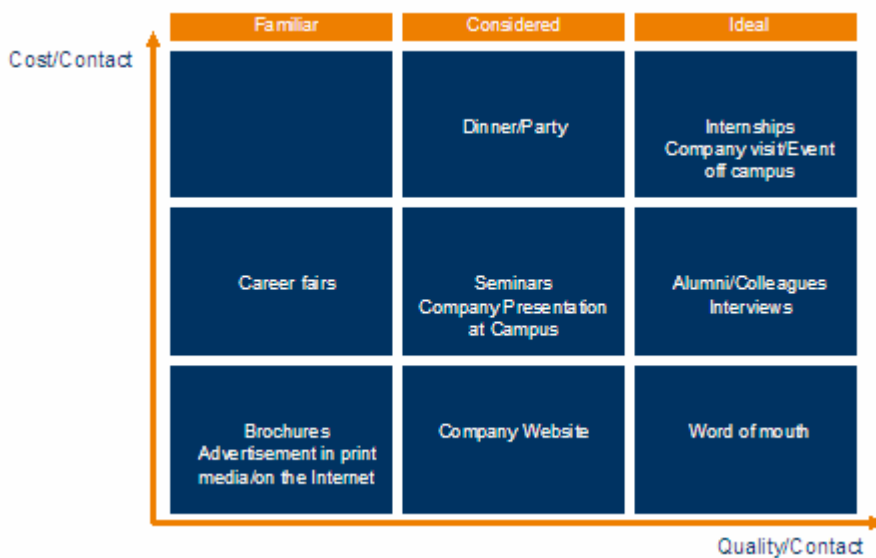
Quality/Contact

Fig: Cost/Contact vs. Quality/Contact – Use the model above to allocate your resources more effectively.

Preferred Sources of Information

How would you prefer to gather information about potential employers?
(Please select as many alternatives as are applicable)

Source	Tor Vergata	Total
Company presentations on campus	62%	61%
Company websites	48%	50%
Acquaintances employed by the company	48%	48%
Career services department at university	48%	53%
Company visits/company events off campus	46%	47%
Job opening advertisement on the Internet	37%	35%
Career fairs	33%	37%
Internships/work placements	32%	37%
Company recruitment brochures	30%	30%
Articles in newspapers and magazines	26%	30%
Career websites	26%	28%
Corporate/employer image advertisements on the Internet	24%	23%
Part-time job	24%	22%
Case studies/workshops/lectures	24%	26%
Job opening advertisement in print media	21%	21%
Writing your thesis	21%	18%
Business cases presented as part of your degree studies	17%	18%
Fellow students	16%	17%
Corporate/employer image advertisements in print media	13%	14%
Corporate/employer image advertisements on TV	9%	12%
Product promotional material	9%	11%
Other	1%	0%

Actual Sources of Information

How have you mainly learned about these companies?
(Please select as many alternatives as are applicable)

Source	Tor Vergata	Total
Articles in newspapers and magazines	59%	61%
Company websites	51%	45%
Corporate/employer image advertisements on TV	33%	35%
Corporate/employer image advertisements on the Internet	32%	33%
Corporate/employer image advertisements in print media	28%	31%
Company presentations on campus	17%	15%
Career services department at university	16%	16%
Product promotional material	15%	20%
Career fairs	15%	12%
Acquaintances employed by the company	13%	13%
Job opening advertisement on the Internet	13%	10%
Fellow students	9%	11%
Other	8%	11%
Career websites	8%	8%
Case studies/workshops/lectures	7%	9%
Company recruitment brochures	6%	8%
Writing your thesis	6%	4%
Company visits/company events off campus	5%	4%
Job opening advertisement in print media	4%	5%
Business cases presented as part of your degree studies	3%	4%
Internships/work placements	3%	4%
Part-time job	2%	2%

Preferred vs. Actual Sources of Information - Tor Vergata

How would you prefer to gather information about potential employers?
How have you mainly learned about these companies?

Source	Preferred	Actual
Company presentations on campus	62%	17%
Company websites	48%	51%
Acquaintances employed by the company	48%	13%
Career services department at university	48%	16%
Company visits/company events off campus	46%	5%
Job opening advertisement on the Internet	37%	13%
Career fairs	33%	15%
Internships/work placements	32%	3%
Company recruitment brochures	30%	6%
Articles in newspapers and magazines	26%	59%
Career websites	26%	8%
Corporate/employer image advertisements on the Internet	24%	32%
Part-time job	24%	2%
Case studies/workshops/lectures	24%	7%
Job opening advertisement in print media	21%	4%
Writing your thesis	21%	6%
Business cases presented as part of your degree studies	17%	3%
Fellow students	16%	9%
Corporate/employer image advertisements in print media	13%	28%
Corporate/employer image advertisements on TV	9%	33%
Product promotional material	9%	15%
Other	1%	8%

■ Preferred sources of information
■ Actual sources of information

Chart shows all response alternatives to these questions.

Preferred vs. Actual Sources of Information - Total

How would you prefer to gather information about potential employers?
How have you mainly learned about these companies?

Source	Preferred	Actual
Company presentations on campus	61%	15%
Career services department at university	53%	16%
Company websites	50%	45%
Acquaintances employed by the company	48%	13%
Company visits/company events off campus	47%	4%
Internships/work placements	37%	4%
Career fairs	37%	12%
Job opening advertisement on the Internet	35%	10%
Company recruitment brochures	30%	8%
Articles in newspapers and magazines	30%	61%
Career websites	28%	8%
Case studies/workshops/lectures	26%	9%
Corporate/employer image advertisements on the Internet	23%	33%
Part-time job	22%	2%
Job opening advertisement in print media	21%	5%
Business cases presented as part of your degree studies	18%	4%
Writing your thesis	18%	4%
Fellow students	17%	11%
Corporate/employer image advertisements in print media	14%	31%
Corporate/employer image advertisements on TV	12%	35%
Product promotional material	11%	20%
Other	0%	11%

■ Preferred sources of information
■ Actual sources of information

Chart shows all response alternatives to these questions.

PARTICIPATING EDUCATIONAL INSTITUTIONS

	Number of responses		Number of responses
LUISS Guido Carli	183	Università degli Studi di Bari	416
Politecnico di Bari	93	Università degli Studi di Milano-Bicocca	220
Politecnico di Milano	1947	Università degli Studi di Padova	152
Politecnico di Torino	76	Università degli Studi di Parma	394
Tor Vergata	181	Università degli Studi di Roma, La Sapienza	71
Università Cà Foscari di Venezia	40	Università degli Studi di Torino	248
Università Carlo Cattaneo LIUC	221	Università di Bologna	36
Università Cattolica del Sacro Cuore	203	Other	177
Università Commerciale Luigi Bocconi	464		

The table above only shows universities with 30 respondents or more (all fields of study). The rest of the respondents are aggregated under "Other".

APPENDIX

Overall Survey Results

Age

	Female	Male	Business	Engineering/Natural Sciences/IT	Total
Below 20	0%	0%	0%	0%	0%
20 - 21	12%	10%	14%	10%	12%
22 - 23	38%	34%	33%	28%	31%
24 - 25	36%	37%	35%	37%	36%
26 - 27	8%	12%	10%	14%	11%
28 - 29	3%	4%	3%	6%	4%
30 - 31	2%	1%	2%	2%	2%
32 - 33	1%	1%	1%	1%	1%
34 or older	1%	2%	2%	2%	2%
Average	24	24	24	24	24

Gender

	Female	Male	Business	Engineering/Natural Sciences/IT	Total
Female	100%	-	51%	26%	42%
Male	-	100%	49%	74%	58%

What is your major(s)/main area(s) of study?

	Female	Male	Business	Total
Accounting/Auditing/Taxation	11%	11%	13%	12%
Business Administration	11%	14%	15%	14%
Communication studies	17%	8%	10%	11%
Economics	15%	23%	21%	20%
Entrepreneurship	8%	11%	10%	9%
Finance	13%	24%	19%	18%
Human Resources Management	9%	10%	9%	9%
Information Management	4%	6%	4%	4%
International Business	10%	12%	14%	13%
Logistics	4%	8%	5%	4%
Management	24%	35%	30%	29%
Marketing	27%	22%	28%	27%
Public Administration	5%	8%	7%	7%
Sales	5%	6%	5%	5%
Other Business	11%	5%	4%	7%

What is your major(s)/main area(s) of study?

