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Graduate School of Management

Master in Management Program

GRADUATE DEVELOPMENT PROGRAMS AS AN EMPLOYER BRANDING TOOL IN FMCG

Master's Thesis by the 2nd year student

Concentration — International Business

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ЗАЯВЛЕНИЕ О САМОСТОЯТЕЛЬНОМ ХАРАКТЕРЕ ВЫПОЛНЕНИЯ ВЫПУСКНОЙ КВАЛИФИКАЦИОННОЙ РАБОТЫ

Я, Яркова Ольга Владимировна, студент второго курса магистратуры направления «Менеджмент», заявляю, что в моей магистерской диссертации на тему «Программы развития молодых специалистов как инструмент формирования бренда работодателя в FMCG», представленной в службу обеспечения программ магистратуры для последующей передачи в государственную аттестационную комиссию для публичной защиты, не содержится элементов плагиата.

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Мне известно содержание п. 9.7.1 Правил обучения по основным образовательным программам высшего и среднего профессионального образования в СПбГУ о том, что «ВКР выполняется индивидуально каждым студентом под руководством назначенного ему научного руководителя», и п. 51 Устава федерального государственного бюджетного образовательного учреждения высшего образования «Санкт-Петербургский государственный университет» о том, что «студент подлежит отчислению из Санкт-Петербургского университета за представление курсовой или выпускной квалификационной работы, выполненной другим лицом (лицами)».

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I, Yarkova Olga Vladimirovna, (second) year master student, program «Management», state that my master thesis on the topic «Graduate development programs as an employer branding tool in FMCG», which is presented to the Master Office to be submitted to the Official Defense Committee for the public defense, does not contain any elements of plagiarism.

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АННОТАЦИЯ

Автор	Ольга Яркова
Название магистерской диссертации	Программы развития молодых специалистов как инструмент формирования бренда работодателя в FMCG
Факультет	Высшая школа менеджмента
Направление подготовки	Менеджмент
Год	2017
Научный руководитель	к.э.н, Кучеров Дмитрий Геннадьевич
Описание цели, задач и основных результатов	Цель исследования - разработать практические рекомендации для компаний сферы FMCG (товаров повседневного спроса), которые планируют или уже запустили программы развития молодых специалистов для укрепления бренда работодателя. В ходе исследования были рассмотрены концепции бренда работодателя и программ развития молодых специалистов, а также основные атрибуты программ развития, которые позволяют компаниям привлекать молодых специалистов (возможность быстрого карьерного роста, интенсивное обучение, интересные задачи, высокая заработная плата и др.) Эмпирическая часть исследования включала в себя интервью с экспертом, которое позволило глубже изучить проблемы российского рынка труда в сфере FMCG, описательное кейс-стади программ развития, внедряемых ведущими работодателями FMCG в России, и опрос студентов и молодых специалистов касательно привлекательности сферы и привлекательности различных составляющих программ развития. На основе сопоставления имеющихся практик и результатов опроса потенциальных кандидатов был сделан вывод, что программы развития являются мощным инструментом привлечения молодых специалистов. Были разработаны следующие рекомендации для компаний касательно построения программ развития: ставить заработную плату выше среднерыночной, предлагать специальные возможности для студентов технических специальностей, акцентировать внимание на возможностях роста после окончания программы в коммуникации с кандидатами, предоставлять более подробную информацию о потенциальных релокациях в ходе программы.
Ключевые слова	Бренд работодателя, привлекательность работодателя, молодые специалисты, программы развития молодых специалистов, FMCG

ABSTRACT

Master Student's Name	Olga Yarkova
Master Thesis Title	Graduate development programs as an employer branding tool in FMCG
Faculty	Graduate School of Management
Main field of study	Management
Year	2017
Academic Advisor's Name	Candidate of Economics, Dmitry G. Kucherov
Description of the goal, tasks and main results	The goal of the study is to develop practical recommendations for the FMCG companies that have launched or plan to launch graduate development programs to enhance employer brand and attract young specialists. In the study such concepts as employer brand and graduate development (high potential) programs were revised in the literature; also, components of graduate programs that allow companies to attract young specialists were analyzed (career growth opportunities, learning and development, challenging tasks, high salary and others). The empirical part of the work included semi-structured interview with HR expert that allowed to investigate deeper the problems of FMCG labor market in Russia, multiple descriptive case study of graduate programs that are implemented by leading companies in FMCG in Russia and a questionnaire of students and recent graduates about the attractiveness of FMCG and attractiveness of various components of graduate development programs. After comparing actual practices and potential candidates' opinion it was concluded that graduate development programs are a powerful tool of enhancing employer brand. The following recommendations were developed for the companies concerning the design of graduate programs: setting the salary level higher than average, offer special tracks for students with technical background, emphasize the career opportunities after the program in communication with candidates, offer comprehensive information about relocations.
Keywords	Employer brand, employer attractiveness, young specialists, graduate development programs, FMCG

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Introduction

According to career portal for young professionals career.ru (2016), the demand for young professionals in Russia is growing faster than the supply of CVs. The percentage of vacancies for young specialists grew from 7,3% in 2013 to 11,4% in 2015 and 10,2% at the beginning of 2016 (career.ru, 2016). The economic crisis affected positively the demand, making the companies seek for unexperienced professionals that can be a cheaper labour force and therefore save the limited budget. However, the supply on this market is growing at lower rates - from 13,7% in 2013 to 14,3% at the beginning of 2016. The demographic hole in 90s and lack of high quality educating institutions cause great difficulties in attracting young specialists. According to gks.ru (2012), the number of young professionals (20-24 years old) in Russia will continue to decrease - from 12,3 mln in 2010/2011 to 8,5 mln in 2015/2016 and 6,6 mln. in 2020/2021. Moreover, in conditions of technological transformations, young professionals are extremely important due to new education programs introduced in universities and the ability of young people to learn quickly.

In such conditions the competition for the best young professionals is increasingly growing. And even higher is the competition for high potential students - students from best universities and with appropriate profile, unique skills that help to promote the company on a new level. This competition is observed both on national and international level: the majority of companies worldwide cite scarcity of talent as one of the top-3 problems of business, along with changing consumer needs and low demand (Hirt, Smit, 2017). For emerging markets like Russia, the situation is even more difficult: "talent in emerging economies... is scarce, expensive and hard to retain" (Dewhurst, 2012).

In Russia, we can also observe the competition for talent. 37% of vacancies on career.ru require education in Economics or Management, or similar fields. Although economic education is widespread in Russia, the quality of many education institutions are questionable, so the employers shift their preferences to certain universities. Among the most desirable for employers are such universities as MSU, Financial University Under the Government of Russian Federation, RANHiGS, Plekhanov REU and some others. (raexpert.ru, 2015)

In such conditions, it is very important for companies to attract and retain young specialists.

Speaking of target employers for the high potential students, the most popular are consulting, audit, finance and oil&gas companies. For example, in Changellenge rating (2016,

2017) McKinsey&Co is holding the first position for several years. Other leaders are such companies as Gazprom, Gazpromneft, PwC, EY, Goldman Sachs, Bain&Co. In Universum rating (2016), the first places go to Gazprom, Google, Gazpromneft, Rosneft, BMW Group, Sberbank. What makes them so popular? According to Future Today analysis (2011), popular employers can be divided into "wow-companies" - the ones that attract students thanks to their brand and values it translate (e.g. Gazprom, Google) - and "strategyzers" - companies that strategically build their relationships with potential employees(e.g. Big-4 companies). Both cases are related to the employer brand of the company, that is built of different characteristics and is being influenced by different parametres.

It can be found that FMCG industry, even though some bright market players (Unilever, Mars, L'Oreal) were presented in those ratings, is considered overall not popular. For example, in Changellenge (2017) rating FMCG industry was considered as attractive by only 20% of the respondents, but those companies as MARS and Unilever, which put plenty of efforts in communicating with younger generations, are considered as attractive for majority of respondents. In conditions of competition for talent, for this industry building an employer brand is extremely important.

The topic of employer attractiveness has been investigated since the end of the previous century (Belt, Paolillo, 1992), however, the conception of the employer brand was introduced a little later (Ambler, Barrow, 1996). Generally researchers were concentrating either on the elements of attractiveness for potential employees (Berthon et al., 2005; Reis, Braga, 2016), impact of employer brand on the existing employees (Sokro, 2008; Wahba, Ehmanadily, 2015) or the strategic recommendations for the company to develop employer brand (Bhatnagar, Srivastava, 2008; Gaddam, 2008). However, few researchers concentrated on particular HRM practices and their impact on the employer brand (Ewerlin, 2013). Also, only a limited number of articles is dedicated to the market of young specialists in Russia (Kucherov, Zamulin, 2016), even though companies are paying increasingly higher attention to practices of attracting and retaining young professionals.

One of the practices that is currently introduced widely in Russian FMCG are graduate development programs. That programs were adopted from the Western market where they have been implemented since the middle of XX century (Pyron, Flanagan, 1970). It is a program for recent graduates who don't have many work experience, but have a high potential to become a manager in the nearest future. Such programs traditionally have some distinctive features, as rotations inside and across various departments, limited duration (1-3 years usually), possibility

to become a manager over a few years (Harris, Field, 1992; Burke, 1997; Malik, Singh, 2014). Such programs allow to grow talent inside the company and form a reserve pool of managers for the future (Harris, Field, 1992; Kuok, Bell, 2005). As far as such programs are becoming increasingly popular, it is an interesting idea to consider it as an instrument of attracting young specialists and building an employer brand. Various aspects of graduate development programs and other learning practices for students and young specialists have been discussed in literature (Cupps, Olmosk, 2005; Cappelli, 2008; Latukha, 2011; Maertz Jr et. al., 2013; McHugh, 2017), which allows to distinguish components that attract young specialists to the company.

This work's aims to fill the gap in the researches considering companies' activities on the young professionals market, particularly graduate programs in FMCG in Russia. The goal of the work is *to develop recommendations for FMCG companies that have launched graduate development programs or plan to do it to attract young specialists.*

To do it, the following objectives will be accomplished:

- To analyze the theoretical concepts of employer brand and graduate development programs;

- To draw out the main aspects of graduate development programs that are discussed in the literature and may affect the employer attractiveness for young specialists;

- To draw out the problems and trends on FMCG labor market;

- To study the current practices of FMCG companies in graduate programs that enhance employer brand;

- To develop a questionnaire based on literature review and previous research and find out the opinion of young specialists about the importance and attractiveness of certain attributes of graduate development programs;

- Analyze the results and compare the opinion of young specialists and actual practices.

In the Chapter 1, we will define the key terms that are important for this area of research, identify the criteria of employer brand based on literature sources, prove the importance of employer brand for organizational performance, summarize the works on the topic of employer branding for attracting young specialists, analyze concrete strategies that are suggested by scholars and practitioners and give a theoretical overview of graduate programs as part of HR branding. In Chapter 2, we will introduce research methods of this paper. In Chapter 3, we will give the results of our analysis.

Chapter 1. Theoretical basis of the work

1.1 Employer brand and related concepts

The brand was defined by Kotler (1997, p.443) as "a name, term, sign, symbol, or design, or a combination of them which is intended to identify the goods and services of one seller or group of seller and to differentiate them from those of competitors". Initially the term 'brand' was related to the product and was addressed to the consumers.

The term "employer brand" was introduced in 1990, but the first definition of this term was given by Ambler and Barrow (1996). They presented employer brand through an idea that an employee can build relationship with the employer just like a consumer - with a product. Potential employees review the vacancies and choose the most attractive one, like a consumer chooses the most attractive product. Therefore, employers own features that make them attractive just like a product owns its features - its brand. A brand and a product for customer are different things, and so for the employee the job itself and the brand are different. Employer brand offers the employees such benefits as development activities (like functional benefits for a customer), material or monetary rewards (like economic benefits of buying this particular product), feelings of belonging and purpose (psychological satisfaction for customer). Building an employer brand is therefore similar to the marketing - building a product brand. Thereby building an employer brand is an activity where HR and marketing meet each other.

The employer brand is a term which synthesizes three related, but different terms: corporate culture and identity, internal marketing and corporate reputation. Culture is more about the values inside the company; internal marketing - successfully hiring and training employees, and corporate reputation - on consistent behavior of the employees. Those terms have a lot in common and overlap, and employer brand includes all these factors while paralleled with a product brand.

Overall, the employer brand was identified (p. 187) as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company". However, there were other definitions of the employer brand in the later literature. Deb (2006) defines the employer brand as "perception and impression human resources have about the organization as of employer". According to The Economist survey (2003), the large set of readers, including HR professionals, define employer brand as:

- promotion of a special image of the company as an employer (60%);

-        part of corporate advertising (28%);

-        appearance and content hiring announcement (7%).

Kucherov, Zavyalova (2012, p.88) define employer brand as "qualitative features of the employing company, which are attractive to a target audience", where target audience are current and potential employees, competitors and intermediaries in the labour market.

It can be seen that there is no unified approach to defining an employer brand. It can be defined as certain features or strategies, be perceived as more narrow or wide conception. However, there are some aspects of employer brand that are common for all researchers:

-        the employer brand makes a company an attractive employer;

-        it distinguishes it from other companies;

-        it reflects the image of the company in employees' view;

-        current and potential employees regard companies with employer brand as more attractive than their competitors without employer brand;

-        it includes a set of features that makes a company 'a great place to work'.

Summarizing the theoretical contributions into the definitions of employer brand, we can define this term as *a set of intangible or tangible benefits offered by the company and recognized by stakeholders on the labor market, that differentiate the company and make it an attractive place to work.*

Apart from employer brand, the researched topic also involves a pool of terms. These are: employer branding, employer brand management, employer value proposition (EVP), employer brand image, employer personality, employer attractiveness, employer brand attractiveness.

Employer branding is the key term when speaking of companies' strategies to enhance employer brand. Some researchers (Moroko, 2008; Deb, 2006) put an equality sign between employer brand and employer branding. However, we believe this is not correct as the brand is about the image of the company, and branding is about building this image. Lloyd (2002) defined employer branding as "sum of a company's efforts to communicate to existing and prospective staff that it is a desirable place to work". According to the study of employer branding practices of The Conference Board (2001), "employer branding establishes the identity of the firm as an employer. It encompasses the firm's values, systems, policies and behaviours toward the objectives of attracting, motivating, and retaining the firm's current and potential employees." Sullivan (2004) defined employer branding as "a targeted, long-term strategy to manage the awareness and perceptions of employees, and related stakeholders with regards to a

particular firm". Armstrong (2006) argued that employer branding is making the brand image of the company for prospective employees.

Bhatnagar, Srivastava (2008) spoke of employer branding as of term that came from marketing to HR and a concept which "defines the personality of a company as a preferred employer so that a person joints it instead of competitors". Despite the parallels between employer brand and product brand, Deb (2006) argues that employer branding is more than consumer branding for employees. There are such differences as involvement of sides - in consumer branding, consumers need to be involved, and in employer branding, potential employees are also interested.

Kucherov and Zavyalova (2012, p.87) gave a more complete definition: "a progressive HRD approach based on general branding theory which uses some branding principles and tools (e.g. target audience identification, segmentation, promotion) to make the process of people management efficient".

Overall, we can see that all definitions possess some similar features: the mention of marketing tools usage, company's actions, efficient talent management and being a desired employer. Based on that, we can formulate our own definition of employer branding:

Employer branding - *a long-term HR strategy of managing the awareness and perception of current and potential employees in order to define a company as a preferred employer, based on general branding principles and using marketing tools.*

It is also worth mentioning that in some works (Tuzuner, Yuksel, 2009), employer branding is also called "employer brand management". Employer branding is also equivalent to HR branding.

Another concept that allows to understand the topic deeper is employer value proposition (EVP). That is a more narrow term, than employer brand, and is actually a part of building the employer brand. Backhaus and Tickoo (2004) consider employer value proposition as a concept that provides the central message given by the employer brand. Value proposition is the particular thing that makes a company a great place to work. HR consultancy "Talent smoothie" identifies EVP as "the jargon commonly used to describe the characteristics and appeal of working for an organization." The most wide definition was given by Minchington (2006), who defined EVP as a set of associations and offerings provided by an organization in return for the skills, capabilities and experiences an employee brings to the organization. Overall, the employer value proposition may be identified as *the core benefits of an organization it offers to the*

employee in exchange for employee's skills and qualification. Value proposition is not necessarily a high salary - can be any conditions that are important to the potential employee.

Employer brand image is another term that can be met in employer brand-related literature. Some researchers (Knox, Freeman, 2006) use the term "employer brand image" as a synonym to "employer brand" and define it as "the image associated with an organisation uniquely in its role as an employer ". On the other hand, Collins and Stevens (2002) characterize employer brand image as a set of two dimensions: general attitudes towards the company and perceived job attributes. Armstrong (2006) also contends that the employer image is influenced by both company's reputation as a producer and as an employer.

Employer attractiveness and employer brand image attractiveness is the quality which is the key goal of building an employer brand. Berthon et al. (2005, p.156) identified employer attractiveness as "the envisioned benefits that a potential employee sees in working for a special organisation". According to Sokro (2008), the company product brand may also influence a lot the employee's choice, even though it is not related directly to the work conditions.

Speaking of employer brand, it is important to understand how to define if the company has an employer brand or not. The problem can be researched from the side of potential employees (the employer brand image) and actual figures, that signify the strength of employer brand.

Sullivan (2004) defines 8 components of a successful employer brand. According to him, these are: culture of sharing and continuous improvement - senior management team which encourages sharing of the best practices, balance between good (soft) management and high productivity, obtaining public recognition (entering the employer ratings, etc.), storytelling of employees, getting talked about, being a benchmark for other companies (for example, participate in benchmark studies and communicate the best practices), increase the candidates' awareness, measure branding strategy with special metrics. Moroko (2008) suggests such metrics for measuring the strategy of branding, as percentage of accepted job offers, number of applicants per vacancy, average length of tenure higher than industry average, staff turnover lower than industry average, higher level of staff engagement. However, many companies which are obviously attractive for the target audience (e.g. consultancy or assurance firms) have a high turnover rate, so these metrics are not always appropriate.

Kucherov, Zavyalova (2012) determined the following features of the company with strong employer brand: positive image in the labour market, standard performance of obligations

to employees, unique combination of tangible and intangible benefits for potential and current employees, high degree of recognition as an employer by target audience, differentiation as an employer from the competitors, stable policy and activities for positioning the company in the labour market. However, if speaking of WOW-companies mentioned above, they may not necessarily have the last feature, but this list can be applied to 'strategyzers'.

Based on the literature, we can identify the following features of companies with employer brand:

- clear differentiation of the company as an employer from the competitors on the labour market (Mosley, 2007; Kucherov, Zavyalova, 2012);
- high number of applicants per role in comparison with competitors and high awareness among target audience (Sullivan, 2004; Moroko, 2008; Kucherov, Zavyalova, 2012);
- a unique value proposition for the target audience (Backhaus and Tickoo, 2004);
- positive image of the company as an employer by target audience (Kucherov, Zavyalova, 2012).

By the "target audience" we mean here both potential employees (those who company regards as potential candidates) and current employees. As soon as the two groups are different and company has different instruments in disposal for them, the vision of the company may differ, and internal and external employer brand may be formed.

Employer brand seems to be an extremely important tool in improving organisational performance. Ambler and Barrow (1996) discussed the benefits for the company that has an employer brand. It was introduced as a virtuous circle, where the product brand and an employer brand influence each other. Best employees are making the company better, which allows it to satisfy the clients and gain product brand; and product brand attracts people, enhancing the employer brand.
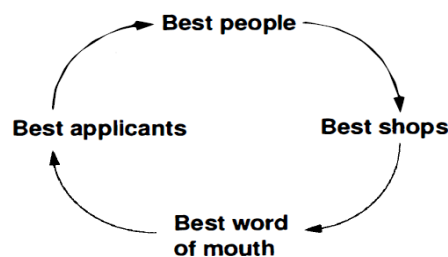

Figure 1. The virtuous circle of brand. Source: Ambler, Barrow (1996)

In 2016, when this topic became more popular, other advantages of employer brand were added and systematized:

- increased equity: the employer brand is regarded as an intangible asset (goodwill);
- lower recruitment cost - strong employer brand attracts talent, so the recruitment becomes much easier;
- greater engagement of employees - as the employees are involved, the probability they leave - for a competitor is lower;
- improved delegation - the quality of work and sense of responsibility increases, so it is easier to delegate tasks;
- greater agility - loyal and involved employees are more confident and are ready to take actions in change situations;
- fewer middle managers - less need to control the lower level employees, as they become more reliable;
- less waste - more effective usage of resources;
- improved inter-departmental cooperation, including knowledge sharing;
- better performance measurement.

Ritson (2002) also spoke about the benefits of strong employer brands, comparing them to the consumer brands. Among advantages of a strong employer brand there are lower costs of staff acquisition, improved relationships between employees and employer, increase of employees' retention length and even possibility to offer lower salaries in comparison with competitors with weaker employer brands. Sokro (2008) analyzed the influence of employer branding on employees' attraction and retention. A descriptive survey was held among bank employees of different ages and career levels. Everyone was asked why they decided to join the organisation and why they decided to stay in the organization. The results have shown that the majority of employees agree that the company put certain efforts to 'sell' itself as an employer to them and create a positive image in their mind. Among the reasons why employees decided to join the organization were: good quality of service provided by the company, career advancement opportunities, core values of the company, reward systems provided. Among the reasons why they decided to stay in the company, the following were listed: opportunities for growth, job security, company image, performance recognition, quality of management, equal opportunities and fairness. During the further analysis it was found that brand name of the company, its reputation and publicity was very important for potential employees, and the inconsistency of the brand name and actual working environment was one of the main reasons

why employees leave the company. The significant relationships were found between the brand and employees attraction and retention.

A number of research papers are dedicated to the investigation of relationship between company brand/corporate reputation and the quality of human resources/willingness to work at this or that firm. Employer brand image attractiveness is very important in graduate recruiting. When candidates are in a situation where information about an employer is limited, they try to solve this problem with help of various signals (Spence, 1973). When the information is minimal, especially at the early stages of recruiting, signals play a vital role in candidates' attraction (Taylor, Bergmann, 1987, Gatewood et al., 1993). Candidates transform the signals they get in organisational characteristics they don't know (Barber, 1998; Rynes, Bretz, Gerhart, 1991).
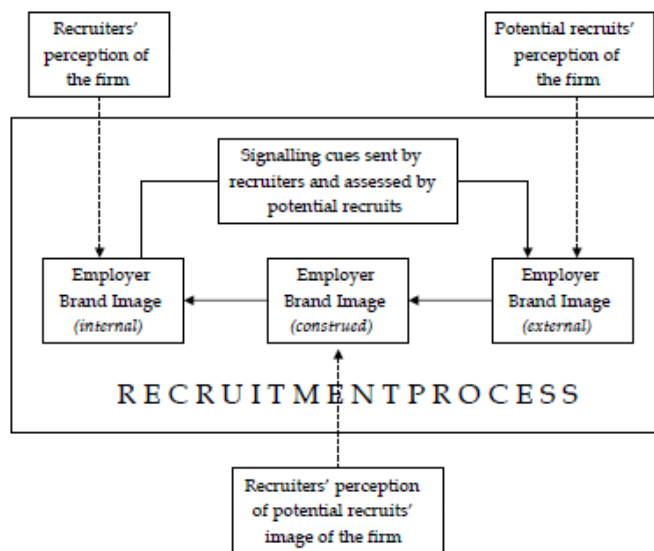
Figure 2. Perceptions of Employer Brand Image in Recruitment Process (Knox, Freeman, 2006)

Human self-perception depends on his membership in various social organizations (Ashforth, Mael, 1989). That means that self-perception of an employee depends on the image of the company (Greening, Turban, 2000). That is more important on the further recruitment stages, when the candidates project the company characteristics on their future and decide is this employment attractive for him.

In experimental study of Belt and Paolillo (1982) it was discovered that people were more willing to work as a manager in a fast food restaurant if the chain had better corporate image. Gatewood et al. (1993) found a correlation between willingness to apply to the company and evaluation of its corporate image. Turban and Cable (2003) conducted a research on how does corporate reputation impact the quality of applicants in the company. During studies among

MBAs and college graduates, researchers assessed such parametres of applicants like average GPA, GMAT score, work experience and extracurricular activities, and estimated the company corporate image based on open sources such as Business Week, Fortune, 100 Best Companies to Work in America, etc. The eventual analysis showed that there was significant positive correlation between firm's reputation and quantity and quality of applicants.

Wahba, Ehmanadily (2015) explored the relationship between the employer branding and employees' satisfaction, loyalty, differentiation, and affinity based on Davies et al.(2004) table of corporate brands' characteristics. The idea behind the research was that the employer brand is identified through those characteristics, which are the result of the employer branding. The survey was held among various managers of the pharmaceutical industry, finding out the correlation between the brands' features and employees' satisfaction. It was found out that "agreeableness', 'enterprising' and 'chic' attributes of the corporate brand increased the employees' satisfaction, 'enterprising' and 'ruthlessness' define differentiation of the employees, 'enterprising' and 'ruthlessness' predict loyalty, and the combination of those factors predict affinity. However, the results of this particular study may be questionable since the brand associations may not be obligatory a consequence of employer branding, but just be influenced by the company brand.

Overall, the employer brand is really worth investing in for several reasons: firstly, it helps to attract the best talent, secondly, it increases retention of employees, makes an internal environment more healthy and employees more motivated, cuts costs on recruitment process, makes the internal communication easier and, mainly, enhances organisational performance through its impact on employees.

Building an employer brand is a special strategy. However, the building of an employer brand resembles the process of building the consumer brand. According to Alan Price (2007), the employer branding is based on the marketing and branding activities applied to the company's human resources management, especially recruitment and retention. A company may promote its product brands and employer brands together as part of global corporate strategy or in different ways and through different channels.

HR practitioners suggest 5 steps in building a good employer brand: firstly, it's understanding of own organization, create a 'compelling brand promise' for employees that is similar to brand promise for consumers, make tools to measure the brand promise fulfillment, align human resource practices to support brand promise, execute and measure (Berthon et al, 2005). Deb (2006) suggests the following goals of building employer brand: to help employees

to internalize the organisation's values, achieve a reputation of employer of choice, recruit and retain competent employees, instill brand values into key processes.

Gaddam (2008) introduced a set of case studies of different companies' strategies of employer branding. Among them were InfoSys, Wal-Mart, Google, Ford Motors. The companies are known as desired places to work for many talented graduates, and to attract talent they use the following tactics:

- storytelling - employees telling about the company's culture, mission and vision, internal relationships, stories of success in the recruitment advertisements;
- making surveys among employees to build the appropriate brand image (the case of Ford Motors when they searched for the most attractive slogan for their advertising campaign for young specialized individuals);
- distinguish among other employers, build a competitive advantage (case of Google, the company that positions itself as a very informal, family-like place to work - the company managed to build "innovative brand identity in the recruitment market);
- working with advertising agencies, recruitment agencies.

The author also analyzed Universum survey among MBA students. The key criteria of attractiveness for them were: characteristics of the employer, prefered location, salary expectations, top corporates, communication, best internships. Further, Gaddam gives a list of HR responsibilities in building an employer brand. These are planning of the recruitment, developing effective strategies of recruitment, providing better benefit packages, minimizing drops in employee turnover, encouraging the top executives support such HR practices as vision and mission, building public relations, providing employees with nice organizational environment, giving them freedom, offering flexible hours and supporting work-life balance, thus making the company a great place to work.

Building an employer brand was analyzed not only from theoretical, but also practical point of view. Bhatnagar, Srivastava (2008) analyzed a case of a company with a well-known brand outside its home country which still was not able to attract high potential employees. The company was not known by the vast audience, as it communicated mostly with doctors and hospitals and not ordinary consumers. It was found out that the majority of applicants had few or no information about the company they were applying to. One of the reasons was that the only source of information about the company was the international website that contained few data on the local branch. Actually, those who applied to the company knew almost nothing about the organization itself and about the company as an employer, and even the motivated candidates

failed at finding any information. Moreover, the company was considered to be unstable, that made potential employees believe the work would be stressful. The researchers also analysed the company's system of trainings for new employees and found out that it was too short, not specific enough and had an uncomfortable schedule. The internal atmosphere of the company was considered by its employees as great - with career perspectives, friendly colleagues, challenging goals, work transparency, etc. The communication with new employees was also evaluated as excellent. However, the company didn't communicate all these benefits to the potential employees. The suggested steps for the company included communication with three stakeholders: recruitment agencies, prospective employees, and employee referrals. The strategy for the recruitment organizations included a kit of documents, telling about the life in the company, which had to be sent to the agency on the regular basis. Also developing good relationships with recruitment agencies was recommended. Other suggested steps included web advertisement with an accent on local office and key figures, guest lectures, case study competitions in business schools and pharmaceutical colleges. The referral program also was offered, with the system of rewards for those employees who help to find new workers through a referral program.

In Russia, the employer brand from strategic and tactical point of view is being analyzed by graduate recruitment agencies, such as Changellenge >> and FutureToday. FutureToday is providing studies on employer branding annually, including more comprehensive researches and specific ones. FutureToday studies suggest a lot of implications for companies that wish to attract young specialists. For example, their research (2015) on how do companies communicate with students in social networks revealed such problems, as difficulty in finding career groups or absence of career groups in networks, popular among student (vk.com), technical problems in assessing the career group from the company's website, poor SEO in social networks.

Employer branding in FMCG is mainly discussed by practitioners (Universum, 2015). One of the researches on topic argues that the most important features that attract young specialists in FMCG industry is work-life balance, leadership development potential and opportunity to build international career. The authors of the research recommended FMCG companies to enhance the leadership training (including via graduate development programs) and promote the career possibilities via such channels as employer websites, social media, career fairs and job boards.

Overall, HR branding strategies are composed of several components: understanding own brand and target audience and defining appropriate HR branding strategy, creating the employer

brand (with vision, mission, creating of good working environment, etc.) and communicating it to the target audience through a variety of appropriate measures.

Talent management and employer branding are related with each other. Yaqub, Khan (2011) conducted a research to find out how talent management practices affect the organizational attractiveness, improving the employer brand. The survey showed that students were aware with recruitment and development practices and wished to join those companies that give possibility to develop and grow.

There are two ways discussed in literature of how talent management practices such as graduate development programs can affect the employer brand and employer brand image attractiveness. The first one is about the participants of the program (high potentials) promoting the company as an employer. As soon as job satisfaction affects the willingness to recommend the employer to others, current employees can refer people they know for positions in the company (Sullivan, 2012). Also, trainees may play a role of the company employer brand ambassador, which affects employer brand positively, as the positive word of mouth is proved to be more effective than negative for employer brand (Panda, Srivastava, 2015). High potential trainees may be ambassadors as mentors, promote the employer in social media, be a brand representative at industry or social forums, career events.