	Female	Male	Engineering/Natural Sciences/IT	Total
Aeronautics/Aerospace Engineering	2%	6%	2%	2%
Architecture	22%	8%	5%	6%
Biological Engineering/Biological Technology	6%	3%	3%	3%
Biology	4%	1%	3%	3%
Chemical Engineering	2%	2%	1%	1%
Chemistry	2%	2%	3%	3%
Civil Engineering	5%	6%	6%	6%
Computer Science/Information Technology	10%	25%	23%	22%
Construction	5%	3%	4%	4%
Electrical/Electronic Engineering	4%	12%	12%	11%
Environmental Science/Environmental Technology	5%	3%	3%	3%
Industrial Engineering and Management	14%	12%	18%	17%
Machine/Mechanical Engineering	4%	14%	12%	11%
Materials Science/Materials Technology	3%	3%	2%	2%
Mathematics/Physics	6%	5%	5%	5%
Petroleum Engineering	0%	1%	1%	1%
Process Technology	2%	2%	2%	2%
Pulp-/Paper-/Wood Technology	0%	0%	0%	0%
Telecommunications	3%	9%	9%	9%
Other Engineering	16%	7%	4%	8%

What degree are you currently pursuing?

	Female	Male	Business	Engineering/Natural Sciences/IT	Total
Bachelor's	50%	53%	55%	48%	51%
Master's	66%	66%	61%	66%	63%
Other degree	3%	3%	3%	4%	4%

When do you expect to graduate with this/these degree/degrees?

	Female	Male	Business	Engineering/Natural Sciences/IT	Total
2011 or later	3%	3%	3%	4%	3%
2010	6%	7%	7%	5%	6%
2009	13%	14%	12%	12%	12%
2008	33%	32%	31%	32%	32%
2007	41%	41%	41%	39%	40%
2006	3%	4%	6%	8%	6%

Do you study/have you studied another discipline at bachelor´s degree level or equivalent?

	Female	Male	Business	Engineering/Natural Sciences/IT	Total
No	64%	63%	63%	65%	64%
Yes	36%	37%	37%	35%	36%

Please grade your academic results on a scale from 1 – 10, where 10 represents 'excellent results', 5 stands for 'average' and 1 means 'passing'.

	Female	Male	Business	Engineering/Natural Sciences/IT	Total
1	1%	1%	0%	2%	1%
2	0%	0%	0%	1%	0%
3	1%	1%	1%	1%	1%
4	2%	3%	2%	3%	2%
5	8%	8%	8%	7%	8%
6	6%	8%	8%	7%	7%
7	22%	22%	20%	21%	20%
8	33%	30%	33%	30%	32%
9	18%	16%	16%	18%	17%
10	9%	9%	11%	11%	11%
Average	8	7	8	8	8

Besides your mother toungue, do you also speak any of the following languages? (Very good or fluent)

	Female	Male	Business	Engineering/Natural Sciences/IT	Total
How well do you speak English?	87%	87%	88%	86%	87%
How well do you speak German?	6%	3%	5%	3%	5%
How well do you speak French?	27%	14%	24%	12%	19%
How well do you speak Italian?	24%	33%	30%	32%	30%
How well do you speak Spanish?	11%	8%	14%	9%	13%

Which of the following experiences/qualifications do you have?
(Please select as many alternatives as are applicable)

	Female	Male	Business	Engineer-ing/Natural Sciences/IT	Total
Engagement in non student association/organisation parallel to studies	31%	38%	32%	36%	34%
Engagement in student union/association parallel to my studies (at least 1 semester)	11%	12%	11%	15%	12%
Full time job, abroad, related to my main field of study (at least for 2 months)	2%	2%	3%	2%	2%
Full time job, in my home country, related to my main field of study (at least for 2 months)	9%	10%	12%	11%	11%
Internship, abroad, related to my main field of study (at least for 2 months)	7%	6%	9%	5%	8%
Internship, in my home country, related to my main field of study (at least for 2 months)	31%	24%	29%	30%	29%
Job in my home country, parallel to my studies, but not related to my main field of study	43%	38%	38%	34%	37%
Managing/managed own company	3%	5%	6%	4%	5%
Part time job, abroad, parallel to my studies and related to my main field of study (at least for 2 months)	2%	2%	3%	2%	2%
Part time job, in my home country, parallel to my studies and related to my main field of study (at least for 2 months)	19%	19%	18%	19%	19%
University studies abroad (at least 1 semester)	17%	15%	19%	14%	17%
Other	10%	9%	11%	9%	10%

Which three personal characteristics apply to you the most?
(Please select a maximum of three alternatives)

	Female	Male	Business	Engineer-ing/Natural Sciences/IT	Total
Accurate	26%	22%	22%	22%	22%
Ambitious	29%	33%	39%	32%	35%
Analytical	11%	18%	12%	17%	14%
Creative	20%	20%	18%	22%	20%
Curious	26%	25%	23%	25%	25%
Efficient	24%	20%	24%	21%	23%
Enthusiastic	13%	7%	9%	9%	9%
Entrepreneurial	16%	16%	16%	14%	15%
Flexible	15%	18%	17%	18%	18%
Goal oriented	14%	16%	17%	16%	16%
Handle stress well	7%	11%	10%	10%	10%
Hard working	4%	4%	4%	4%	4%
Leadership qualities	13%	18%	18%	16%	17%
Responsible	46%	36%	38%	39%	39%
Social	8%	9%	8%	8%	8%
Team player	18%	17%	18%	18%	18%
Verbal	6%	5%	6%	5%	5%
Other	0%	1%	1%	1%	1%

In which industries would you ideally like to work?
(Please select a maximum of three alternatives)

	Female	Male	Business	Engineer-ing/Natural Sciences/IT	Total
Academic research	9%	8%	5%	11%	8%
Aerospace	2%	9%	1%	11%	5%
Airline/travel	9%	5%	11%	5%	9%
Auditing/accounting/taxation	7%	4%	12%	0%	7%
Automotive	4%	17%	9%	14%	11%
Biotechnology	4%	3%	1%	6%	3%
Chemical/Petroleum	2%	3%	1%	4%	2%
Commercial banking	6%	4%	9%	2%	6%
Computer hardware	1%	7%	1%	9%	4%
Computer software	4%	14%	1%	19%	8%
Construction	9%	8%	2%	11%	6%
Consumer electronics	1%	6%	2%	6%	3%
Consumer goods	10%	5%	11%	4%	8%
Education/teaching	7%	4%	5%	5%	6%
Engineering consulting	8%	15%	1%	22%	9%
Engineering/manufacturing	8%	13%	1%	21%	9%
Environmental/conservation	11%	7%	5%	10%	7%
Government/public service	12%	10%	18%	6%	13%
Healthcare/pharmaceutical	6%	3%	3%	5%	4%
Hotel/restaurant/tourism	9%	3%	9%	2%	6%
Insurance	2%	2%	3%	1%	2%
Internet/e-commerce	5%	10%	6%	10%	8%
Investment banking	12%	14%	25%	4%	16%
IT consulting/data services	2%	7%	2%	9%	4%
Management consulting	19%	18%	31%	8%	21%
Marketing/advertising	28%	12%	35%	7%	24%
Media/public relations/information	15%	6%	16%	5%	12%
Metals	0%	1%	0%	1%	1%
Non-profit	6%	2%	5%	2%	4%
Power/energy	8%	17%	7%	21%	12%
Private banking	7%	6%	13%	2%	8%
Pulp/paper/forestry	0%	0%	0%	1%	0%
Retail	6%	4%	7%	2%	5%
Telecommunications	5%	12%	6%	15%	9%
Transport/logistics	5%	7%	3%	10%	6%
Other	12%	5%	5%	3%	5%

What career goals do you hope to attain within three years of graduating?
(Please select a maximum of three alternatives)

	Female	Male	Business	Engineering/Natural Sciences/IT	Total
Balance personal life and career	53%	42%	42%	46%	44%
Become a specialist	20%	24%	20%	28%	23%
Build a sound financial base	22%	22%	21%	23%	22%
Contribute to society	26%	23%	23%	22%	23%
Develop new products	12%	17%	8%	19%	12%
Influence corporate strategies	12%	13%	16%	12%	14%
Manage projects	18%	20%	18%	23%	20%
Reach a managerial level	15%	19%	24%	16%	20%
Rotate jobs within company	12%	12%	13%	10%	11%
Start a business	5%	6%	6%	6%	6%
Work independently	3%	5%	4%	4%	4%
Work internationally	34%	33%	36%	31%	34%
Work with increasingly challenging tasks	47%	42%	48%	38%	44%
Other	1%	1%	1%	1%	1%

What annual base salary do you expect at your first job after graduation?