The second way talent management practices affect employer brand image attractiveness is via signals companies send to employees (Ewerlin, 2013). As was already discussed earlier, on the market of young employees it is essential to send the right signals so that the uncertainty for candidates will reduce and they make a decision (Spence, 1973; Connelly et al., 2011). It is important for employers to send out the signals that will be attractive for potential employees, as they have a wide choice of opportunities due to war for talent (Ewerlin, 2013). Talent management practices are seen as a positive signal, since they show the special status of talented individuals in the company and therefore seem to pay high attention to talented employees' needs, which increases employer attractiveness (Yaqub, Khan, 2011). Ewerlin (2013) conducted a research, according to which not the presence of talent management practices themselves, but the content of talent management practices affected the employer attractiveness.

We will further go deeper in investigation of young specialists' career preferences. As the most efforts of employer branding are targeted at young employees, it is important to understand what signals they need to consider employer attractive.

1.2 Y Generation: managerial context

Nowadays, the market of young specialists is represented by Y generation - people in age 19-24. We will use "generation Y" and "young specialists" as synonyms further.

The theory of generations was introduced by Mannheim (1952), and later in 1991 Strauss and Howe introduced the work, where the theory of generations was presented in context of American history. The idea was that people, who were born in certain period and have experienced the same sociologic, economic, political conditions and historical events, have their values influenced by those conditions and events. Due to common background, each generation has a certain set of values, which affect behavioral characteristics (Kupperschmidt, 2000). That idea of generations became very popular among researchers in managerial field.

Western societies traditionally distinguish 3 generations, with few variances between the exact dates: Baby Boomers (born 1945-1964), X generation (born between 1965 and 1985), Y generation, or Millenials (born 1985-2000). The generation that was born after 2000 is called Z generation and has not yet entered the labor market. The Baby Boomers have a post-war mentality, and their main goal in life may be characterized as working hard to achieve the stable life (Pauget, Dammark, 2012). Generation X is a transitional generation, that is rather poorly discussed in literature. Generation X has faced a lot of turmoils (globalization, AIDS, end of Soviet Russia for our country) and is rather fragmented. Generation Y has grown up in the era of digitalization and is the first generation that is fully interconnected. Various researchers have investigated the Y generation in managerial context (Coates, 2017; Twenge, Campbell, 2008; Deal et al., 2010; Gursoy et al., 2008; and many others). The following features were distinguished:

- They value coaching in organizations more than previous generations (Pauget, Dammak, 2012)

- The well being and relational aspects are valued as much as financial reward (Pauget, Dammak, 2011; Moritz, 2015);

- Work-life balance is appreciated highly (Chen, Choi, 2008; Moritz, 2015);

- Freedom and flexibility in work is required (Gursoy et al., 2008);

- Career development is one of the most important values for them (Terjecen et al., 2007; Kucherov, Zamulin, 2016)

A certain number of scientific works was dedicated to finding the criteria of an ideal employer for young specialists - students and graduates as potential employees.

Even though Ambler and Barrow underlined the importance of retaining the existing employees with help of employer brand, the target audience of employer branding is also external - the potential employees. Speaking of young specialists recruitment, the external strategies are the ones that matter. Berthon et al. (2005) analyzed the employer brand from the perspective of the potential employees. In their research, a set of questions characterizing the employer brand was developed after discussion with focus groups of undergraduate and graduate students. After conducting a survey and factorial analysis, a 5-dimensions scale of employer brand image attractiveness was elaborated:

The social value dimension - refers to the internal environment of the company, friendly atmosphere, nice teamwork;

The development value dimension - evaluates the extent of the employer's readiness to provide conditions for career enhancing, growing as a professional;

Application value dimension - is about the possibility to learn useful skills in the company and ability to teach others;

Interest value dimension - about innovative work practices, exciting work environment and rewarding creativity;

Economic value dimension - above-average salary, promotion opportunities, compensation package.

The quantitative analysis showed that social value was the most important for the students. Next were interest value, development value, economic value and application value.

Alnasik (2012) went further in developing this scale and investigated the effect of age, gender, and current employment status on the attractiveness in employer branding. The scale made by Berthon et al. (2005) was modified, and the new one included the following factors: social value, market value, economic value, application value, cooperation value, working environment. The perception of employees of different gender were different for social value, market value, application and cooperation value (females considered this more important), but the same for economic value and working environment. However, the hypotheses that age and employment status affect significantly the perception, were not supported.

Reis, Braga (2016) conducted a research on how does the perception of employer change in generational perspective, focusing exclusively on generation Y. To collect data, a recruitment firm's database was used. The questionnaire was built with the demographics questions and employer attractiveness attributes. 30% of the sample were representatives of Y generation. For defining the employer attractiveness attributes, the Berthon et al. (2005) scale was taken. The results showed that the perceptions of economic value was higher for Y generation, than for Generation X and Baby Boomers - this means that young professionals value more such attributes of work, like salary higher than average, promotions and compensations. Moreover, their perception of application value was significantly higher than for Baby Boomers. This dimension relates to the environment of work, which allows to develop skills, required in the market and society. The authors note that some results were not consistent with the generational theory - for example, Generation Y didn't put interest value, which include challenging tasks, higher than other generations. Overall, generation Y representatives identified economic value as the most important; the second important factor was development value, and then social value, interest value and application value.

Bonaiuto et al. (2013) conducted a research on the job attributes that attract talented students. The authors made a survey on different attributes' attractiveness for students that were classified by their talent (academic performance). They evaluated both tangible (salary, benefits, work hours) and intangible (valuing creativity, good climate) job attributes. The study showed that the following attributes were more important for highly talented students: clear and fair rewards, valuing knowledge, different careers, freedom of opinion.

The number of scientific articles dedicated to HR branding strategies towards young specialists in Russia is rather limited. Kucherov, Zamulin (2015) analyzed the HR branding tactics of IT companies in Russia to attract young specialists. Firstly, the authors conducted a survey among young IT specialists to identify the most attractive companies for them. Secondly, they analyzed HR practices that are applied in those companies. The study revealed that among tactics that successful employers use are: various programming trainings for high school and university students, learning programs with scholarships, internship programs, business and research laboratories in universities, programming contests. The authors suggest IT companies to take into account the target audience, additional benefits, various education programs to create employer value proposition.

One of the researches held in area of Y generation career preferences in Russia was the survey among the candidates of the Management of the Future Conference, that was held with

participation of the author of this work. The survey was held in February 2017, for 3 weeks. The survey was sent to the applicants of "The Management of the Future '17" Conference for talented students, which is organized in Graduate School of Management, Saint-Petersburg State University, distributed in the universities via career centers and among a group of 11 class school students. Overall number of participants equals 561. The sample included mainly students from top universities, highly aware of career opportunities and ready to enter the labor market. The majority of respondents are students from top Russian universities: HSE, Lomonosov Moscow State University, Novosibirsk State University, RANHiGS under the President of Russian Federation, REU Plekhanova and others. The survey was also filled by Russian speaking students from various foreign institutions.

The goal of the survey was to indicate the career preferences of Y generation in Russia. Respondents were asked to evaluate the importance of different factors concerning the expectations from the first job, attractiveness of job attributes, expectations from the supervisor, factors that may enhance the motivation to work, expectation of the career track and working environment. The results showed that career and personal growth and high salary were the most important job attributes for the respondents. Respondents were keen on fast career growth: they mainly either saw themselves in a leadership role in 5 years from now, or see themselves going up the career ladder almost reaching a leadership role. 63% of respondents plan to change the company from 2 to 5 times. 88% of respondents considered international assignments important for career growth. At the same time, interesting tasks were the most important factor that respondents chose as a factor to continue the job (retention factor).

To sum up, there are various researches on topic of generation Y as employees, including the problem of employer brand image attractiveness for them. Even though useful frameworks were developed, the importance of different job attributes is a subject of discussion, since the findings on the generation Y attitudes towards employers are rather controversial. Some studies prove that they don't differ in their perception from other generations, some - that they do; the priorities of each dimension is different across the studies. This can be explained by several factors: firstly, the specifics of each particular culture and country; secondly, the limited sample; thirdly, the methodology of the surveys - different questions were connected with each dimension in every case. Moreover, there were few works that cover national and cultural specifics of Russian Y generation. As soon as each generation has features that are impacted by historical and cultural events, in each country, even though everyone is affected by global events, the specifics may be different. In that case it is interesting to understand the peculiarities of Russian young specialists perception of employer attractiveness.

Many researchers mentioned learning and development, internships as an employer brand company practice (Gaddam, 2008; Mossevelde, 2014; Kucherov, Zamulin, 2016). However, little has been said about graduate development programs impact on employer attractiveness for young specialists. On the basis of the literature revised, we can suggest that graduate programs also can serve as a positive signal for young employees and promote the employer brand of the company. Further we will revise literature about the graduate programs in general and different components of that programs that may affect employer brand.

1.3 Graduate development programs: theoretical background and content

In the era of fastly developing business, companies have a need to find, recruit and develop employees with high potential, who can operate in a extremely competitive market in a constantly changing environment and fill the tip positions. Therefore, companies need experienced managers who can adapt easily and use the growth opportunities (McClelland, 1994). Since it is very difficult to hunt an experienced talented manager in conditions of extreme competition for talent, there is a way to grow one inside the company (Burke, 1997). This way makes easier the recruitment process (there are more graduate candidates on the market than experienced managers), lowers the salary costs, provides better assimilation to corporate culture (Kuok, Bell, 2005).

In such conditions, companies pay greater attention to young specialists: students and recent graduates (Cappelli, 2008; Kucherov, Zamulin, 2016; McHugh, 2017). There are several ways for the companies to develop young employees. The process of learning and development is a part of talent management - attracting, hiring, retaining of talented workers (Hansen, 2007). By talent we mean here "employees who have an above-average performance potential based on theor talent and perform their responsibilities (very) well" (Ewerlin, 2013). As soon as this definition as rather close to high potentials definition, we can use those words as synonyms. Further we will discuss the popular talent management practices for young workers.

One of the most popular talent management practices for young employees is an internship (Calanan, Benzing, 2004; Sides, Mrvica, 2017; Cupps, Olmosk, 2008; Maertz et al., 2013; McHugh, 2017). Internship concept has been discussed in literature since the middle of XX century (Thompson, 1950). Scholars define internship as a "structured and career-relevant work experiences obtained by students prior to graduation from an academic program" (Taylor, 1988, p. 393), "part-time field experiences" (Gault et al., 2000, p. 46). Many researchers and practitioners (Calanan, Benzing, 2004; Hingley, 2013) agree that internship is an activity that

bridges the gap between students' education and real practice. Generally, it is a practice, paid or un-paid, that is taken by a student while learning in university and involves working in an organization part-time or full-time for a limited time (McHugh, 2017). Internship is considered as highly beneficial for students (Feldman et al., 1999; Cupps, Olmosk, 2000; Callanan, Benzing, 2004; Maertz Jr et al., 2013), employers (Chuang, Jenkins, 2010; Gault et al., 2000) and learning organizations (Feldman et al., 1999; Tovey, 2001). Among the advantages for an employer, there are possibility to assess the candidates, get the student accustomed to the company and get a candidate which is motivated to apply for a full-time position, raise overall attractiveness of the employer (Mossevelde, 2014).

Graduate development, or management trainee, programs, which are considered to be the subject of that work, are discussed less intensively in the literature. Many researchers have investigated various development programs in such spheres as medicine (Altier, 2006), education (Boyle, 1998), police (Everts, 2001). However, although the management trainee programs were spoken of for quite a long time (Pyron, Flanagan, 1970), they seem not to be discussed widely enough. The most comprehensive discussion of development programs was done by Harris and Feild (1997) and Burke (1997, 2000). The goal of graduate development, or management trainee, program is to grow the manager of the company in a short period of time (several years). Different companies give different names to that program: e.g., in MARS it is a Leadership Development Program, in Unilever – Future Leaders Programme, also it is called a graduate development program, graduate leadership program and high potential, or HiPo, program (Kuok, Bell, 2005; Kuznia, 2004; Bush et al., 2016). We will further use those terms as synonyms. Traditionally, the main feature of such program is rotation inside and across functions and departments. The essential goal of this step is to give a potential manager a full knowledge of the company, make him used to fast changes inside the company and in the environment, develop his cross-functional skills, integrate him into company culture, build a social capital inside the company by introducing employees inside different departments to each other. Companies which introduce such accelerated rotation programs gain a competitive advantage, as they quickly grow managers under their needs (Field, Harris, 1997). Other benefits of graduate programs is that they promote social capital inside MNEs and promote knowledge sharing, in case of proper attention to congruence of local culture of subsidiaries (Espedal, Gooderham, Stensaker, 2013).

To grow talent inside the company, the high potential employees should be selected. Therefore, companies aggressively select trainees from lots of candidates, traditionally with many steps of selection (Field, Harris, 1997; Burke, 1997). High potential candidates are determined by various criteria: level of education, university rankings, previous work experience

(if any), leadership potential, ability to work in team (Burke, 1997). Malik, Singh (2014, p.330) identify high potentials as "distinctively talented employees... those employees who have skills that are valuable (i.e., the potential to contribute to an organization's core competencies) and unique (i.e., the extent to which those employees are difficult to replace)"; other definitions imply that high potentials "are recognized, at that point in time, as the organization's likely future leaders" (Cope, 1998, p.16). High potentials are usually quite rare, and only 20% of employees in organization are high potentials (Malik, Singh, 2014).

The implementation of the graduate program consists of several steps (Burke, 1997):

- Assessing the need for a program based on particular needs of the company and alignment with business strategy, outlining benefits;

- Designing the program, starting from identifying the selection criteria of participants, designing the communication strategy, disclosing or not disclosing the HiPo status of the participants, determining the timing, creating a mechanism of appraisal;

- Managing HiPo development: determining type of assignments, moves and rotations, planning the appropriate mix of experiences, identifying the skills that need to be developed, considering challenging tasks.

We can therefore determine graduate development programs as talent management practice, that is aimed on growing top managers from high potential graduates and typically includes careful participants' selection, lateral moves, intensive learning, with limited timing. Even though graduate development programs are the source of competitive advantage, they may become a serious problem if they are not properly designed and implemented (Field, Harris, 1991).

On the basis of literature review, several differences between internship and graduate program were identified:

Internship	Development program
Is designed for students	Is designed for recent graduates
Is short term (several months)	Is long-term (several years)
HiPo criteria is not necessary	Only HiPo graduates, careful selection of candidates
Is unpaid or salary is low	Always paid, highly competitive remuneration
Doesn't involve relocations or rotations	Includes several lateral rotational assignments

Primary goal is to get students acquainted with the company and to assess them as potential employees	Primary goal is to develop a manager for the company

Table 1. Source: Maertz et al., 2013; McHugh, 2017; Harris, Feild, 1992; Burke, 1997; Malik, Singh, 2014

However, as soon as both internships and graduate programs are designed for young individuals and are aimed on personnel development, they also have some common features. We will further discuss in details the content of graduate development programs, which is partly similar to internship content, since both are designed for young specialists, and is partly special, since the development program is designed rather for graduates than students.