	Female	Male	Business	Engineering/Natural Sciences/IT	Total
Less than 20000	78%	60%	70%	65%	68%
20000 - 24999	14%	22%	17%	22%	19%
25000 - 29999	2%	5%	3%	4%	3%
30000 - 34999	3%	5%	3%	4%	3%
35000 - 39999	2%	4%	3%	3%	3%
40000 - 44999	0%	1%	1%	1%	1%
45000 - 49999	0%	1%	1%	1%	1%
50000 - 54999	0%	1%	1%	0%	0%
55000 - 59999	-	0%	0%	-	0%
60000 or above	1%	1%	1%	1%	1%
Average	16 785	20 327	18 614	19 359	18 808

How many hours per week would you expect to work for this company?

	Female	Male	Business	Engineer-ing/Natural Sciences/IT	Total
Less than 35	5%	4%	4%	6%	5%
35 - 39	9%	10%	8%	10%	9%
40 - 44	48%	46%	45%	48%	47%
45 - 49	18%	17%	18%	17%	18%
50 - 54	14%	15%	16%	13%	14%
55 - 59	2%	2%	2%	2%	2%
60 - 64	3%	4%	5%	3%	4%
65 or more	1%	2%	2%	2%	2%
Average	43	43	44	43	43

Would you like to attend a company trainee programme?

	Female	Male	Business	Engineer-ing/Natural Sciences/IT	Total
Yes (please write in the name of the com-pany)	59%	62%	66%	61%	63%
No	2%	4%	2%	4%	3%
I don't know	39%	35%	32%	35%	34%

Which of the following would you find most attractive if offered by an employer?
(Please choose a maximum of three alternatives)

	Female	Male	Business	Engineer-ing/Natural Sciences/IT	Total
Competitive compensation	35%	46%	39%	41%	40%
Flexible working hours	16%	15%	14%	16%	15%
Good career reference	14%	14%	13%	17%	15%
Increasingly challenging tasks	33%	24%	31%	26%	29%
Inspiring colleagues	9%	10%	9%	8%	9%
Internal education	26%	24%	27%	25%	26%
International career opportunities	36%	36%	39%	34%	37%
Managerial responsibility	12%	18%	17%	14%	16%
Mentorships	15%	14%	14%	11%	13%
Project-based work	19%	19%	12%	25%	17%
Rapid career advancement	13%	18%	20%	16%	18%
Secure employment	30%	24%	23%	29%	26%
Trainee programme	11%	9%	12%	8%	10%
Variety of assignments	22%	20%	18%	20%	19%
Other	1%	1%	1%	1%	1%

Which of the following do you find most important when you select your future ideal employer?
(Please choose a maximum of three alternatives)

	Female	Male	Business	Engineering/Natural Sciences/IT	Total
Corporate social responsibility	25%	23%	25%	24%	25%
Diverse/multicultural employees	10%	9%	10%	7%	9%
Dynamic organisation	35%	32%	36%	33%	34%
Equality between the sexes	31%	3%	18%	14%	17%
Exciting products/services	25%	28%	22%	27%	24%
Financial strength	18%	22%	19%	22%	20%
Good reputation at my school	2%	3%	2%	2%	2%
Good/confidence-inspiring management	41%	42%	43%	39%	41%
High ethical standards	25%	24%	22%	23%	23%
Innovation	35%	49%	34%	51%	40%
Market success	23%	29%	31%	25%	28%
Recruiting only the best students	3%	7%	6%	6%	6%
Strong corporate culture	18%	17%	25%	14%	20%
Other	1%	1%	0%	0%	0%

Apart from base salary, which of the following would you most prefer in your compensation pack-
age? (Please choose a maximum of three alternatives)

	Female	Male	Business	Engineering/Natural Sciences/IT	Total
Company car	10%	20%	15%	18%	16%
Company-paid formal education	65%	59%	62%	63%	62%
Extra vacation/personal days	21%	20%	19%	22%	20%
Healthcare benefits	25%	22%	18%	25%	21%
Paid overtime	74%	59%	62%	67%	64%
Performance-related bonus	42%	56%	57%	47%	52%
Profit sharing	5%	11%	9%	9%	9%
Retirement plan	39%	29%	32%	32%	33%
Stock options	3%	8%	10%	4%	7%
Other	1%	1%	1%	1%	1%

What do you associate with this company?
(Please select as many alternatives as are applicable)

	Female	Male	Business	Engineer-ing/Natural Sciences/IT	Total
Competitive working environment	32%	35%	35%	32%	34%
Conservative working environment	15%	18%	16%	18%	17%
Corporate social responsibility	32%	31%	30%	31%	31%
Diverse/multicultural employees	35%	36%	36%	35%	35%
Dynamic organisation	44%	42%	47%	41%	44%
Equality between the sexes	33%	29%	30%	30%	30%
Excessive overtime	17%	16%	17%	15%	16%
Exciting products/services	63%	64%	59%	66%	62%
Financial strength	59%	63%	61%	61%	61%
Good reputation at my school	36%	41%	40%	37%	39%
Good/confidence-inspiring management	51%	52%	54%	50%	53%
High ethical standards	26%	26%	25%	27%	26%
Innovation	50%	56%	47%	56%	51%
Market success	69%	69%	68%	67%	68%
Recruiting only the best students	27%	32%	33%	29%	31%
Strong corporate culture	48%	48%	49%	46%	48%

What do you believe this company offers?
(Please select as many alternatives as are applicable)

	Female	Male	Business	Engineering/Natural Sciences/IT	Total
Competitive compensation	49%	57%	54%	55%	54%
Flexible working hours	20%	21%	22%	22%	22%
Good career reference	69%	70%	70%	69%	70%
Increasingly challenging tasks	52%	54%	54%	51%	53%
Inspiring colleagues	32%	35%	34%	33%	33%
Internal education	54%	58%	57%	56%	56%
International career opportunities	65%	67%	66%	65%	66%
Managerial responsibility	38%	42%	44%	40%	42%
Mentorships	39%	41%	40%	42%	41%
Project-based work	44%	48%	40%	49%	44%
Rapid career advancement	23%	27%	29%	25%	27%
Secure employment	34%	37%	33%	38%	35%
Trainee programme	31%	35%	36%	32%	34%
Variety of assignments	42%	43%	42%	42%	42%

Have you, or will you, apply to this company?

	Female	Male	Business	Engineer-ing/Natural Sciences/IT	Total
Yes, I have applied	7%	5%	9%	7%	8%
Yes, I will apply	26%	27%	30%	27%	28%
Yes, I might apply	34%	35%	33%	35%	34%
No	14%	15%	13%	14%	14%
I don't know	19%	17%	14%	17%	16%

If you replied 'No' or 'Yes, I might apply' for any of the companies, please answer why you will not apply or why you are not sure that you will apply?
(Please select as many alternatives as are applicable)

	Female	Male	Business	Engineer-ing/Natural Sciences/IT	Total
I am already employed	6%	9%	9%	8%	8%
I don't have enough work experience	57%	53%	54%	55%	55%
I don't have the necessary areas of study	23%	22%	20%	25%	22%
I don't know	13%	15%	14%	13%	14%
I don't think I will live up to their demands as an employee	17%	16%	13%	15%	14%
I don't think I will make it through their re-cruitment process	17%	15%	14%	15%	14%
My grades are not good enough	7%	13%	9%	8%	9%
They are not recruiting right now	6%	8%	9%	8%	8%
They are not recruiting students from my school	4%	3%	3%	4%	4%
They do not currently operate in my country	3%	4%	4%	5%	5%
They don't recruit in my home country	2%	2%	2%	2%	2%
Other	23%	21%	27%	22%	25%

How would you prefer to gather information about potential employers?
(Please select as many alternatives as are applicable)

	Female	Male	Business	Engineering/Natural Sciences/IT	Total
Acquaintances employed by the company	51%	49%	47%	48%	48%
Articles in newspapers and magazines	32%	26%	31%	27%	30%
Business cases presented as part of your degree studies	17%	16%	21%	15%	18%
Career fairs	42%	34%	36%	37%	37%
Career services department at university	63%	50%	54%	51%	53%
Career websites	24%	25%	29%	25%	28%
Case studies/workshops/lectures	31%	24%	27%	25%	26%
Company presentations on campus	66%	63%	62%	61%	61%
Company recruitment brochures	33%	28%	32%	28%	30%
Company websites	48%	49%	49%	53%	50%
Company visits/company events off campus	52%	48%	45%	52%	47%
Corporate/employer image advertisements in print media	17%	13%	14%	15%	14%
Corporate/employer image advertisements on the Internet	24%	24%	22%	25%	23%
Corporate/employer image advertisements on TV	11%	12%	11%	13%	12%
Fellow students	14%	20%	15%	20%	17%
Internships/work placements	44%	33%	42%	31%	37%
Job opening advertisement in print media	22%	18%	19%	22%	21%
Job opening advertisement on the Internet	33%	33%	33%	36%	35%
Part-time job	27%	22%	23%	21%	22%
Product promotional material	13%	11%	10%	12%	11%
Writing your thesis	15%	23%	14%	26%	18%
Other	0%	1%	0%	1%	0%

How have you mainly learned about this company?
(Please select as many alternatives as are applicable)

	Female	Male	Business	Engineering/Natural Sciences/IT	Total
Acquaintances employed by the company	14%	12%	14%	12%	13%
Articles in newspapers and magazines	59%	63%	61%	61%	61%
Business cases presented as part of your degree studies	3%	3%	4%	2%	4%
Career fairs	12%	13%	11%	13%	12%
Career services department at university	18%	15%	18%	12%	16%
Career websites	6%	8%	9%	7%	8%
Case studies/workshops/lectures	9%	7%	10%	7%	9%
Company presentations on campus	16%	15%	17%	12%	15%
Company recruitment brochures	6%	8%	9%	7%	8%
Company websites	40%	46%	45%	45%	45%
Company visits/company events off campus	4%	4%	3%	4%	4%
Corporate/employer image advertisements in print media	32%	32%	30%	32%	31%
Corporate/employer image advertisements on the Internet	31%	35%	30%	37%	33%
Corporate/employer image advertisements on TV	35%	36%	33%	37%	35%
Fellow students	9%	12%	11%	11%	11%
Internships/work placements	4%	4%	5%	3%	4%
Job opening advertisement in print media	4%	4%	5%	5%	5%
Job opening advertisement on the Internet	8%	9%	10%	10%	10%
Part-time job	2%	2%	2%	2%	2%
Product promotional material	24%	18%	20%	20%	20%
Writing your thesis	3%	4%	4%	4%	4%
Other	9%	12%	10%	11%	11%

What educational institution do you attend?

	Female	Male	Business	Engineering/Natural Sciences/IT	Total
Fondazione Studi Universitari di Vicenza	0%	0%	0%	0%	0%
LUISS Guido Carli	5%	3%	10%	0%	6%
Politecnico di Bari	1%	2%	1%	15%	6%
Politecnico di Milano	32%	42%	1%	12%	6%
Politecnico di Torino	1%	2%	1%	15%	6%
Scuola Normale Superiore di Pisa	-	0%	0%	0%	0%
Tor Vergata	3%	4%	4%	10%	6%
Università Cà Foscari di Venezia	1%	0%	9%	1%	6%
Università Carlo Cattaneo LIUC	4%	5%	7%	6%	6%
Università Cattolica del Sacro Cuore	5%	3%	10%	0%	6%
Università Commerciale Luigi Bocconi	12%	7%	10%	0%	6%
Università degli Studi di Bari	8%	8%	6%	7%	6%
Università degli Studi di Bergamo	-	0%	0%	-	0%
Università degli Studi di Genova	-	0%	-	0%	0%
Università degli Studi di Milano-Bicocca	7%	3%	10%	1%	6%
Università degli Studi di Napoli - Federico II	0%	1%	0%	1%	0%
Università degli Studi di Padova	3%	3%	6%	7%	6%
Università degli Studi di Parma	4%	10%	1%	15%	6%
Università degli Studi di Pavia	-	0%	0%	0%	0%
Università degli Studi di Perugia	0%	0%	0%	0%	0%
Università degli Studi di Roma, La Sapienza	2%	1%	10%	1%	6%
Università degli Studi di Siena	0%	-	0%	-	0%
Università degli Studi di Torino	9%	2%	5%	5%	6%
Università degli Studi di Trento	0%	0%	0%	0%	0%
Università degli Studi di Trieste	0%	0%	0%	0%	0%
Università degli Studi di Verona	0%	0%	0%	0%	0%
Università di Bologna	1%	1%	9%	3%	6%
Università di Firenze	0%	-	0%	-	0%
Università di Modena e Reggio Emilia	0%	0%	0%	0%	0%
Università di Pisa	0%	0%	0%	1%	0%
Other	2%	1%	1%	1%	1%

Employer Ranking Lists

Ideal Employer Ranking List - Business

Company/Org.	Ranking 2007	Percent 2007	Ranking 2006
Ferrari	1	23,70%	2
Giorgio Armani	2	19,79%	1
Procter & Gamble	3	13,36%	3
Barilla	4	12,81%	4
European Central Bank	5	12,32%	9
L'Oréal	6	12,17%	6
Banca Intesa	7	12,14%	5
Google	8	11,28%	-
LVMH Moët Hennessy Louis Vuitton	9	10,49%	11
Nokia	10	10,27%	8
Coca-Cola	11	10,08%	10
BMW	12	9,71%	7
McKinsey & Company	13	9,65%	15
Microsoft	14	9,39%	18
Hilton	15	9,05%	-
Fiat	16	8,87%	36
Benetton	17	8,07%	12
Porsche	18	8,04%	16
JPMorgan	19	7,82%	13
IKEA	20	7,79%	19
Vodafone	21	7,64%	17
Sony	22	7,22%	14
Goldman Sachs	23	6,88%	35
Morgan Stanley	24	6,65%	21
Deutsche Bank	25	6,49%	20
The Boston Consulting Group	26	6,36%	23
Eni	27	6,08%	22
Adidas	28	5,26%	-
Ernst & Young	29	5,20%	32
Merrill Lynch	30	5,17%	27
Enel	31	5,15%	40
Heineken	32	5,12%	26
Nestlé	33	4,81%	28
PricewaterhouseCoopers	34	4,77%	38
Unilever	35	4,74%	34
Poste Italiane	36	4,59%	39
Gruppo Generali	37	4,50%	-
Accenture	38	4,46%	25
KPMG	39	4,42%	31
Alitalia	40	4,41%	24
Pirelli	41	4,24%	30
Audi	42	4,04%	29
IBM	43	3,98%	45
Ferrovie dello Stato	44	3,85%	41
Credit Suisse	45	3,54%	33
ABN Amro	46	3,20%	44
Johnson & Johnson	47	3,10%	37
American Express	48	2,97%	-
Lehman Brothers	49	2,80%	55
Royal Bank of Scotland	50	2,79%	-
Deloitte	51	2,79%	57
BNP Paribas	52	2,70%	70
Gruppo Telecom Italia	53	2,69%	-
Finmeccanica	54	2,58%	54
UBS	55	2,57%	50
Canon	56	2,45%	-
Bain & Company	57	2,44%	47
Citigroup	58	2,42%	58
Volkswagen	59	2,34%	51
Hewlett-Packard	60	2,16%	49
Ifi Instituto Finanziario Industriale	61	1,97%	64