1. Mentoring and coaching

According to various researches (Chauvin, Karnes, 2005; Judge et al., 2004), leadership skills may be developed in gifted graduates, whereas traditionally leadership and intelligence are related with each other. This explains the design of that programs, where the essential part is developed to coaching and training.

Mentorship for every trainee is an important part of a graduate program or internship. The primary function of a mentor towards interns or participants of a development program is providing support, direction and feedback regarding personal career plans and development (Russel, Adams, 1997), and also psychosocial support (Kram, 1985). The supervisor behavior reflects the company's concern about the employee well-being and shows that the organization is able to provide opportunities for development (Rose et al., 2014). Moreover, mentorship is important as a socialization tool for newcomers (Ostroff, Kozlowski, 1993). Many researchers marked that supervisor support enhances the trainee's performance (Narayanan et al., 2010) and job satisfaction (Babin, Boles, 1996). Mentored employees show higher affective and continuance commitment to the organization than non-mentored (Payne, Huffman, 2005). Moreover, those who are mentored by their direct organizational supervisor show higher affective commitment than those who receive non-supervisory support. Getting support from supervisor also decreases stress level in the work (Viswesvaran et al., 1999). McHugh (2017) found out that supervisor mentoring and support affect positively the developmental value of internship, increases internship satisfaction and intentions to continue the work in the organization.

Burke (1997) also mentions that traditionally trainees receive special coaching during the program. By coaching we mean " the process of engaging in meaningful communication with individuals in businesses, organizations, institutions or governments, with the goal of promoting

success at all levels of the organization by affecting the actions of those individuals" (Worldwide Association of Business Coaches, 2007, cited from McCarthy, Milner, 2013, p.769). Coaching is becoming an increasingly popular practice in organization, with line managers taking the role of the coach in majority of cases (McCarthy, Milner, 2013). Researchers link coaching with leadership development (Hagen, 2010; Kinicki et al., 2011). Coaching is based on such principles as awareness, self-belief, responsibility, blame-free, solution focus, challenge, action (Mihiotis, Argirou, 2016). Scholars argue that coaching is not only improving individual and organizational performance (Popper, Lipshitz, 1992), but also allows to reach leadership potential via learning and development (Anderson et al., 2009).

2. Independence

The autonomy of an employee has been discussed as an important part of employee's motivation and satisfaction (Loher et.al, 1985; Miletter, Gagne, 2008). Autonomy of interns is considered as beneficial since it increases the efforts for solving the task and intensifies learning. Several researches (Virtanen et al., 2014) show that those interns that were exposed to higher degree of independence engage more in career development initiatives. On the other side, too much independence on the early stages of work, when working environment is full of uncertainty, can cause job dissatisfaction and neglection of developmental opportunities (Beenen, Rousseau, 2010). Graduate development programs traditionally involve high degree of independence, as the trainee gains managerial experience (Burke,1997).

3. The tasks' character

The importance of interesting, challenging tasks was discussed both for internships and development programs. Feild, Harris (1997) call the design of program assignments the most important part of its content, as they carry the greatest development importance. Since high potential employees search for development value in their jobs, they desire responsibility and challenge (Mazany et al., 1995). Another important factor is that high potential employees want to see the results of their work and make real contributions. That's why it is strongly recommended to give participants challenging tasks from the very beginning, so that they can make own contribution (Feild, Harris, 1997).

One of the most widely spread pitfalls that are met in internships is giving simple, clerical work that no one else wants to do. That causes serious dissatisfaction of an intern (Cupps, Olmosk, 2008). Even though graduate development programs are traditionally designed for more responsible and important tasks, even in those cases the tasks character may be a cause of dissatisfaction. Latukha (2011) conducted a survey among CEMS graduates which took part in

graduate development programs and eventually decided to leave the company. The most popular reason of leaving was the fact that the tasks offered during the program were not challenging enough (19% of respondents marked that reason). Gurdjian, Haleisen, Lane (2014) noted the importance and relevance of tasks that are given to program participants, giving an example of an employee who worked on the project the results of which were not going to be used by a company, got demotivated and eventually left the program.

Another issue that has been discussed in literature applied to young specialists management is task goal clarity (Beenen, Rousseau, 2010; McHugh, 2017) and clear communication of the program/internship goal (Burke, 1997). Firstly, it serves as a part of socialization process for the newcomer, and it brings more satisfaction if is implemented formally and structurally (Feldman, Weitz, 1990). Uncertainty in tasks and goals can cause stress and therefore negatively affect learning, tasks implementation and work attitude (Frenette, 2013). On the other hand, studies show (McHugh, 2017) that for paid internships, the clarity of tasks is negatively correlated with the developmental value of internship.

4. Work life balance, level of stress

According to Todorovic, Pavicevic (2016), work life balance is one of the most important conditions to attract talented young employees. The "work-life conflict", that may be one of the factors that affect negatively the job satisfaction, employees' retention (Cappelli, 2000), occurs when the working life of an individual interferes with his or her personal (non-working) life, causing tension and pressure (Garg, Rastogi, 2009; Karakas, Sahin, 2017).

However, empirical findings on work life balance importance and stress impact on the organizational commitment and satisfaction are rather controversial. Cupps, Olmosk (2008) research showed that for interns, the stress level of the job does not actually matter (the most important factors were the tasks, that had to be interesting and challenging). According to Latukha (2011) research, the work life balance problems were not a popular reason of leaving the company for management trainees. The important moment is that only European graduates mentioned that factor, while Russian graduates didn't speak of that at all.

5. Rotations and relocations

Rotations - moving the employee from one function to another- is a common feature of a graduate development program. Lateral moves are extremely important for high potential employee development, since the number of different positions affect positively the career track development (Burke, 1997). There are two types of rotations during the graduate program:

- Intrafunctional move - a trainee is moved between lateral assignments inside on chosen function;

- Interfunctional move - a trainee is moved across several functional areas, that provides him ith experience out of his initial expertise. Interfunctional moves are considered as a better tool to prepare a high potential for a top manager position.

Job rotation is considered a very effective tool of career development, enhances and broadens the career (Campion et al., 1994, Cheraskin, Campion, 1996).

Burke (1997, p. 22) also considers international rotations as an important tool of developing a high potential employee: "international experience is especially critical for those aspiring for top management positions so that they can better understand foreign markets, how to motivate foreign workers and form alliances abroad". Apart from international rotations, relocations inside the country are also possible, if the company has many locations inside one country. Relocations are recognized as a useful tool to grow future leaders: global assignments, higher willingness of young employees to travel and less costly relocation of young employees compared to older ones make this very effective (Frase-Blunt, 2001; Gale, 2016). Companies are constantly developing the ways to make relocations comfortable for the employee, paying for it a good price (Frase-Blunt, 2005; Gale, 2016).

However, relocations may be a reason of problems in the graduate development programs. According to Latukha (2011), one of the major reasons to leave the programs for trainees is the obligatory relocation to a distant region. Apart from the fact that relocation impacts negatively the family relationship (Riemer, 2000), geographically distant located offices may cause frustration when it is less you can do except working (Latukha, 2011).

7. Non-participants attitude

Many researchers (Harris, Feild, 1992; Burke, 1997; Burke, 2000; Malik, Singh, 2014) emphasize the importance of high potential program support of all levels of non-participant employees. Unfortunately, there are situations when either the top management does not understand the sense of the program, perceiving a participants as interns instead of seeing future leaders in them (Burke, 1997) or other employees, who were not recognized as high potentials, negatively perceive their new colleagues (Harris, Field, 1992; Malik, Singh, 2014). In the first case, it is related to lack of understanding of the program and its goals; in the second case, it is about the feeling of dissatisfaction and injustice. Those employees who don't have a HiPo status may start to feel underestimated by their organization ("if they are high potentials, who am I?").

This attitudes may result in trying, consciously or unconsciously, to prevent career development of the programs' participants, meddling in their projects, trying to decrease their level of responsibility (Harris, Feild, 1992). This may eventually cause the participants' disappointment and dissatisfaction. On the other hand, Burke (1997) mentions that it is more beneficial to disclose the HiPo status of the participants than to hide the fact.

Harris, Feild (1992) consider executive-level support and continuous career guidance as a strongly desirable part of design of a high potential program. The lack of support from managers and colleagues, attitude towards the participants as towards interns is one of the major reasons why trainees leave the graduate development program (Latukha, 2011).

7. Communication

It is important for the employer to attract right people for the internships and other vacancies. In order to do so, employers have to use the proper channels of communication. Various scholars (Cone, 2008; Kaplan, Haenlien, 2010; Davison et al., 2011) believe that social networks are the most effective channel of promotion. Kaur et al. (2015) state that use of social media is an important part of the talent management strategy.

Mat Din et al. (2015) explored the use of online recruitment for student internships via social media. The researchers recommended the companies to use the social media tools more intensively, since the majority of students used the social networks to find information.

Collins, Stevens (2002) mentioned visibility, campus presence, social networks, and traditional means as effective recruitment practices to attract young employees. One of the Future Today (2015) studies is dedicated to the tactics of attracting young people on management trainee programs. They list as effective such channels, as career websites, participation in career fairs, making own events in the universities or in the office, promotion in social networks, SEO optimization, case competitions.

8. Selection, recruitment

Various researchers (Harris, Field, 1992; Burke, 1997; Malik, Singh, 2014) emphasized the importance of careful selection of the participants. This usually means various steps of selection, which can take plenty of time. The importance of effective recruitment to enhance employer brand has been noticed by scholars (Collins, Stevens, 2002; Finore, 2015). Slezak (2017) mentioned the importance of the feedback to candidates for improving employer attractiveness, even if they were unsuccessful. The transparency of the selection process is a great tool to attract more candidates and motivate them to apply again after failure.

9. Career perspectives and personal development

The positions where young individuals start their career should naturally provide them with development opportunities. High potential programs are initially designed to fast track employees, so that they become top managers in a relatively short time (Feild, Harris, 1992; Burke, 1997; Kuok, Bell, 2005; Malik, Singh, 2014). The changes of assignments, nature of tasks, rotations and relocations are aimed at employees' development. This is a feature that is highly valued. McHugh (2017) research shows, that the major value that students see in internship is personal and career development. It is also very important to keep an individual approach to every trainee (Gurdjian, Haleisen, Lane, 2014). Studies show that high potentials usually expect rapid, regular upward career moves (Dries, 2008). According to Latukha (2011) research, lack of personal development is one of the major reasons why graduates leave development programs.

10. Salary

While internships are usually unpaid or poorly paid (Maertz et al., 2013; McHugh, 2017), the graduate development programs are considered more as a full-time job and therefore employees get remuneration. The importance of compensation for young workers has been mainly discussed in internships context than high potential programs - paid vs. unpaid (Siebert, Wilson, 2013; Maertz et al., 2013, McHugh, 2017).

Studies show that highly competitive remuneration (75-85 percentile of the market) is one of the important tools to retain key talent (Scott et al., 2012). However, even though pay satisfaction is one of the important part of job satisfaction (Heneman, 1985), studies usually focus on other sources of young employees' satisfaction (McHugh, 2017), believing that money is not the most important for Y generation (Pauget, Dammak, 2011; Gallup I., 2016). Nevertheless, as the studies of emerging markets show that young employees pay more attention to the salary level and other economic benefits, than in developed countries (Berthon et al., 2005; Reis, Braga, 2016), this part should be taken into account.

On the basis of works analyzed, we have distinguished the following key components of the graduate program, which affect positively or negatively young employees' satisfaction and retention.

Author	Success factors in internships and development programs	Negative factors in internships and development programs
Harris, Field, 1992	Challenging assignments with development potential, speedy job rotation, providing career guidance and development for each employee	No rotations, uncertainty in job plan
Burke, 1997; Burke, 2000	Disclosing HiPo status, rotations (cross-functional and intra-functional), regular feedback, challenging tasks, international career opportunity	Job insecurity
Cupps, Ollisk, 2008	Challenging tasks	n/a
Boudreau,Ramstad 2005	n/a	Low supervisor support, simple (clerical) tasks in combination with high stress level
Latukha, 2011	n/a	Non-challenging job tasks, lack of personal development, perception of a trainee as an ordinary intern (not a high potential), bad compatibility with colleagues, no possibility to relocate, lack of work-life balance, low salary
Maertz Jr et al., 2013	Pay, clear goals, active teaching/coaching, feedback, encouragement	Unclear internship goals, unchallenging routine tasks, poor training and feedback from employer, transportation and time costs, inadequate involvement of school/faculty
Gurdjian, Haleisen, Lane, 2014	n/a	Lack of individual approach to leadership development, lack of real on-the-job projects that develop leadership, difficulties with change resistance of participants, difficulties with performance evaluation.
McHugh, 2016	Compensation of internship, supervisor mentoring, task goal clarity	n/a

Table 2. Success and negative factors of internships and graduate development programs. Source: literature review.

Graduate programs in Russia were studied by Latukha (2011). The survey of companies' representatives showed that such programs are a prerogative of large companies: even though small and medium enterprises are also interested in that tool, they don't launch it because it is highly expensive and there are other, less complicated ways to integrate new employees in the company.

1.4 Summary of Chapter 1: research gaps and research questions

Graduate development programs have been explored by a number of researchers for the last 40 years (Pyron, Flanagan, 1970; Field, Harris, 1992; Burke, 1997; Latukha, 2011; Malik, Singh, 2014). However, in most cases it was considered as an important tool to grow managers for company's internal needs. Some attention has been paid to relationship between participants and non-participants of the program (Malik, Singh, 2014) or reasons why graduates leave the program (Latukha, 2011) However, few scholars investigated the fact that graduate development programs also affect the employer brand of the company (Yakub, Khan, 2011; Ewerlin, 2013) Like any well-designed talent management practice, it can attract potential employees via several ways: satisfied current employees may help to attract new talent (Sullivan, 2012), also, the fact of existence and design of graduate development program serves as a signal for candidates and motivate them to apply, if they see that this is what they need (Ewerlin, 2013). Analyzing the literature dedicated to employer branding for Y generation, we have found out that the findings concerning the attractiveness of an employer for young specialists are rather controversial. Some researchers argue that the most important factor is developmental (Bertejen et al., 2007), other empirical findings suggest that social environment is more valuable (Berthon et al., 2005), some give the first place to economic attributes of the employer (Reis, Braga, 2016).

Out of this, we can draw several research gaps. The first one is that, apart from the fact that the literature on the relationship of particular talent management practices and employer brand is rather limited (Yaqub, Khan, 2011; Ewerlin, 2013) and the majority of researchers just list them as attributes of a good employer (Gaddam, 2008), no particular literature was found about the analysis of graduate development programs as an employer branding tool that helps to attract people to the company. The second one is that the literature on Y generation career preferences and factors of employer attractiveness for them is rather controversial (Berthon et al., 2005; Reis, Braga, 2016) and in Russia, the number of articles dedicated to that question is very limited (Kucherov, Zamulin, 2016). Finally, even though there is plenty of literature about the employer branding (Backhaus, Tickoo, 2004; Sokro, 2012; Wahba, Ehmanadily, 2015; Gaddam, 2008), it seems that there are very few researches concerning building employer brand in FMCG in particular (Universum, 2015) and especially in Russia. At the same time, the industry has its specific problems and competes hardly with other industries for young specialists.