Company/Org.	Ranking 2007	Percent 2007	Ranking 2006
Intel	62	1,87%	52
Reuters	63	1,77%	-
Carrefour Italia	64	1,75%	48
Bayer	65	1,67%	56
Novartis	66	1,67%	79
General Electric	67	1,66%	61
Philip Morris	68	1,61%	59
Bloomberg	69	1,51%	-
Roche	70	1,50%	68
RAS	71	1,45%	53
ING Group	72	1,43%	67
HSBC	73	1,38%	88
Danone	74	1,32%	63
DaimlerChrysler	75	1,31%	62
Kraft foods	76	1,29%	78
Philips	77	1,20%	65
Barclays	78	1,15%	-
DHL	79	1,06%	92
Oracle	80	1,05%	72
GSK (GlaxoSmithKline)	81	1,02%	93
Cisco Systems	82	0,99%	60
Société Générale	83	0,98%	-
Fidelity Investments	84	0,94%	85
Wind	85	0,93%	99
Indesit Group	86	0,91%	-
Mercer Management Consulting	87	0,88%	76
Bosch	88	0,86%	84
Volvo Cars	89	0,78%	91
BBVA	90	0,77%	-
Siemens	91	0,73%	69
Eli Lilly	92	0,72%	116
Pfizer	93	0,70%	86
Henkel	94	0,66%	100
Booz Allen Hamilton	95	0,62%	120
Esso/ExxonMobil	96	0,61%	81
Lazard	97	0,61%	77
Renault	98	0,55%	87
Allianz	99	0,55%	103
STMicroelectronics	100	0,54%	66
A.T. Kearney	101	0,51%	97
Altran	102	0,47%	127
Shell	103	0,47%	89
Impregilo	104	0,46%	98
Edison	105	0,44%	106
Magneti Marelli	106	0,43%	101
ABB	107	0,42%	104
The Dow Chemical Company	108	0,40%	111
Olivetti Technost	109	0,39%	118
Fater	110	0,38%	71
Marconi Selenia Communications	111	0,37%	80
ETHICON	112	0,35%	117
BP	113	0,35%	119
BASF	114	0,34%	-
Roland Berger	115	0,33%	125
sanofi-aventis	116	0,33%	110
AstraZeneca	117	0,33%	127
Beiersdorf	118	0,33%	-
Volvo Group	119	0,32%	-
Italcementi	120	0,32%	83
Dalmine	121	0,31%	102
Capgemini	122	0,30%	112
PSA Peugeot Citroën	123	0,28%	82
DuPont	124	0,27%	-
Deutsche Telecom	125	0,22%	-
Infineon Technologies	126	0,22%	129

Company/Org.	Ranking 2007	Percent 2007	Ranking 2006
Huawei	127	0,20%	-
Bertelsmann	128	0,20%	109
Vestas	129	0,18%	-
E.ON	130	0,17%	-
Cartiere Burgo	131	0,15%	94
Total	132	0,15%	107
Orange	133	0,12%	105
Kühne & Nagel	134	0,12%	129
Alstom	135	0,11%	113
Tata Consultancy Services	136	0,11%	-
Alcatel	137	0,10%	-
Schenker	138	0,09%	131
Ericsson	139	0,09%	90
Dresdner Kleinwort Wasserstein	140	0,08%	124
Air Liquide	141	0,07%	108
Cadbury Schweppes	142	0,06%	-
MasterFoods	143	0,06%	95
EADS	144	0,06%	114
Deutsche Post World Net	145	0,05%	123
ICRC	146	0,05%	122
EDF	147	0,05%	-
Italtel	148	0,03%	-

Considered Employer Ranking List – Business

Company/Org.	Ranking 2007	Percent 2007	Ranking 2006
Ferrari	1	83,98%	2
Nokia	2	83,91%	3
Sony	3	82,97%	1
BMW	4	81,66%	5
Porsche	5	80,45%	4
Giorgio Armani	6	80,29%	6
Benetton	7	79,43%	10
Barilla	8	78,06%	9
Microsoft	9	78,01%	14
Audi	10	77,83%	12
Google	11	77,61%	-
Pirelli	12	77,43%	13
Philips	13	76,83%	8
Adidas	14	76,22%	-
Vodafone	15	75,84%	7
Canon	16	75,46%	-
Siemens	17	74,52%	11
Heineken	18	73,79%	21
L'Oréal	19	73,72%	16
Fiat	20	73,59%	31
IBM	21	73,29%	19
Volkswagen	22	73,11%	15
American Express	23	72,68%	-
Coca-Cola	24	72,60%	18
Ericsson	25	72,31%	17
Banca Intesa	26	70,31%	23
Johnson & Johnson	27	69,52%	22
European Central Bank	28	68,69%	28
Renault	29	68,15%	25
Intel	30	67,90%	27
Hilton	31	66,93%	-
IKEA	32	66,36%	29
Deutsche Bank	33	66,07%	32
Volvo Group	34	66,03%	-
Danone	35	65,60%	24
Eni	36	65,56%	40
Hewlett-Packard	37	64,72%	37
Nestlé	38	64,24%	34
Volvo Cars	39	63,89%	30
LVMH Moët Hennessy Louis Vuitton	40	63,30%	42
Procter & Gamble	41	62,87%	35
Enel	42	62,74%	36
PSA Peugeot Citroën	43	61,51%	33
DaimlerChrysler	44	60,64%	38
Bayer	45	60,55%	41
Gruppo Generali	46	60,10%	-
Bosch	47	59,87%	43
Wind	48	59,77%	39
Gruppo Telecom Italia	49	59,64%	-
General Electric	50	57,23%	44
Credit Suisse	51	56,35%	47
Carrefour Italia	52	55,73%	45
Shell	53	54,56%	46
Indesit Group	54	54,06%	-
The Boston Consulting Group	55	53,45%	48
Royal Bank of Scotland	56	52,64%	-
RAS	57	52,31%	51
Olivetti Technost	58	51,95%	52
Roche	59	51,92%	54
Henkel	60	51,64%	62
Alcatel	61	51,30%	-
Alitalia	62	50,82%	50
Ernst & Young	63	49,95%	66

Company/Org.	Ranking 2007	Percent 2007	Ranking 2006
Deutsche Telecom	64	49,69%	-
Edison	65	49,28%	55
Kraft foods	66	48,42%	60
Poste Italiane	67	47,80%	64
Esso/ExxonMobil	68	47,21%	59
Morgan Stanley	69	47,10%	61
Philip Morris	70	46,91%	56
McKinsey & Company	71	46,41%	57
Cisco Systems	72	46,35%	63
Allianz	73	46,09%	70
Total	74	46,07%	72
Finmeccanica	75	45,77%	67
DHL	76	44,79%	69
Bloomberg	77	43,28%	-
Magneti Marelli	78	43,28%	74
JPMorgan	79	43,17%	58
Oracle	80	43,05%	71
Ferrovie dello Stato	81	42,66%	75
Unilever	82	42,62%	68
Reuters	83	41,05%	-
UBS	84	40,84%	78
BNP Paribas	85	40,84%	85
Orange	86	40,53%	73
ABN Amro	87	39,90%	77
ING Group	88	39,14%	82
Barclays	89	38,47%	-
Merrill Lynch	90	37,37%	76
Ifi Instituto Finanziario Industriale	91	37,15%	80
KPMG	92	35,72%	79
Deloitte	93	35,23%	83
Société Générale	94	34,95%	-
Accenture	95	34,56%	81
Goldman Sachs	96	34,21%	87
Citigroup	97	33,80%	84
PricewaterhouseCoopers	98	33,31%	92
Italcementi	99	32,23%	90
Novartis	100	29,55%	91
Mercer Management Consulting	101	29,51%	86
Fidelity Investments	102	29,39%	102
HSBC	103	29,20%	89
Italtel	104	28,80%	93
Cadbury Schweppes	105	28,53%	-
DuPont	106	28,11%	-
Lehman Brothers	107	25,81%	97
Pfizer	108	25,49%	98
Deutsche Post World Net	109	23,74%	100
GSK (GlaxoSmithKline)	110	23,65%	95
Bain & Company	111	23,46%	101
STMicroelectronics	112	23,26%	94
BP	113	22,71%	96
Marconi Selenia Communications	114	22,63%	99
BASF	115	22,57%	-
MasterFoods	116	19,63%	103
Impregilo	117	19,39%	108
Cartiere Burgo	118	19,36%	104
Tata Consultancy Services	119	19,26%	-
Air Liquide	120	19,25%	107
Dalmine	121	18,76%	106
sanofi-aventis	122	17,29%	110
ABB	123	17,06%	109
BBVA	124	16,36%	-
Capgemini	125	15,58%	116
Beiersdorf	126	15,37%	-
Schenker	127	15,03%	105
Roland Berger	128	14,42%	112

Company/Org.	Ranking 2007	Percent 2007	Ranking 2006
Booz Allen Hamilton	129	13,96%	113
EDF	130	13,54%	-
Infineon Technologies	131	12,38%	115
The Dow Chemical Company	132	11,81%	117
E.ON	133	11,39%	-
Fater	134	11,13%	111
Lazard	135	10,93%	114
Eli Lilly	136	10,88%	119
AstraZeneca	137	10,30%	123
Alstom	138	9,45%	118
Altran	139	9,01%	120
A.T. Kearney	140	8,97%	121
Bertelsmann	141	8,68%	126
ETHICON	142	7,11%	124
Schlumberger	143	6,84%	-
Baker Hughes	144	6,70%	-
BearingPoint	145	6,69%	130
Dresdner Kleinwort Wasserstein	146	6,21%	125
EADS	147	6,04%	127
Vestas	148	5,90%	-
Kühne & Nagel	149	5,87%	128
ICRC	150	5,82%	129
Huawei	151	5,20%	-

Familiar Employer Ranking List – Business

Company/Org.	Ranking 2007	Percent 2007	Ranking 2006
Barilla	1	97,20%	3
Sony	2	97,15%	6
Banca Intesa	3	97,13%	5
Audi	4	97,06%	17
Fiat	5	97,00%	19
Nokia	6	96,93%	4
Pirelli	7	96,90%	2
Ericsson	8	96,88%	13
Microsoft	9	96,84%	25
Ferrari	10	96,77%	1
Vodafone	11	96,65%	14
Benetton	12	96,61%	9
Giorgio Armani	13	96,57%	11
BMW	14	96,56%	21
Coca-Cola	15	96,54%	20
Alitalia	16	96,51%	24
Porsche	17	96,44%	7
Gruppo Telecom Italia	18	96,38%	-
Poste Italiane	19	96,35%	12
Volkswagen	20	96,33%	18
Google	21	96,32%	-
Siemens	22	96,26%	15
Danone	23	96,23%	28
Enel	24	96,19%	23
Renault	25	96,05%	27
Adidas	26	96,00%	-
IBM	27	95,98%	22
Nestlé	28	95,97%	32
Philips	29	95,92%	10
L'Oréal	30	95,89%	16
Wind	31	95,81%	31
Ferrovie dello Stato	32	95,78%	30
Canon	33	95,53%	-
IKEA	34	95,34%	29
Heineken	35	95,31%	33
Volvo Cars	36	95,12%	41
Carrefour Italia	37	95,07%	40
Eni	38	94,86%	37
Volvo Group	39	94,61%	-
Alcatel	40	94,28%	-
American Express	41	94,13%	-
Philip Morris	42	94,04%	34
Deutsche Bank	43	93,89%	38
Shell	44	93,74%	35
Bosch	45	92,75%	45
RAS	46	92,71%	39
PSA Peugeot Citroën	47	92,68%	44
Bayer	48	92,51%	43
Johnson & Johnson	49	92,06%	42
Gruppo Generali	50	91,06%	-
Intel	51	90,69%	47
Olivetti Technost	52	90,45%	46
Esso/ExxonMobil	53	89,15%	48
European Central Bank	54	88,39%	50
Deutsche Telecom	55	87,87%	-
Finmeccanica	56	87,36%	49
Total	57	86,90%	59
General Electric	58	85,46%	51
Hilton	59	84,75%	-
Hewlett-Packard	60	82,99%	54
Credit Suisse	61	81,67%	56
DaimlerChrysler	62	81,62%	57
Edison	63	81,57%	55

Company/Org.	Ranking 2007	Percent 2007	Ranking 2006
Indesit Group	64	81,34%	-
LVMH Moët Hennessy Louis Vuitton	65	80,39%	66
Procter & Gamble	66	78,98%	58
Royal Bank of Scotland	67	78,70%	-
Italcementi	68	78,52%	61
Kraft foods	69	78,07%	60
Roche	70	77,36%	62
Henkel	71	77,09%	64
Magneti Marelli	72	74,99%	63
DHL	73	74,56%	65
Allianz	74	74,39%	67
Cisco Systems	75	69,68%	68
Ernst & Young	76	66,80%	78
The Boston Consulting Group	77	64,15%	69
Oracle	78	63,59%	75
Orange	79	63,37%	79
Ifi Instituto Finanziario Industriale	80	63,33%	71
ING Group	81	61,42%	80
Morgan Stanley	82	61,30%	73
Bloomberg	83	60,94%	-
McKinsey & Company	84	60,58%	72
Unilever	85	60,05%	76
Reuters	86	59,40%	-
BNP Paribas	87	59,17%	84
ABN Amro	88	58,97%	77
UBS	89	58,47%	81
Italtel	90	57,99%	82
JPMorgan	91	57,85%	74
Barclays	92	55,46%	-
Société Générale	93	55,00%	-
Citigroup	94	53,63%	88
Deloitte	95	53,55%	86
Accenture	96	53,52%	85
Merrill Lynch	97	52,63%	83
Novartis	98	51,37%	89
KPMG	99	50,69%	87
Deutsche Post World Net	100	50,58%	-
Cadbury Schweppes	101	49,65%	-
Fidelity Investments	102	48,47%	102
Goldman Sachs	103	48,19%	91
DuPont	104	47,33%	-
PricewaterhouseCoopers	105	46,76%	100
Pfizer	106	45,13%	97
STMicroelectronics	107	44,63%	94
Dalmine	108	43,64%	93
Cartiere Burgo	109	42,45%	92
GSK (GlaxoSmithKline)	110	42,31%	101
HSBC	111	42,09%	95
BASF	112	41,40%	-
MasterFoods	113	40,23%	99
BP	114	39,68%	98
Mercer Management Consulting	115	39,30%	96
Air Liquide	116	37,78%	108
Impregilo	117	37,40%	105
Lehman Brothers	118	37,07%	106
Marconi Selenia Communications	119	36,14%	103
Schenker	120	34,76%	104
Tata Consultancy Services	121	34,57%	-
Bain & Company	122	34,18%	109
The Dow Chemical Company	123	33,03%	112
ABB	124	32,49%	111
sanofi-aventis	125	32,26%	110
Beiersdorf	126	30,93%	-
Capgemini	127	30,89%	114
BBVA	128	26,56%	-

Company/Org.	Ranking 2007	Percent 2007	Ranking 2006
EDF	129	26,15%	-
Roland Berger	130	25,53%	116
Infineon Technologies	131	25,25%	113
Booz Allen Hamilton	132	25,16%	119
AstraZeneca	133	24,67%	120
Lazard	134	22,86%	117
Fater	135	22,41%	115
Alstom	136	22,36%	118
Eli Lilly	137	22,25%	121
E.ON	138	21,71%	-
Altran	139	20,92%	122
A.T. Kearney	140	19,94%	126
Baker Hughes	141	19,47%	-
BearingPoint	142	19,17%	130
Schlumberger	143	18,60%	-
Bertelsmann	144	18,59%	125
ETHICON	145	18,17%	123
ICRC	146	16,80%	127
Vestas	147	16,53%	-
Dresdner Kleinwort Wasserstein	148	15,50%	124
EADS	149	15,47%	128
Kühne & Nagel	150	15,43%	129
Huawei	151	14,98%	-

Employer Ranking Lists

Ideal Employer Ranking List - Engineering & Science

Company/Org.	Ranking 2007	Percent 2007	Ranking 2006
Ferrari	1	30,56%	1
Microsoft	2	18,09%	2
Nokia	3	16,83%	4
Google	4	16,60%	-
IBM	5	15,35%	3
Sony	6	14,37%	7
Eni	7	13,65%	9
Intel	8	13,55%	5
BMW	9	12,98%	6
Enel	10	11,49%	13
Fiat	11	10,90%	15
Porsche	12	10,07%	10
Cisco Systems	13	9,80%	8
IKEA	14	8,40%	34
Barilla	15	7,56%	24
Hewlett-Packard	16	7,41%	14
Vodafone	17	7,11%	20
Ferrovie dello Stato	18	6,91%	12
Italcementi	19	6,86%	32
Audi	20	6,85%	18
Finmeccanica	21	6,59%	11
Gruppo Telecom Italia	22	6,31%	-
STMicroelectronics	23	6,27%	21
Siemens	24	6,00%	17
Giorgio Armani	25	5,84%	30
McKinsey & Company	26	5,57%	26
Procter & Gamble	27	4,91%	19
Alitalia	28	4,84%	16
Pirelli	29	4,79%	29
General Electric	30	4,77%	25
Oracle	31	4,61%	23
Accenture	32	4,52%	27
L'Oréal	33	4,52%	38
Philips	34	4,24%	33
Canon	35	3,70%	-
Bosch	36	3,61%	36
Bayer	37	3,59%	43
Impregilo	38	3,57%	52
Magneti Marelli	39	3,53%	41
Heineken	40	3,38%	59
Shell	41	3,38%	78
Hilton	42	3,22%	-
Coca-Cola	43	3,16%	44
Ericsson	44	3,15%	42
Poste Italiane	45	3,04%	39
Adidas	46	2,98%	-
Volkswagen	47	2,93%	37
GSK (GlaxoSmithKline)	48	2,67%	96
Banca Intesa	49	2,56%	47
Alcatel	50	2,54%	-
The Boston Consulting Group	51	2,49%	55
Benetton	52	2,38%	57
Wind	53	2,37%	45
European Central Bank	54	2,26%	40
Roche	55	2,25%	94
LVMH Moët Hennessy Louis Vuitton	56	2,20%	75
ABB	57	2,17%	46
Johnson & Johnson	58	2,08%	48
Altran	59	2,01%	50
Olivetti Technost	60	1,87%	53
Nestlé	61	1,83%	51