Revising the literature, we have found a lot of appealing practices that are included in graduate development programs. The way they should be built is rather compelling for young specialists: they offer possibility to grow faster than on average positions (Burke, 1997),

mentorship and coaching (Field, Harris, 1992), rotations (Frase-Blunt, 2001; Burke, 2000), challenging tasks (Burke, 1997; Kuok, Bell, 2005). All those factors were discussed in the literature as very useful for employer brand image and attracting young employees (Berthon et al., 2005; Terjecen et al., 2007; Pauget, Dammak, 2011; Universum, 2015; Kucherov, Zamulin, 2016). Moreover, the design of graduate development programs is consistent with research of Russian Y generation, that was held with participation of the researcher in March 2017 as part of Management of the Future Conference. It allows to argue that graduate development programs, as well as properly designed internships, are a great tool to attract young specialists to the company. However, the proper design and combination of all the components, using that or this practice is very important to be an attractive employer. Moreover, graduate development programs are a very useful tool for such dynamic industry, as FMCG. It raises a question, how exactly can FMCG companies enhance their employer brand with help of graduate development programs. It can be investigated, firstly, by analyzing current practices of leading employers in FMCG industry, and secondly, by finding out the opinion of Russian potential FMCG candidates. Therefore, we can draw our research questions.

Research question 1. What practices of graduate development programs are used in Russian FMCG to attract young specialists?

Research questions 2. How do young specialists in Russia perceive graduate programs in FMCG?

Further in the work we will describe the methodology of the empirical part and present the results of the research.

Chapter 2. Empirical methods and research design

In this work, we want to answer two research questions:

Research question 1. What practices of graduate development programs are used in Russian FMCG to attract young talent?

Research questions 2. What are the components of FMCG graduate programs' design that attract young talent in Russia?

The mixed research methodology was used to answer those questions. To find out the answers, we needed to first go deeper into the industry and identify the specifics of FMCG labor market. To do this, an exploratory research step was conducted - an in-depth semi-structured expert interview on the subject of the situation in FMCG labor market (mixed methodology). The next step was the descriptive case study of different graduate programs application in different FMCG companies (qualitative methodology). Finally, a questionnaire was distributed among students and recent graduates to determine optimal conditions of graduate programs in FMCG (quantitative methodology).

2.1 Step 1: Exploratory research

As was mentioned in Chapter 1, employer branding in FMCG was poorly discussed previously. The purpose of the Step 1 was to investigate deeper the FMCG labor market, key problems of FMCG companies in attracting young talent and peculiarities of human resources management in FMCG. For this goal an expert interview method was chosen. In-depth semi-structured interview is a rather informal conversation, with open questions and possibility to go deeper through additional questions. This type of interview is useful to gain insights and analyze a subject rather qualitatively than quantitatively. Semi-structured interviews are a convenient method of exploratory research (Saunders et al., 2007)

Before the interview, the basic information about the FMCG market was gathered to prepare the ground for further research. This included the economic situation on the market, that was extracted from Euromonitor. Also, employer branding reports (Changellenge >>, 2016, 2017; Universum, 2016) were reviewed to gain basic information about the labor market trends.

The list of questions for the interview was designed to reach the main areas of FMCG labor market: the current trends that affect the labor market, the reasons why FMCG companies pay attention to attraction of young specialists, the profile of the specialists that are valued in FMCG

and the process of their selection, the key problems that companies face in attracting young specialists, the practices that are currently used by the market leaders, the local peculiarities of attracting Russian young specialists. The list of questions may be found in Appendix 1.

The chosen expert was Pavel Kovalenko, who is currently Europe Talent Supply Initiative Leader in Procter&Gamble. He began working in the company in 2012 and works in Talent Supply department since 2013. Procter&Gamble is promoting employees exclusively from inside which means that Talent Supply department is working with young specialists and developing practices to attract them. Given his experience and the fact that P&G is one of the most popular employers in FMCG (Changellenge >>, 2017; Universum, 2016), he is highly competent in the topic and provided a lot of valuable insights for the research.

The interview lasted for 30 minutes and was held via Skype in March 2017. In order to avoid biases in interview results presentation, the conversation was recorded with the speaker permission.

2.2 Step 2: Case studies

The case study method has been widely used in employer branding literature (Gaddam, 2008; Kucherov, Zamulin, 2016) and graduate development programs literature (Kuok, Bell, 2005). Yin (2013) argues that multiple case studies are preferable to single case studies since it is more reliable to generalize from them. The choice of such method is explained also by the fact that graduate development programs are now a quite widespread practice on Russian labor market among international companies.

In this study we chose 6 companies to concentrate on. The sample choice was based on purposive criteria (Curtis et al., 2000). We chose companies from leading employer branding rankings (Changellenge >>, Universum), that have implemented graduate development programs a year ago or earlier and keep that practice now. We reviewed all the companies from the rankings except Alcoholic Drinks and Tobacco since, according to the expert interview, companies from that categories were building their employer brand in slightly different way than others. We will further consider that we exclude that categories from our analysis.

The information for the case studies may be extracted from primary data, e.g. interviews (Kuok, Bell, 2005) or secondary data from documentation and open sources (Kucherov, Zamulin, 2016).

We analyze the cases from the employer branding point of view, so we considered all the important aspects of employer brand that were analyzed in Chapter 1 and are enhanced by

graduate development programs: differentiation of the company as an employer from the competitors on the labour market, high number of applicants per role in comparison with competitors and high awareness among target audience, a unique value proposition for the target audience, positive image of the company as an employer by target audience. We also will discuss the essential components of the graduate programs, such as rotations, salary and mentorship. Moreover, the information about the recruitment process and reviews available in open sources were also added to the case studies.

Since in that study we concentrate on problem of attracting potential employees and building external employer brand, it is more important to review open sources in channels via which companies communicate with their target audience - potential employees. This study includes processing information from open sources: company website, career groups in social networks, ads on such grounds as employer branding agencies (Future Today, Changellenge >>), reviews of employees (including former employees) of those companies (the website glassdoor.com was chosen, which is a very popular resource of information about various companies as employers) to gain a comprehensive understanding of graduate programs.

After that, we will summarize them and make a conclusion about how do the most popular employers enhance their employer brand using the theoretical frameworks from Chapter 1.

2.3 Step 3: Questionnaire

Survey is one of the most convenient methods to learn the career preferences among young individuals. The previous researches in graduate programs (Latukha, 2011) concentrated on small groups of respondents, while survey allows to reach wider and more heterogeneous audience.

The survey was held in April 2017. It was distributed among applicants of Management of the Future-2017 Conference for talented students, which is organized in Graduate School of Management, Saint-Petersburg State University. The survey was distributed via e-mail. This group of respondents was chosen, as the target audience of the Conference are high potential students from the best Russian and foreign universities, that are very interested in career and self development. This student profile is attractive for employers that recruit graduates actively, and FMCG companies in particular. The Conference marketing activities were held via the same channels that are used by leading FMCG companies to promote their internships and vacancies: career groups in social networks, employer branding agencies (Changellenge, Future Today,

Profyrost, etc.), career centers of the best universities in Russia. That means that the audience of Management of the Future is valuable for large international FMCG companies in our country.

30% of respondents were male, 70% were female. 20 people in the sample were graduates or PhD, 75 were bachelor students and 61 were master students. 37 students had technical or Natural Science background, 137 students had either Economics&Management background or other background (Free Arts). Students from more than 60 universities (Russian and foreign) took part in the survey.

Sex	Frequency	Percent	Valid Percent	Cumulative Percent
Female	136	70,5	70,5	70,5
Male	57	29,5	29,5	100,0
Total	193	100,0	100,0	
Age	**Frequency**	**Percent**	**Valid Percent**	**Cumulative Percent**
17-19	18	9,3	9,3	9,3
20-22	114	59,1	59,1	68,4
23-25	52	26,9	26,9	95,3
25+	9	4,7	4,7	100,0
Total	193	100,0	100,0	
Education level	**Frequency**	**Percent**	**Valid Percent**	**Cumulative Percent**
Bachelor	88	45,6	45,6	45,6
Don't pursue any degree (graduate)	21	10,9	10,9	56,5
Master	78	40,4	40,4	96,9
PhD	5	2,6	2,6	99,5
Specialist	1	,5	,5	100,0
Total	193	100,0	100,0	
Year of study	**Frequency**	**Percent**	**Valid Percent**	**Cumulative Percent**
1 bachelor or specialist year	12	6,2	6,2	6,2
1 master year (5 year specialist)	40	20,7	20,7	26,9
2 bachelor or specialist year	12	6,2	6,2	33,2
2 master year (6 year specialist)	40	20,7	20,7	53,9
3 bachelor or specialist year	16	8,3	8,3	62,2
4 bachelor or specialist year	58	30,1	30,1	92,2
Don't pursue any degree (graduate)	1	,5	,5	92,7
PhD or graduate	14	7,3	7,3	100,0
Total	193	100,0	100,0	
Specialization	**Frequency**	**Percent**	**Valid Percent**	**Cumulative Percent**
Economics and management	146	75,6	75,6	75,6
Engineering (technical)	29	15,0	15,0	90,7

Free Arts	10	5,2	5,2	95,9
Natural Science	8	4,1	4,1	100,0
Total	193	100,0	100,0	

Table 3. The survey sample characteristics

The survey was composed of 3 parts. The first part of the questionnaire included overall career preferences questions: the evaluation of industries attractiveness, reasons of FMCG unattractiveness (in case it was), preferable function to develop in, willingness to apply for a usual starting position in large international FMCG company. The questions were based on exploratory research results (in-depth interview). The second part of the survey was dedicated to graduate programs and its content, willingness to apply for a graduate program after getting basic information about them, the attractiveness of various components of a graduate program and possible reasons to quit the program. The questions were based on a literature review of positive and negative factors of development programs for students and graduates. By success factors we mean those that cause employees' (students and recent graduates) satisfaction and retention; by negative factors we mean those that negatively impact employees' satisfaction and retention.

Based on the literature review conducted in Chapter 1, we distinguished the factors that may provide attractiveness of the graduate program and may provide negative attitude towards graduate program. We also added relevant components of a program which impact positively the employer brand: high number of applicants per role and active digital communication. We also added the attractiveness of the company as an employer itself as a factor of choice.

Attractive attributes	Negative attributes
Salary higher than average	Being perceived as an intern and not a HiPo manager
Possibility to become a leader in few years	Lack of responsible individual tasks
Mentorship and coaching	Working overtime
Mentor - one of the company top managers	Uncertainty of rotations
Rotations inside one function	No rotations
Rotations across functions	No relocations
Opportunity to travel	Need to relocate to distant region
Individual development plan	Low salary
Compensation for relocation	Poor communication with mentor

High number of applications per role	Poor communication with boss and colleagues
Active digital communication with candidates	
Clear process of selection	
Attractiveness of the company itself	

Table 4. The negative and positive factors in graduate program

There were 3 main questions concerning those attributes: "Evaluate the attractiveness of each attribute of a graduate program"; "Evaluate how much you expect those components to be in a graduate program"; "Evaluate the factors that may cause you to quit the graduate program". The questions were composed using quantitative Lykert scale, with 1 for "the least important" to 7 for "most important".

The results of the survey were processed in Excel (pivot tables) and SPSS package. The results were analyzed in several ways:

- Using the descriptive statistics (frequencies, means) to present the rankings of graduate development programs components importance;

- Using paired samples T-tests to compare the mean values in all population;

- Using independent samples T-tests to compare the mean values in different groups (we compared groups by gender and study profile).

2.4 Step 4: Summary

The empirical research methodology was summarized in the following table:

Methodology	Mixed	Qualitative	Quantitative: descriptive statistics, paired samples T-tests, independent samples T-tests
Method	Semi-structured interview with an HR expert from FMCG 30 minutes, held via Skype	6 case studies based on secondary data (social networks, company websites, employee reviews on glassdoor.com)	Questionnaire composed of 3 parts: general attitude towards working in FMCG (3 questions), evaluation of various components of graduate programs (4 questions) and demographic data (6 questions), quantitative 7 points Lykert scale 193 respondents, 70% female, 30% male, 70% 4th year bachelors and masters, 80%

			Economics&Management students, 20% technical and Natural Science students
Goal	Exploratory research: to investigate deeper the problems of FMCG labor market	To analyze the graduate development programs practices that are used today in Russian FMCG	To explore the graduate programs' components perception of potential candidates

Table 5. The empirical methodology

After all the steps, the comparative analysis was conducted between the survey results and case studies. The object of the study (graduate development programs) were therefore studied from the employers' and candidates' point of view. We were searching for the links and gaps in young specialists' preferences and the real practices that were introduced by the market leaders. The questionnaire results allowed to identify the key attributes that companies should pay attention to, and the practices of the most attractive employers allowed to make recommendations for the others. Moreover, certain practices were found only in several companies from the study which means that others may adopt them with regard to their own business specifics. This tactic allowed to achieve the goal of the study and develop practical recommendations to the companies.

The overall research process may be presented as follows:

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┌─────────────────────────────────────────────────────────────┐
│  Literature review and creation of theoretical background   │
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                              ↓
┌─────────────────────────────────────────────────────────────┐
│       The empirical part (mixed research methodology)       │
└─────────────────────────────────────────────────────────────┘
                              ↓
┌──────────────────┐   ┌──────────────────┐   ┌──────────────────┐
│     Step 1       │ → │     Step 2       │ → │     Step 3       │
│   Exploratory    │   │   Case studies   │   │   Questionnaire  │
│    research      │   │                  │   │                  │
└──────────────────┘   └──────────────────┘   └──────────────────┘
          ↓                      ↓                      ↓
┌──────────────────┐   ┌──────────────────┐   ┌──────────────────┐
│ Development of the│   │   Choice of the  │   │   Forming the    │
│  interview guide  │   │     sample       │   │  questionnaire   │
└──────────────────┘   └──────────────────┘   └──────────────────┘
          ↓                      ↓                      ↓
┌──────────────────┐   ┌──────────────────┐   ┌──────────────────┐
│   Choice of the  │   │ Forming the study│   │   Choice of the  │
│     sample       │   │ framework on the │   │   sample and     │
│                  │   │ basis of literature│  │   distribution   │
└──────────────────┘   └──────────────────┘   └──────────────────┘
          ↓                      ↓                      ↓
┌──────────────────┐   ┌──────────────────┐   ┌──────────────────┐
│    Interview     │   │  Selecting the   │   │  Collecting and  │
│                  │   │  data sources    │   │  analyzing the data│
└──────────────────┘   └──────────────────┘   └──────────────────┘
          ↓                      ↓
┌──────────────────┐   ┌──────────────────┐
│ Transcription and│   │  Collecting and  │
│ analysis of interview│ │  analyzing the data│
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┌──────────────────┐
│ Additional data  │
│    research      │
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│  Summarizing the  data and making practical recommendations │
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│  Analyzing limitations and making implications for further  │
│                         research                            │
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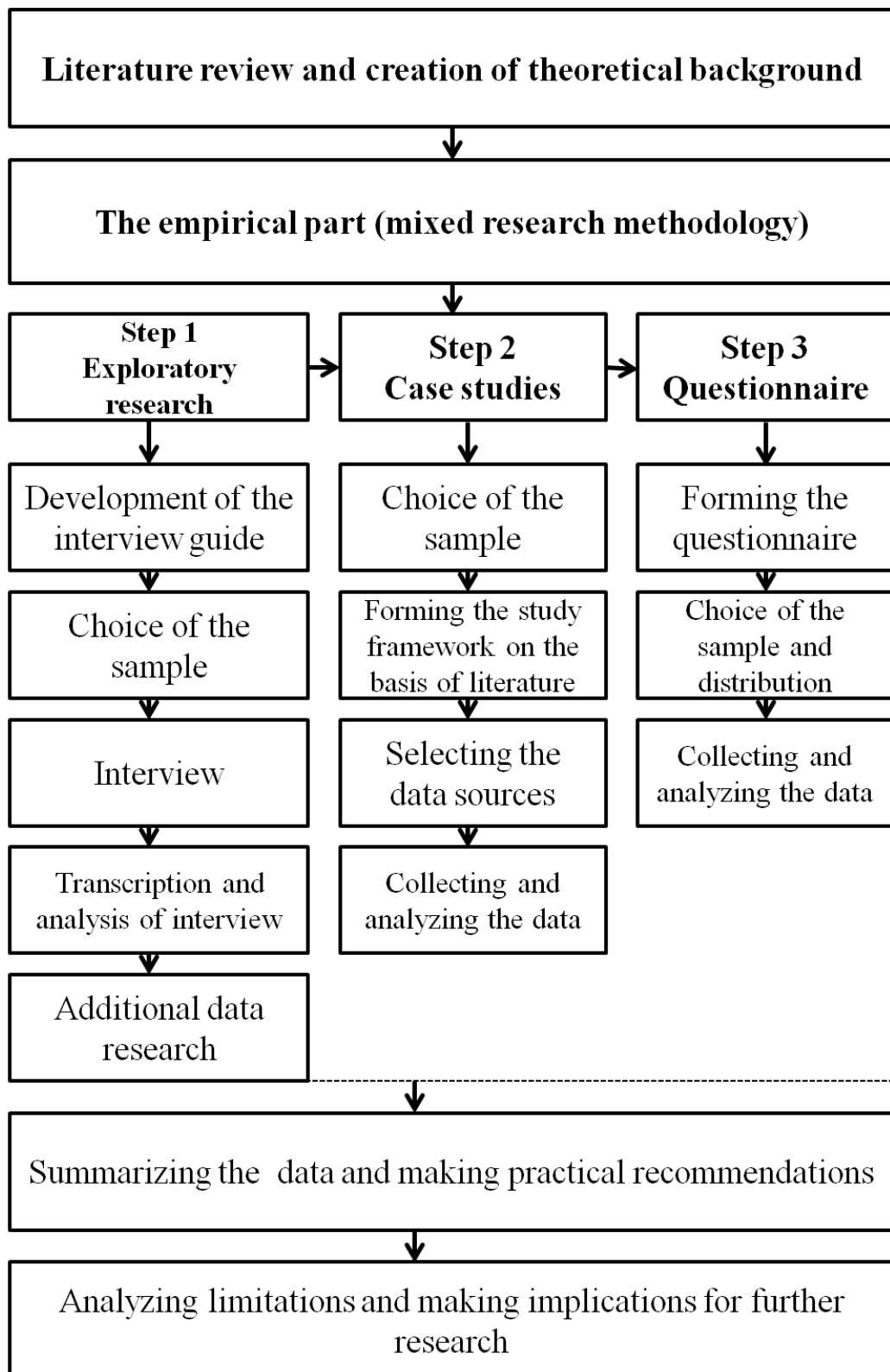
Figure 3. The research process

Further we will present the results of empirical research and make conclusions.

Chapter 3. Results of empirical analysis

3.1 FMCG labor market overview

3.1.1 Overall economic situation on FMCG market in Russia

FMCG industry can be divided into several categories: Alcoholic drinks; Beauty and Personal Care; Home Care; Hot Drinks; Packaged Food; Petcare; Soft drinks; Tissue and Hygiene; Tobacco. The common feature for that categories is low marginality, but high sales volume allows to be very profitable. The turnover is high due to the character of goods (fast-moving).

Each category is usually represented with several strong players, big international companies with a wide range portfolio. The majority of categories (except for Alcoholic drinks and Tobacco) are often represented by the same companies. The obvious leader on FMCG market in Russia is Procter&Gamble, with its major share in several categories such as Beauty and Personal Care, Home Care, Tissue and Hygiene. Other major players are L'Oreal (Beauty and Personal Care), Colgate-Palmolive (Beauty and Personal Care, Petcare), MARS (Petcare, Packaged Food), Unilever (Home Care, Packaged Food, Soft Drinks, Beauty and Personal Care), Danone (Packaged Food), Henkel (Home Care), Kimberly-Clark and SCA (Tissue and Hygiene).

The 2014-2016 years in Russia were tough for the industry due to economic crisis, overall decrease of consumption, decrease of retailers number. In 2016, the food consumption decreased by 1,7%, home care products consumption decreased by 1%. However, FMCG industry is one of the least prone to economic conditions industries (GfK, 2016). In 2016, overall FMCG sales increased in 5,6%, which is significantly lower than in years before crisis.

3.1.2 FMCG and young specialists: expert interview

During the conversation with Pavel, we raised questions of current trends and overall situation on the labor market in FMCG. It turned out that FMCG companies pay great attention to attracting young specialists, but the competition is very tough due to the fact that FMCG is not very attractive for young specialists comparing to other industries and competes with our industries and the fact that companies put a lot of effort in promoting their employer brand. Despite the current crisis, the demand for specialists is remaining high.

"As a whole, competition for young specialists in FMCG is rather fierce, and they are very active. The first reason is the fact that various researches (Changellenge, Universum) show that people prefer to work in consulting, oil and gas, banks, and FMCG is not the first choice. At

the same time, some of the companies are rather popular: Unilever, MARS, L'Oreal and some others. FMCG also compete with other industries for those, who hire similar profile - consulting, assurance, finance. On the one side, there are graduates who chose FMCG and we compete for them, on the other side there are people who don't have a certain preference and we compete for them also."

In opposite to situation with product market, in the labour market FMCG companies are often considered homogenous. Usually, if a candidate goes to a company from this industry, he works with different product brands and different categories during his career. Moreover, FMCG companies don't only compete with each other on the graduate labour market - they also compete with companies from other industries popular among graduates: consulting, banking, oil&gas and others. Below we can find a distribution of graduates' preferences over certain industries.
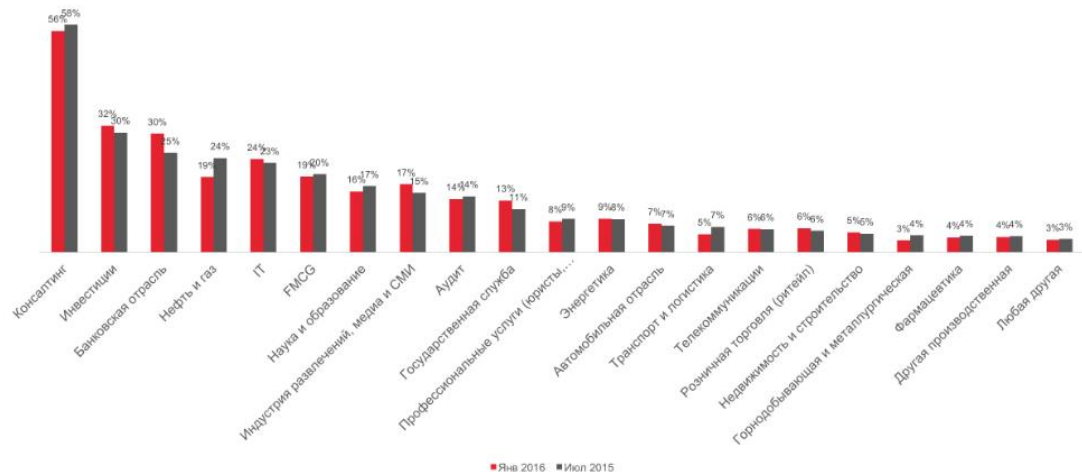

Figure 4. The attractiveness of FMCG in comparison with our industries among talented students (Changellenge, 2016)

According to the ratings, FMCG is not the most desired industry for young individuals. There are several reasons for that:

- FMCG companies are not able to open many vacancies for students and recent graduates, as companies with project-based work in consulting industry. The vacancies are opened under the specific needs of managers, and it is impossible to hire 300 interns and give them similar work. Therefore, the possibility to enter FMCG company is lower;

- While in consultancy the selection process is standardized and relies on the candidate skills (case solving), in banks the knowledge of finance and good academical background is usually enough, FMCG introduces more complex attitude towards recruitment. In particular, for

FMCG companies usual selection step is assessment center - the process, when several candidates are formed in a group and have to solve a case together in conditions of limited time. The recruiters give much more attention to personal characteristics of a candidate, the way he behaves in a team, than to hard skills. It is explained by the fact that in dynamic FMCG environment, that experiences constant changes, the behavior and ability to adapt is more important than deep knowledge, that is gained with work anyway. In FMCG it is more possible to become a good project manager, than an expert in a one particular industry (finance, marketing, etc.), in comparison with banks, marketing agencies and other specialized employers;

- Unlike consulting companies, FMCG doesn't offer a straight career track (intern-consultant-manager-director), that guarantees career growth in nearest 10 years. FMCG doesn't use the 'up or out' approach, but offers various ways of development, from growth inside one department to changing departments. Depending on a worker, the career growth may be much slower in FMCG than in consultancy;

- The product brand often plays a role in attractiveness of a company. In case of FMCG companies, there is often lack of positive fleur around their job. For example, many brands in P&G are related to home care and hygiene – Domestos, Pampers, Always, etc. They are well-known, but don't create the sense of being elite, like, for example, McKinsey&Co does with their employer branding policy (Dummies, Mosley, 2016). On the other hand, some companies don't face that problem (for example, L'Oreal is producing exclusively cosmetic products, many of them are luxury).

- In many cases, the industry is more attractive for young women than for men. It is related to many factors: the product brands (speaking again of L'Oreal, the cosmetics industry is much more attractive for girls), the lower potential of career growth as graduates see it, also, girls usually value their work-life balance more, that prevents them from entering other popular industries like consultancy.

The fact that FMCG companies have certain problems with employer attractiveness, in case of talent necessity they have to think over their HR branding strategies to develop employer brand.

"We build people from inside, and they grow inside the company. It is cheaper to grow talents inside the company, it is often more effective, because a person will know better the company specifics."

For many FMCG companies growing talents from inside is a popular practice. The reason is the dynamic, fastly-changing environment of the industry. One of the widespread ways to do it is implementing graduate development programs. It is a major FMCG practice to attract young specialists in the company.

"Management trainee programs is FMCG specifics - few other companies offer that."

Certain things attract students and recent graduates to such programs more effectively than others. For example, the country-specific factor is that starting salary is more important for Russian graduates than for any others. There are also pitfalls that are most explained by country specifics. One of them is the necessity to relocate inside the country. If in European countries it is usually not a big deal due to small size of the country, in Russia it may be rather difficult to convince young specialists to move, so companies have to introduce intrinsic ways to promote the relocation.

3.2 Graduate development programs in leading Russian FMCG: case study

3.2.1 The most attractive employers

To identify the key players on FMCG labour market, we used two employer ratings: Universum rating and Changellenge rating. There are some differences in the methodology of those ratings, which define the positions of these or those companies.

Universum rating

Universum rating is made up every year, with great reach of the survey. In 2016, to motivate students and young professionals to participate in the survey, a career test was proposed: anyone who completed the online questionnaire could find out the most applicable industry and employers for him or her. Filling the questionnaire took approximately 30 minutes, and included a wide range of questions concerning the employer attractiveness. The number of participants was more than 25000, from 93 universities all over Russia. The rating is broken up by the students' area of study: business students, engineers, IT, liberal arts.

FMCG in Universum rating

Business students	Engineering students	IT	Free Arts
L'Oreal #9	L'Oreal #31	L'Oreal #31	L'Oreal #4
Unilever #10	Nestle #32	Coca-Cola Hellenic #36	Nestle #11
Nestle #12	Unilever #35	Nestle #50	Unilever #12

Coca-Cola Hellenic #15	Coca-Cola Hellenic #37	Mars #53	Coca-Cola #13
P&G #20	MARS #48	British American Tobacco #67	LVMH #16
MARS #22	Baltika #52	PepsiCo #71	Johnson&Johnson #19
LVMH #31	Danone #53	JTI #73	British American Tobacco #22
PepsiCo #33	PepsiCo #57	P&G #78	Ferrero #26
British American Tobacco #35	Johnson&Johnson #58	Johnson&Johnson #79	P&G #27
Johnson&Johnson #37	P&G #59	Heineken #85	MARS #32
PMI #48	British American Tobacco #64	PMI #86	PepsiCo #37
Ferrero #49	Ferrero #65	LVMH #96	PMI #41
Bacardi #55	Heineken #66		JTI #45
JTI #56	Bacardi #67		Danone #51
Danone #64	JTI #68		Heineken #61
Baltika #67	PMI #78		Valio #80
Heineken #70	Valio #86		Baltika #88
Mondelez International #93	LVMH #92		Mondelez #91
Henkel #97	Mondelez #97		Henkel #93
			Pernod Ricard #100

Table 6. FMCG in Universum rating (blue - companies that have a graduate program in Russia for today).

The preferences of engineering and IT students differ rather significantly from business students' preferences. For engineers, for example, the most popular FMCG employers are L'Oreal, Nestle and Unilever, that are ranked 31, 32 and 35 accordingly. For IT students, the situation is quite similar. This may mean that IT and engineering students don't see how they can apply their education skills in FMCG industry or don't get enough information about that companies, even though those companies are in need of such specialists also.

Changellenge >> rating

Changellenge >> is an employer branding agency which is widely popular among students and young professionals. Once a year, they create a rating of employers according to their audience's preferences. The amount of participants is significantly lower: in 2017, only 4145 people completed the survey. However, the participants are distinguished from all students in Russia, as Changellenge >> audience consists of students who take part in their case competitions or is deeply interested in building career in big companies and want to communicate more with them. According to Andrey Aliasov, CEO of Changellenge >>, the

specifics of the rating is that only the most talented and motivated students take part in the research. 50% of the participants have GPA higher than 4,5/5. For this segment, the degree of communication with company is of higher importance, than, for example, product brand.

"I would watch the two things in the rating. The first one is the cohort of your company. If you are in top-20, students will sincerely do their best to be hired by you. If you are in a position from 20 to 40, you are still a desired employer, but you have to offer more than you competitors" – that's how Aliasov recommends to interpret the rating (Changellenge>>, 2016).

The rating in 2017 was also made separately for business students, students with technical background and IT students.

Companies in Changellenge >> rating:

Business students	IT students	Technical students
Unilever #6	Unilever #19	Danone #22
Mars #12	Mars #21	Unilever #23
P&G #14	Coca-Cola #22	P&G #30
Coca-Cola #16	P&G #28	Coca-Cola #33
L'Oreal #17	Nestle #34	Mars #41
Nestle #23	L'Oreal #39	L'Oreal #44
Danone #37	Danone #41	Nestle #47
JTI #39	PMI #46	Johnson&Johnson #50
PMI #44	Reckitt Benckiser #54	PepsiCo #58
Johnson&Johnson #45	Mondelez #60	PMI #62
LVMH #53	Johnson&Johnson #61	JTI #63
PepsiCo #56	Kraft Heinz #70	Reckitt Benckiser #68
Henkel #74	Pernod Ricard #81	Henkel #77
Reckitt Benckiser #77	PepsiCo #82	Mondelez #79
Mondelez #86	LVMH #84	Pernod Ricard #96
Pernod Ricard #90	JTI #86	LVMH #97
Kraft Heinz #97		

Table 7. FMCG companies in Changellenge >> rating (blue - companies that have a graduate program in Russia for today).