Company/Org.	Ranking 2007	Percent 2007	Ranking 2006
DuPont	62	1,83%	-
Edison	63	1,82%	54
The Dow Chemical Company	64	1,79%	77
Goldman Sachs	65	1,79%	61
Novartis	66	1,72%	81
Alstom	67	1,70%	82
ING Group	68	1,61%	63
Volvo Cars	69	1,54%	66
Unilever	70	1,49%	58
Esso/ExxonMobil	71	1,49%	65
Volvo Group	72	1,42%	-
BASF	73	1,41%	-
JPMorgan	74	1,36%	67
Marconi Selenia Communications	75	1,32%	31
Infineon Technologies	76	1,32%	89
Deutsche Bank	77	1,29%	62
Pfizer	78	1,24%	64
DHL	79	1,09%	85
Air Liquide	80	1,08%	68
American Express	81	1,06%	-
Renault	82	1,00%	60
DaimlerChrysler	83	1,00%	79
Reuters	84	0,99%	-
Gruppo Generali	85	0,95%	-
Philip Morris	86	0,94%	71
Danone	87	0,93%	90
UBS	88	0,92%	83
Dalmine	89	0,90%	72
PricewaterhouseCoopers	90	0,85%	123
Morgan Stanley	91	0,76%	84
Credit Suisse	92	0,76%	87
Henkel	93	0,68%	56
Royal Bank of Scotland	94	0,68%	-
Cartiere Burgo	95	0,64%	103
Ernst & Young	96	0,64%	74
Orange	97	0,64%	104
Total	98	0,63%	109
PSA Peugeot Citroën	99	0,63%	93
KPMG	100	0,56%	92
Citigroup	101	0,56%	115
Vestas	102	0,55%	-
Kraft foods	103	0,54%	88
Merrill Lynch	104	0,51%	97
sanofi-aventis	105	0,50%	124
AstraZeneca	106	0,48%	125
Carrefour Italia	107	0,45%	86
HSBC	108	0,44%	100
Bain & Company	109	0,44%	69
EADS	110	0,43%	49
Mercer Management Consulting	111	0,41%	107
BP	112	0,40%	106
Bloomberg	113	0,39%	-
Deutsche Telecom	114	0,38%	-
Ifi Instituto Finanziario Industriale	115	0,37%	117
Allianz	116	0,37%	121
Capgemini	117	0,37%	95
Schlumberger	118	0,36%	-
Italtel	119	0,36%	91
EDF	120	0,34%	-
Fidelity Investments	121	0,33%	126
MasterFoods	122	0,30%	116
Deloitte	123	0,30%	105
Kühne & Nagel	124	0,29%	-
E.ON	125	0,28%	-
Lazard	126	0,28%	129

Company/Org.	Ranking 2007	Percent 2007	Ranking 2006
RAS	127	0,28%	113
ABN Amro	128	0,25%	111
Fater	129	0,23%	112
Deutsche Post World Net	130	0,22%	101
Booz Allen Hamilton	131	0,21%	108
ETHICON	132	0,20%	98
Indesit Group	133	0,16%	-
BNP Paribas	134	0,15%	120
Eli Lilly	135	0,14%	-
Beiersdorf	136	0,13%	-
Huawei	136	0,13%	-
Barclays	138	0,12%	-
Lehman Brothers	139	0,12%	114
ICRC	140	0,10%	126
Cadbury Schweppes	141	0,09%	-
A.T. Kearney	142	0,06%	110
Dresdner Kleinwort Wasserstein	143	0,05%	129
Roland Berger	144	0,05%	126
Société Générale	144	0,05%	-
Tata Consultancy Services	146	0,04%	-
BearingPoint	147	0,04%	129
BBVA	148	0,04%	-
Baker Hughes	149	0,02%	-

Considered Employer Ranking List – Engineering & Science

Company/Org.	Ranking 2007	Percent 2007	Ranking 2006
Ferrari	1	83,29%	1
Sony	2	82,86%	2
Nokia	3	80,10%	5
BMW	4	78,45%	7
Porsche	5	78,26%	6
Philips	6	78,07%	4
Canon	7	77,78%	-
Siemens	8	77,49%	3
Audi	9	75,98%	10
IBM	10	75,98%	9
Fiat	11	75,53%	22
Volkswagen	12	75,30%	15
Enel	13	73,88%	11
Ericsson	14	73,74%	8
Intel	15	73,72%	12
Pirelli	16	73,16%	13
Renault	17	71,50%	18
Microsoft	18	71,35%	16
Volvo Group	19	71,28%	-
Bosch	20	71,04%	20
Google	21	70,34%	-
Hewlett-Packard	22	70,34%	14
Eni	23	68,89%	19
Volvo Cars	24	68,24%	21
Vodafone	25	67,45%	17
Olivetti Technost	26	62,86%	27
Barilla	27	61,06%	37
PSA Peugeot Citroën	28	60,92%	26
Magneti Marelli	29	59,80%	35
Adidas	30	59,57%	-
Gruppo Telecom Italia	31	59,24%	-
Benetton	32	59,22%	34
Alcatel	33	59,18%	-
Wind	34	57,74%	25
Cisco Systems	35	57,52%	28
Heineken	36	57,16%	40
General Electric	37	56,85%	32
Coca-Cola	38	56,51%	41
Shell	39	56,23%	38
IKEA	40	55,72%	46
DaimlerChrysler	41	55,72%	31
Alitalia	42	55,34%	30
Ferrovie dello Stato	43	54,24%	36
Giorgio Armani	44	53,83%	50
Finmeccanica	45	53,17%	33
Bayer	46	51,82%	43
Edison	47	51,55%	39
L'Oréal	48	51,15%	52
Indesit Group	49	51,14%	-
American Express	50	50,50%	-
Oracle	51	49,76%	42
Esso/ExxonMobil	52	49,70%	45
Poste Italiane	53	49,02%	44
Deutsche Telecom	54	48,55%	-
Johnson & Johnson	55	48,18%	54
Banca Intesa	56	48,16%	47
Nestlé	57	46,83%	56
Total	58	46,62%	53
Danone	59	45,73%	55
European Central Bank	60	44,64%	49
Deutsche Bank	61	44,42%	51
STMicroelectronics	62	43,94%	48
DHL	63	43,26%	58

Company/Org.	Ranking 2007	Percent 2007	Ranking 2006
Carrefour Italia	64	41,49%	59
Gruppo Generali	65	40,18%	-
Henkel	66	39,47%	67
Procter & Gamble	67	39,32%	61
Italcementi	68	38,79%	69
Hilton	69	37,55%	-
RAS	70	36,15%	66
Roche	71	36,10%	62
Credit Suisse	72	34,90%	64
LVMH Moët Hennessy Louis Vuitton	73	34,83%	75
Italtel	74	34,48%	63
Accenture	75	33,38%	68
Royal Bank of Scotland	76	33,16%	-
Orange	77	32,17%	70
Allianz	78	32,12%	77
BASF	79	30,94%	-
Kraft foods	80	30,93%	72
ING Group	81	30,75%	73
Philip Morris	82	30,74%	71
Reuters	83	30,24%	-
Marconi Selenia Communications	84	28,04%	60
McKinsey & Company	85	26,87%	74
Novartis	86	26,18%	82
Infineon Technologies	87	26,00%	76
Air Liquide	88	25,13%	80
Bloomberg	89	24,74%	-
Cartiere Burgo	90	23,85%	89
Unilever	91	23,83%	87
ABN Amro	92	23,68%	88
UBS	93	23,58%	79
Ifi Instituto Finanziario Industriale	94	23,18%	83
The Boston Consulting Group	95	23,07%	90
DuPont	96	22,72%	-
GSK (GlaxoSmithKline)	97	22,64%	95
Dalmine	98	22,19%	81
Altran	99	22,09%	78
Deutsche Post World Net	100	21,09%	93
Morgan Stanley	101	21,02%	85
Pfizer	102	20,56%	92
ABB	103	20,51%	94
Ernst & Young	104	19,92%	91
Barclays	105	19,90%	-
JPMorgan	106	19,78%	86
BNP Paribas	107	19,61%	109
Cadbury Schweppes	108	18,75%	-
Société Générale	109	17,43%	-
The Dow Chemical Company	110	17,39%	110
Impregilo	111	17,03%	99
BP	112	15,91%	98
Mercer Management Consulting	113	15,49%	103
HSBC	114	15,30%	96
MasterFoods	115	14,73%	107
Deloitte	116	14,59%	102
Merrill Lynch	117	14,57%	101
Goldman Sachs	118	14,45%	97
Citigroup	119	14,44%	105
Fidelity Investments	120	14,40%	111
Alstom	121	14,05%	104
sanofi-aventis	122	14,05%	118
PricewaterhouseCoopers	123	13,64%	116
Beiersdorf	124	13,28%	-
Tata Consultancy Services	125	13,08%	-
Schenker	126	12,91%	106
KPMG	127	12,60%	100
Bain & Company	128	11,65%	113