We can see that the majority of companies that are presented in those ratings currently have a graduate program. In Russia, they are currently launched by the following companies: Unilever, L'Oreal, Coca-Cola Hellenic, MARS, PepsiCo, British American Tobacco, Bacardi, JTI, Danone, Baltika, Heineken - 11 out of 19 companies. We chose the companies from the list, except the companies from Alcoholic Drinks and Tobacco categories: Unilever, MARS, L'Oreal,

Coca-Cola, PepsiCo, Danone. Now we will review those companies, their main practices for attracting the young specialists and discuss their graduate development programs.

Unilever

According to interviews with HR manager of one of the largest FMCG companies, Unilever is currently the strongest player in labor market in FMCG industry. This company offers the highest starting salaries (currently - more than 100K RUR) and is traditionally the leader who rises the salary, and other companies have to follow it.

Unilever offers two programs for students and graduates. For students, they offer ULIP - Unilever Leadership Internship Program (winter and summer internships), and for graduates, they suggest Unilever Future Leaders Program. Unilever Future Leaders Program is extremely popular: in 2011, there were 3500 applications for that program and it becomes increasingly popular since then. According to similarweb.com, the number of application page openings in March 2017 is 20,87% of total visits, which are 36.1K. It means that only in March, circa 7500 visitors opened the application page.

The duration of UFLP program in Russia is 2,5 years, after which the trainee has a chance to get a manager position. The participant of the program chooses the particular key function where he wants to develop: Customer Development, Finance, Human Resources, Marketing, Supply Chain Management. While working in the department, the participant goes through rotation in functional subdivisions and sometimes has a rotation to a similar key function. For example, in Marketing function management trainees pass rotations through such divisions as brand building, brand development, digital media and also have a rotation to a close key function - Customer Development. The readiness to relocate to Russian region is one of the requirements for the program.

The salary in UFLP is one of the highest on market (100k RUR). The company also pays for relocation for participants from other regions.

During the program, trainee experiences regular formal appraisal from his or her line manager. Line manager also provides feedback and coaching to build on the trainee's key strengths and areas for improvement. Every trainee also has a buddy and functional contacts who will support him or her during the program. Trainees have access to formal trainings, online courses throughout the whole program.

In winter 2017 Unilever introduced "digital selection" - a completely new form of recruitment process, where filling the application form took 5 minutes instead of 40, the 'boring' test were replaced with online games (gamification introduced), interview is passed online also, and the only stage that need physical presence is final assessment. It allowed the company to Unilever also offers own business competitions - Unilever Future Leaders League (international competition) and Clash of Sales (national competition in Russia). The prizewinners of those competition have a "fast-track" for their starting positions and may skip several steps of selection for ULIP and UFLP.

Overall, Unilever has a good rating 4,2/5 on the job review web portal glassdoor.com, which means that employees consider it as a good place to work. 100% of Russian management trainees who left a review recommend others to apply to Unilever. Among the strong sides of the company they tell great experience of different projects, good compensation, being treated as a future management representative, wide range of learning opportunities. Among the weak sides, they usually tell unpredictability in rotation (it is not clear where and when you will go to other department and where you will eventually end up).

Unilever is rather active in social networks. They have own career groups in VK (32000+ followers) and Facebook, where they actively promote UFLP and internships. The company also is very active on university campus, regularly visiting target universities with events that inform students about career opportunities.

MARS

According to Universum and Changellenge >> ratings, MARS is also one of the leaders on the FMCG labor market. The company puts a lot of effort in building positive image of the company among young professionals: organizes regularly the event "FMCG secrets" in different parts of Russia, which includes presentations of MARS top managers about the career in MARS and also business games, offers summer and winter internships. MARS doesn't have own case competition in Russia, but is working on regular basis with companies that organize ones (e.g. Changellenge >>).

The graduate program of MARS is called Leadership Development Program. It lasts for 3 years. Like in case of Unilever, the company pays for relocation of participants from various regions. MARS has more locations for the program, than Unilever, and offers more opportunities for relocation: furthermore, in many cases management trainees should relocate for 1 year to the production or distribution point (for example, to Vladivostok), which is a part of the program.

Moreover, MARS offers more opportunities to relocate across the functional divisions, than Unilever (e.g., there is a possibility to work on the production). Overall, there are 3 different roles for 3 years. The main function of the candidate is determined by HRs during the selection based on his background and personal characteristics. The program offers individual development plan and mentorship, corporate trainings. The mentor is the elder company leader and usually mentor and supervisor are different people. The roles are suggested according to individual development plan and are different for all participants.

The selection for the program is a bit different from Unilever. The first stage is traditional CV screening, the second is mathematical test, the third is online interview, then the candidates should pass the preliminary assessment in a small group in MARS office, and finally, there is a large assessment center where all the candidates come together. The semi-final stage may also be passed through Skype. The advantage of the selection is that the candidate may pass several stages if he participated in selection before (in most cases, it is CV screening and tests). Due to high volume of applications, all candidates are divided in pools that are being selected one after other, and in the finals all the candidates gather together in June assessment (the program starts on 1st September).

In March 2017, there were 32.4K visitors on the special website mars-graduates.com. Out of them, 89,39% went to the application page, which means that in March almost 29000 visitors opened the application.

The company rating in Russia on glassdoor.com is 3.8/5. Average salary for management trainee is circa 90K RUR. Management trainees' reviews are controversial: they appreciate the flexibility, work-life balance, interesting projects. However, some of them state the lack of leadership skills development during the program (which is the main goal).

MARS leads very active communications in social networks. The program is promoted via VK career group (more than 17000 followers) and Facebook group "Mars, Incorporated". The company actively uses storytelling to promote their development program, posting interviews and stories of current and formet program participants. They also make web translations where HR specialists and other employees answer the candidates' questions and give useful information about the program.

L'Oreal

L'Oreal is one of the most popular companies among students and recent graduates. The company offers summer internships for students, 6-month internships for final year students and

recent graduates and a graduate development program. L'Oreal also has its own case competition - L'Oreal Brandstorm - which is popular worldwide and in Russia also. The prizewinners of Brandstorm get a fast track to the company internships.

L'Oreal graduate program is called Management Trainee Program. Unlike many other programs, MTP requires at least 6 months experience in the relevant field for those who are willing to apply. L'Oreal also states that the priority for MTP are their former summer interns and current interns (although other companies give fast track for them, this requirement is not so strictly stated).

The rotations in the department are quite standard: each trainee passes 2-3 departments during 15 months. For Marketing department, for example, there is an obligatory rotation in Sales department, in fields, and candidates without driver license are not accepted for this program. During the program, trainees get support and coaching from their supervisor and HR personnel. Company traditionally pays for relocation of employees. The salary for management trainee is approximately 60k RUR.

The selection process is quite similar to other programs. The first stage is CV screening, the next one is test and phone interview. Further goes an assessment center, and after it - interview with a manager of the department.

The company rating in Russia is 3.9/5. The reviews from Management trainees show the positive picture of a company overall (nice people, no dress code, free lunch), but, as in case with MARS, there are negative reviews for the program due to lack of independent projects for management trainees. Also, according to negative reviews, managers don't see the difference between an intern and management trainee.

L'Oreal has its own career group in VK with more than 5000 subscribers. However, the graduate program isn't actively promoted.

Coca-Cola Hellenic

Unlike many other FMCG players, Coca-Cola has a strong impact of product brand on the attractiveness of the company as an employer. According to brandfinance.com (2016), Coca-Cola is listed 12 in the rating of the most valuable brands. Other FMCG brands in the rating are Colgate, Lipton, Dove, Kraft, Nivea, L'Oreal, Danone, Pepsi which are listed much lower (Pepsi which is listed 56, others lower).   Out of that brands only Colgate, Danone and L'Oreal are

associated with the company-employer which are active on the labor market. The attractiveness of the product brands plays a big role in attractiveness of Coca-Cola as an employer.

Coca-Cola doesn't have a special internship program like L'Oreal, MARS and Unilever. However, it also suggests a graduate development program. The program lasts for 2 years, which is broken down in 1st year of getting known with the company business and the 2nd year of strengthening the professional skills. When filling the application, a candidate can choose 2 functions where his or her skills will be the most suitable: among them are business analytics, trade marketing, field sales, finance, HR, legal, logistics&planning, manufacturing, quality, information technologies. Readiness to relocate in Russia is obligatory for participating in selection.

In March 2017, there were 19.7K visitors on a Coca-Cola HBS website. Out of them, 15,75% were destined to the graduate program application page which means that the application page attracted more than 3000 people in March.

The company rating in Russia is 4,9/5. Generally, employees are happy with the working environment, only noticing bureaucracy in the head office. The salary for management trainee is approximately 80k RUR.

PepsiCo

Pepsi is another company with a strong product brand. That is also a factor, that motivates young specialists apply here.

The program lasts for 12 months and offers experience in one of the following functions: finance, brand management, marketing research, sales, commerce, design, digital marketing, logistics.

The selection for the program is rather different from other companies. The first selection stage is video interview, where a candidate should answer 2 questions:

1. Who is the true trendsetter for you in a modern world and why?

2. Tell us about an event that took place in your life last year, when you managed to convince someone to change his or her point of view or take your side.

The next selection step is an assessment center "Student Challenge" in PepsiCo office. Further, additional selection steps may be organized depending on the direction where the candidate wants to go. As in case of MARS, the candidate does not choose his function from the

very beginning. This is the only company also that doesn't offer rotations or relocations during the work, which makes it closer to a usual internship.

The rating of Moscow company is 3,7/5. The average salary of a management trainee is 55K RUR.

Pepsi doesn't communicate with candidates in social networks and doesn't have a career group in VK or Facebook.

Danone

Danone, like Coca-Cola and Pepsi, is a company with a strong product brand. However, it is not listed as one of the first in employer ratings. In comparison with other companies, until recent time it has been less active on the labor market. For example, it doesn't have its own career group VK, and the internship programs were also only recently presented in the company (Danone Twist in 2017). However, the introduction of a graduate program "Danone Wave" in 2016 was a success for the company as employer. According to Changellenge >> (2016), in 2016 Danone position in employer rating increased at 20 points.

The duration of the program is 2 years. The program offers extensive mentorship: every trainee has 4 people responsible for his or her development. These are the line manager, functional skills mentor, mentor-director of the company, mentor of the Danone Surf program. The rotation program is more structured than many of other programs. One month is dedicated to introductory trainings and work in Sales department. After that the trainee passes 9 months in one department, moves for 9 months to other department, and the program is finished with 6 months of leading a cross-functional project. The specific feature of Danone Surf is that it offers a special track for students with technical background: those students can choose from such functions as R&D, Quality, Industrial, Engineering, IT, Planning, Logistics.

In March, the page of the program was visited 2000 times. The company rating on glassdoor.com is 4,2/5. Trainees characterize it as a good place to start career. The company leads active communication with candidates via social networks in Changellenge >> group VK. They also use their brand group VK to give essential information about the program.

As a result of our analysis, the following summarizing table was made:

Company	Position in Universum	Position in Changellenge >>	Salary, RUR (monthly)	Application page openings in March 2017(similarweb)	Promotion channels of the program	Duration, years	Rotations/relocations	Selection	Glassdoor.com rating (out of 5)
Unilever	10	6	100K	7500	Active promotion in social networks (VK, Facebook), on-campus activities	2,5	Inside the chosen function, relocation is not obligatory	Digital 4 stage selection	4,2
MARS	22	12	90K	29000	Active promotion in social networks (VK, Facebook), employer branding agencies (Changellenge >>)	3	Across functions by individual plan, relocation very possible	Standard 5 stage selection	3,8
L'Oreal	9	17	60K	n/a	Social networks, employer braning agencies (Future Today)	1	Inside the chosen function and similar functions, relocation not necessary	Standard selection	3,9
Coca-Cola HBC	15	16	80K	3000	Employer branding agencies (Future Today)	2	Rotation in 2 chosen functions, relocation possible	Standard selection	4,9
PepsiCo	33	56	55K	2000	Employer branding agencies (Future Today)	1	No relocations or significant rotations claimed	Shorter selection (different stages for different functions)	3,7

Dano ne	64	37	n/a	2000	Social networks, employer braning agencies (Changellen ge >>)	2	2 departments and cross-functional project, several relocations possible. Different tracks for student s with business and technical background	Standa rd selecti on	4,2

Table 8. The case study of graduate programs in Russian FMCG

Having analyzed all those programs, we can see how specifically do FMCG companies in Russia enhance their employer brand with graduate programs. We can apply frameworks from Chapter 1 to see how it works:

- **clear differentiation of the company as an employer from the competitors on the labour market**: management trainee programs introduce a vast majority of possibilities for young specialists. Firstly, it is an opportunity to learn the whole process of company work (or learn a particular function deeper, depending on the program). Secondly, it is traditionally above average salary - higher than on standard starting positions.

- **high number of applicants per role in comparison with competitors and high awareness among target audience** - introduction of a management trainee program is a strong reason for advertising campaign. It is easy to attract young specialists with different learning background at once: the possibility of rotation, changing the environment, develop quickly is extremely attractive to them. The popularity of a company as an employer rises dramatically with the introduction of such programs, as it demonstrates the example of Danone program "Danone Wave", later renamed in "Danone Surf".

- **a unique value proposition for the target audience** - the target audience of FMCG companies - young specialists - are representatives of Y generation. As was mentioned above, graduate programs can offer a lot of things they are looking for at work: flexibility, possibility to change work environment and go through rotation, mentorship, possibility to become a leader fast. Many of those things are not suggested in common positions.

- **positive image of the company as an employer by target audience** - the transparency of selection and the fact that the company is welcoming young specialists helps to form positive image in the eyes of the target audience.

We also can analyze the graduate programs through the framework of Berthon et al. (2005):

- *Interest value dimension* - the rotation allows to keep the employee interested; moreover, the program offers a range of unusual, responsible tasks, which require energy and both innovative and analytical approach. However, the interest depends on particular company and functional department;

- *Economic value dimension* - traditionally the salary is higher than average for such programs; the development potential of such programs is usually evident, many companies even add that word in the name of the program. The opportunity to grow in a manager is a very strong side of a program, which is very attractive for potential employees.

- *The social value dimension* - allows to build an internal network through rotations,

- *Application value dimension* - the majority of programs suggest mentorship, constant evaluation, working with strong sides and weak points;

- *Development value dimension* - the participants develop personally through challenging responsible tasks, lateral moves.

Finally, we can see how do graduate programs satisfy the needs of Russian millennials:

-        The program gives a possibility to become a leader in several years;

-        The program gives mentoring and coaching;

-        The program gives a possibility to rotate, which can replace the change of company for the employee;

-        The program introduces wide possibilities for personal and career growth, giving responsible tasks thus motivating to continue working.

Analyzing the graduate development programs, we have come to several features that differ across companies:

- Their length - from 1 year to 3 years, with a permanent position afterwards;

- The number and extent of rotations - mainly inside the core department or across all functions;

- Salary size - from 60K RUR to 100K RUR; it is also can be observed that the higher is the employer in the ratings, the higher salary it offers. The most popular companies (Unilever and MARS) emphasize the salary level as one of major benefits on the program;

- Relocations are possible for the majority of the programs. Even though it is not always obligatory, some companies (e.g. MARS) emphasize this point in their communications. They disclose information about relocation possibilities and compensation of relocation. At the same time, international relocation is not widespread, and only few companies (e.g., Danone) mention that in their communications with candidates.