Company/Org.	Ranking 2007	Percent 2007	Ranking 2006
Lehman Brothers	129	10,88%	114
Capgemini	130	10,38%	108
Roland Berger	131	10,17%	115
EDF	132	9,92%	-
AstraZeneca	133	9,88%	119
E.ON	134	9,14%	-
Booz Allen Hamilton	135	8,77%	121
BBVA	136	8,55%	-
Schlumberger	137	8,35%	-
Eli Lilly	138	8,10%	124
Vestas	139	7,83%	-
A.T. Kearney	140	7,82%	123
ETHICON	141	7,57%	120
Lazard	142	7,53%	125
Bertelsmann	143	7,50%	127
EADS	144	7,34%	117
Fater	145	7,29%	122
Baker Hughes	146	7,04%	-
Huawei	147	6,96%	-
BearingPoint	148	6,04%	129
ICRC	149	6,01%	128
Kühne & Nagel	150	5,75%	130
Dresdner Kleinwort Wasserstein	151	5,69%	126

Familiar Employer Ranking List – Engineering & Science

Company/Org.	Ranking 2007	Percent 2007	Ranking 2006
Sony	1	96,96%	3
Ferrari	2	96,70%	4
Nokia	3	96,65%	2
Vodafone	4	96,40%	8
Coca-Cola	5	96,40%	23
Volkswagen	6	96,39%	22
Fiat	7	96,14%	1
Barilla	8	96,12%	27
BMW	9	96,09%	25
Alitalia	10	96,03%	15
Ferrovie dello Stato	11	95,98%	13
Adidas	12	95,93%	-
Renault	13	95,88%	10
IBM	14	95,87%	12
Siemens	15	95,86%	11
Poste Italiane	16	95,82%	21
Gruppo Telecom Italia	17	95,78%	-
Enel	18	95,70%	6
Nestlé	19	95,68%	28
Microsoft	20	95,64%	7
Audi	21	95,53%	19
Benetton	22	95,33%	26
Philips	23	95,27%	9
Google	24	95,18%	-
Volvo Group	25	95,14%	-
Porsche	26	95,07%	17
IKEA	27	94,99%	24
Ericsson	28	94,97%	18
Pirelli	29	94,96%	16
Canon	30	94,90%	-
Giorgio Armani	31	94,79%	29
Wind	32	94,77%	14
Volvo Cars	33	93,98%	31
L'Oréal	34	93,62%	32
Shell	35	93,28%	36
Bosch	36	93,12%	37
Alcatel	37	93,11%	-
Heineken	38	93,01%	34
Banca Intesa	39	92,75%	35
Eni	40	92,64%	33
Intel	41	92,48%	30
Danone	42	91,48%	39
American Express	43	91,35%	-
Carrefour Italia	44	91,03%	44
Olivetti Technost	45	90,49%	38
Bayer	46	89,55%	46
RAS	47	89,22%	43
Philip Morris	48	88,67%	45
PSA Peugeot Citroën	49	87,84%	40
Hewlett-Packard	50	86,85%	42
Esso/ExxonMobil	51	86,41%	49
Gruppo Generali	52	85,80%	-
Total	53	84,76%	54
Finmeccanica	54	84,39%	50
Johnson & Johnson	55	84,32%	51
Deutsche Bank	56	84,17%	48
Deutsche Telecom	57	81,20%	-
Magneti Marelli	58	81,02%	53
Indesit Group	59	77,58%	-
DHL	60	75,97%	58
Italcementi	61	75,53%	62
European Central Bank	62	74,77%	57
Cisco Systems	63	74,50%	55

Company/Org.	Ranking 2007	Percent 2007	Ranking 2006
DaimlerChrysler	64	74,26%	56
General Electric	65	73,96%	60
Edison	66	71,91%	59
Credit Suisse	67	68,76%	61
Henkel	68	67,56%	66
Hilton	69	67,43%	-
Oracle	70	66,86%	64
Roche	71	66,54%	63
Royal Bank of Scotland	72	66,20%	-
Allianz	73	66,17%	69
Kraft foods	74	64,44%	65
LVMH Moët Hennessy Louis Vuitton	75	63,37%	72
STMicroelectronics	76	57,11%	68
Italtel	77	57,09%	71
Procter & Gamble	78	57,08%	70
Orange	79	53,32%	74
Reuters	80	52,77%	-
Accenture	81	52,23%	73
ING Group	82	51,91%	77
Ifi Instituto Finanziario Industriale	83	51,19%	75
BASF	84	46,69%	-
ABN Amro	85	45,93%	83
Cartiere Burgo	86	45,24%	79
Novartis	87	44,94%	82
Bloomberg	88	43,58%	-
Deutsche Post World Net	89	43,48%	-
Marconi Selenia Communications	90	43,45%	76
UBS	91	41,84%	78
BNP Paribas	92	40,77%	103
Dalmine	93	40,34%	84
Fidelity Investments	94	39,81%	96
McKinsey & Company	95	39,76%	80
DuPont	96	39,69%	-
Cadbury Schweppes	97	39,18%	-
Air Liquide	98	38,58%	85
Unilever	99	38,30%	89
Infineon Technologies	100	36,72%	92
Morgan Stanley	101	36,52%	86
The Boston Consulting Group	102	35,87%	97
Barclays	103	35,82%	-
GSK (GlaxoSmithKline)	104	35,50%	93
MasterFoods	105	35,49%	94
Société Générale	106	35,36%	-
JPMorgan	107	34,92%	88
Pfizer	108	34,64%	87
The Dow Chemical Company	109	34,04%	109
Altran	110	33,99%	90
Ernst & Young	111	33,55%	99
ABB	112	30,92%	101
Citigroup	113	30,86%	104
Tata Consultancy Services	114	30,75%	-
Impregilo	115	29,77%	95
Mercer Management Consulting	116	29,27%	107
Deloitte	117	28,90%	110
BP	118	28,62%	102
HSBC	119	28,47%	100
Goldman Sachs	120	27,41%	98
Schenker	121	26,80%	106
Merrill Lynch	122	25,82%	105
sanofi-aventis	123	25,47%	113
PricewaterhouseCoopers	124	25,24%	118
Beiersdorf	125	24,33%	-
KPMG	126	23,59%	108
Alstom	127	23,42%	112
Capgemini	128	22,61%	111

Company/Org.	Ranking 2007	Percent 2007	Ranking 2006
Lehman Brothers	129	20,47%	116
Bain & Company	130	20,18%	114
EDF	131	20,08%	-
AstraZeneca	132	19,76%	117
E.ON	133	19,17%	-
Roland Berger	134	19,05%	115
Vestas	135	17,83%	-
BBVA	136	17,75%	-
Booz Allen Hamilton	137	17,66%	121
Eli Lilly	138	17,33%	126
Lazard	139	17,14%	125
ETHICON	140	17,13%	119
A.T. Kearney	141	17,07%	124
Schlumberger	142	16,85%	-
EADS	143	16,27%	120
Bertelsmann	144	15,92%	122
Fater	145	15,78%	123
ICRC	146	15,48%	129
Baker Hughes	147	15,33%	-
Huawei	148	15,28%	-
BearingPoint	149	14,74%	128
Kühne & Nagel	150	13,36%	130
Dresdner Kleinwort Wasserstein	151	12,98%	127