- The promotion channels vary from one employer to another. The most successful employers use social networks to communicate with candidates; they have popular career groups in VK, sometimes in other social networks. Promotion channels also include on-campus activities and events in the company office. Many companies use services of employer branding agencies, such as Changellenge >> and Future Today;

- The requirements for the applicants: some of them require previous experience in relevant field.

Some of the features are common: company pays for relocation, offers a mentor, also a wide range of learning possibilities (corporate trainings).

3.3 The survey on graduate programs' attributes

The goal of the survey was to identify the attitude of students and graduates, who are a possible interest for FMCG employers, towards various components of graduate development programs' design. We also gathered information about general attitude towards working in FMCG industry to gain a comprehensive understanding of the context.

The first interesting finding is that, even though FMCG industry was claimed by Changellenge rating and expert unattractive compared to such industries as consulting and banking, that postulate is only partly supported by our empirical findings.
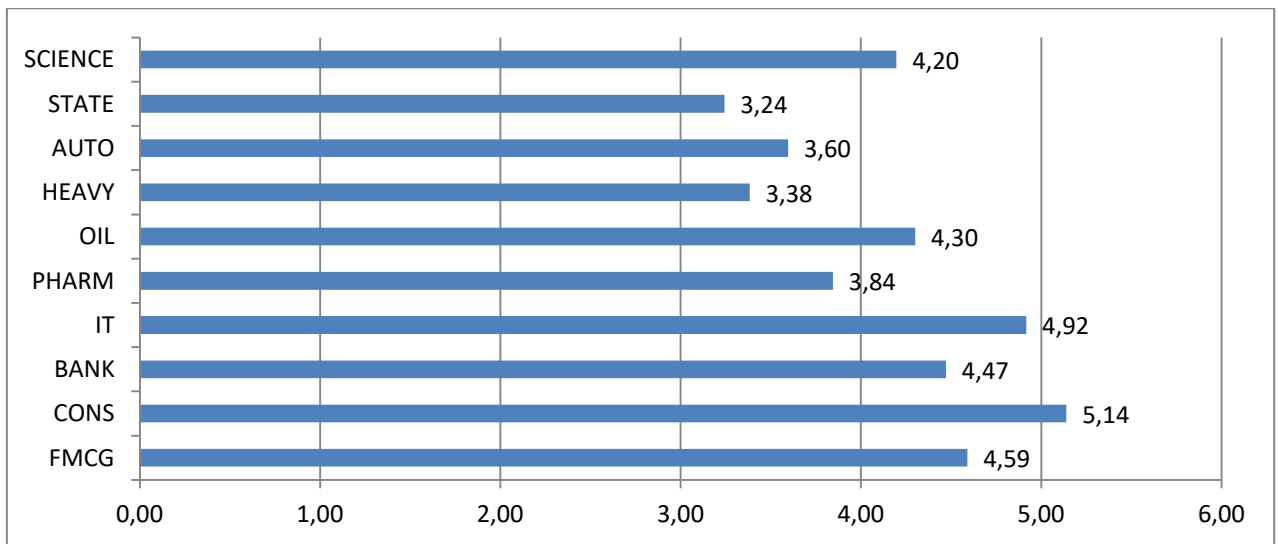
Figure 5. The attractiveness of various industries for the respondents

We can see that only a few industries seem to the respondents more attractive than FMCG. These are consulting and IT. Banking was evaluated a little lower, and even oil&gas industry turned out to be less popular. To find out if those differences were significant, we ran a paired samples T-test in SPSS (as we need to check one sample in different conditions). That test requires normal distribution of the sample, however, if the sample size is more than 30, according to Central Limit Theorem, we can count its distribution as normal (Field, 2014). We compared mean values of consulting, banking and IT.

Paired Samples Test

		Paired Differences							
					95% Confidence Interval of the Difference				
				Std. Error					
		Mean	Std. Deviation	Mean	Lower	Upper	t	df	Sig. (2-tailed)
Pair 1	FMCG - CONS	-,54922	2,32713	,16751	-,87962	-,21883	-3,279	192	,001
Pair 2	FMCG - BANK	,11917	2,60634	,18761	-,25087	,48921	,635	192	,526
Pair 3	FMCG - IT	-,32642	2,66774	,19203	-,70518	,05233	-1,700	192	,091

Table 9. Testing mean values' differences

The results of T-test show that significant difference is present only if we compare FMCG and consulting industries. It means that consulting is the only industry that has significant advantage towards FMCG and is a serious competitor.

Comparing students with different background, we can also observe differences. We divided the sample in 2 groups: Economics&Management and Free Arts students and Nature Sciences&Technical students. The 4 groups were united into 2 due to small number of Free Arts and Nature Sciences students.
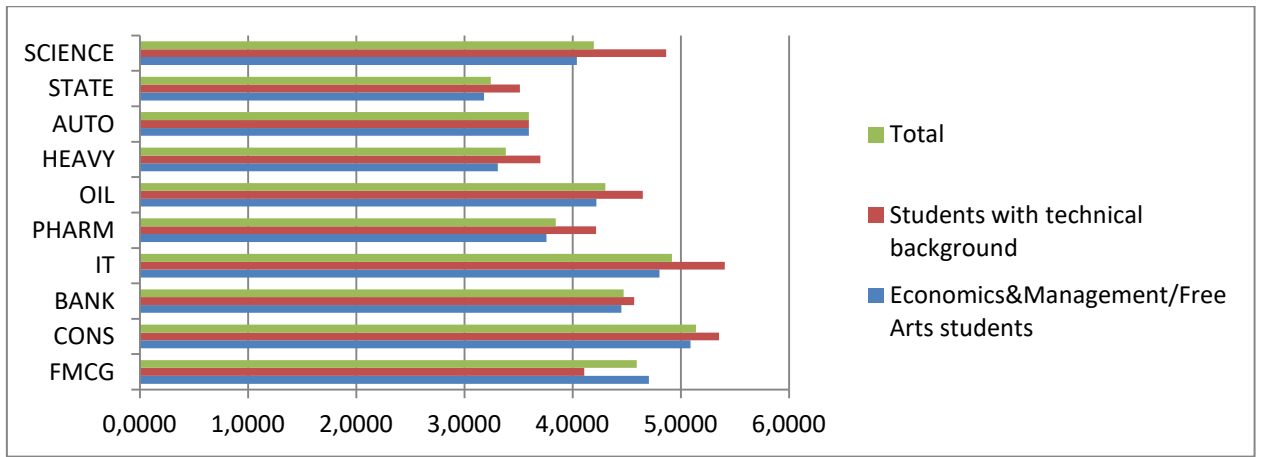
Figure 6. The attractiveness of industries for different student profiles

We can see that for Economics&Management/Free Arts students attractiveness of FMCG industry is higher than average, and for Nature Science/Technical students it is below average. The latter group is in more extent keen on consulting and banks, also they show higher interest in IT, pharmaceutical, oil&gas industry.

To compare means in 2 different groups statistically, we ran an independent sample T-test (as we need to compare means in two different groups).

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
FMCG	Equal variances assumed	,716	,399	1,836	191	,048	,59702	,32518	-,04438	1,23842
	Equal variances not assumed			1,917	57,305	,040	,59702	,31150	-,02667	1,22071

Table 10. Testing the difference of mean values of FMCG attractiveness for different profiles

Having tested the hypotheses, we can see that the hypothesis of equality of means is rejected (p=0,05). This means that for students with technical background the attractiveness of FMCG industry is significantly lower.

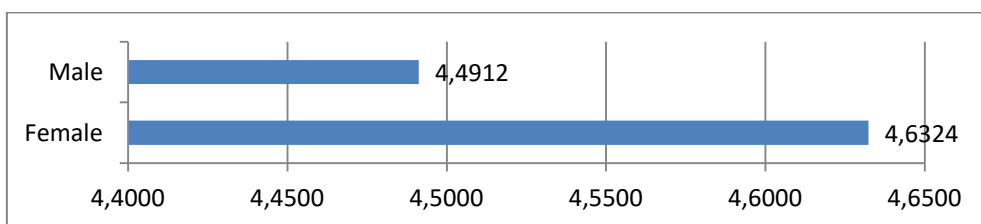We also compared the evaluation of attractiveness of FMCG by gender.

Figure 7. The attractiveness of FMCG for men and women

We can see that the average estimation of FMCG industry attractiveness is higher for women, that is actually consistent with assumption that the industry is more attractive for women. However, the independent samples T-test didn't show significant differences in estimations.

We also asked our respondents about the main reasons why that industry was unattractive for them. The survey allowed to choose several options and gave a possibility to add own reason. 136 out of 193 respondents mentioned negative sides that make FMCG unattractive.

	Number of respondents	% of all
Few information about working in those companies	53	38%
The production is unattractive	46	33%
I can't see how I can apply my education here	34	24%
Unclear selection principles	25	18%
Not enough career perspectives	34	24%

Table 11. The reasons of unattractiveness of the industry

The majority of respondents mentioned the reason that they have few information about working in those companies. The second popular reason was that the FMCG production was unattractive. As one of the respondents said, "I don't see how tea and soap production may make my dreams come true - both material and immaterial." The third places were distributed between poor career perspectives and lack of knowledge on how they can apply their education in FMCG industry. Respondents mentioned also such reasons as "too high competition combined with relatively low salary" and "insufficiently challenging environment".

	Technical background, % of all	Managerial, Free Arts background, % of all
Few information about working in those companies	27,0%	17,3%
The production is unattractive	27,0%	21,8%
I can't see how I can apply my education here	35,1%	13,5%
Unclear selection principles	13,5%	12,2%
Not enough career prospectives	10,8%	17,3%

Table 12. Comparison of students with different background

We can see that for students with different background (we united groups of students with Engineering/technical and Natural Science backgrounds and students with

Economics/Management and Free Arts background) the reasons of unattractiveness of FMCG industry are different. For the former, the main drawback is lack of knowledge on how they can apply their education in this sphere. Second popular factor is the lack of information about career perspectives in the industry. On the other hand, for students with managerial and free arts education the main problem apart of the production unattractiveness is the fact that there are not enough career perspectives in FMCG.

	Men, % of all	Women, % of all
Few information about working in those companies	31%	41%
The production is unattractive	44%	27%
I can't see how I can apply my education here	29%	27%
Unclear selection principles	20%	17%
Not enough career prospectives	31%	18%

Table 14. The reasons of FMCG unattractiveness depending on gender

The comparison by gender also shows some differences between men's and women's perception. We can see that more men are concerned with the unattractiveness of production, while women put the lack of information about the companies on the first place. This may be a reason to suppose that the prevailing number of women in FMCG is explained by those differences in perception. Men are also more concerned with career perspectives in the industry.

We further asked respondents to estimate the willingness to apply for an average starting position in FMCG. After that, we gave respondents basic information about graduate programs and asked about the willingness to apply for one of such programs in a large FMCG company.
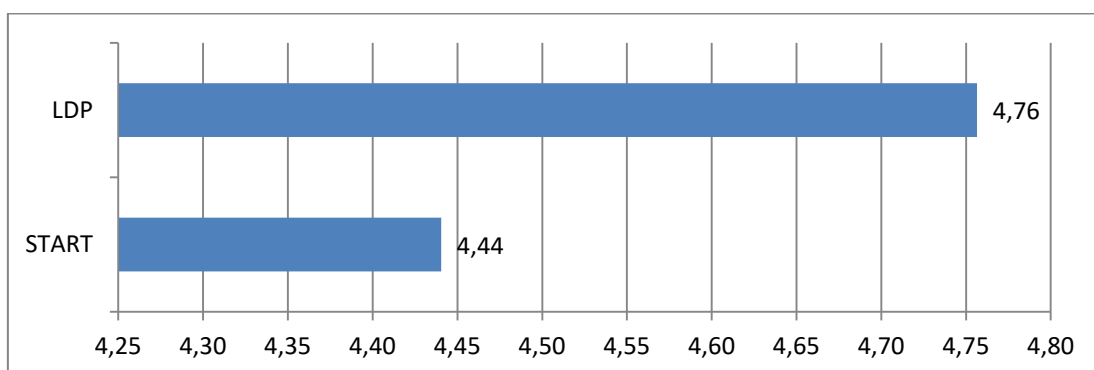

Figure 8. The willingness to apply for a graduate development program in comparison with a simple starting position

We used paired simples T-test to compare the willingness of respondents to apply for a standard starting position in a large international FMCG company with the willingness to apply for a graduate development program in a large international FMCG company.

Paired Samples Test

		Paired Differences							
				Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
		Mean	Std. Deviation		Lower	Upper			
Pair 1	START - LDP	-,31606	,99405	,07155	-,45719	-,17493	-4,417	192	,000

Table 15. Testing the difference in willingness to apply to usual position and graduate program

The T-test is significant at 1% level, which means there is a significant difference in willingness to apply for a starting position and a graduate program.

The next part of the questionnaire was dedicated to the students and graduates' expectations from a graduate program. We analyzed the most attractive features of the graduate programs, the expectations from a graduate program and the reasons why the respondents may quit the program.
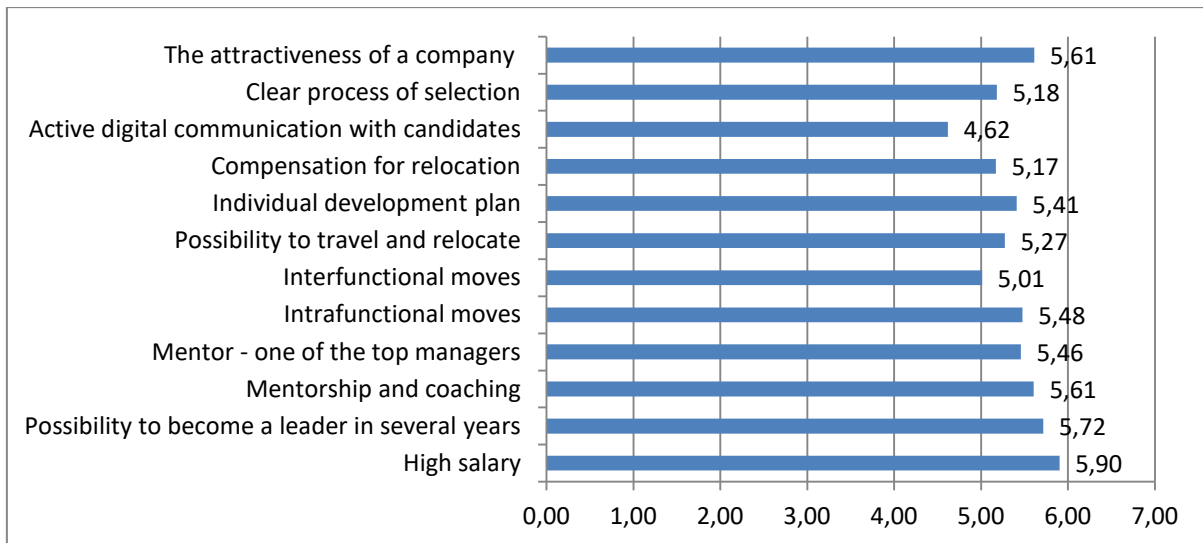
Figure 9. The attractiveness of the graduate programs' features

We can see that the most attractive attribute of a graduate program is high salary - it was estimated higher than all other attributes. The second important feature is the possibility to become a leader (a manager) in 1-3 years (after the graduate development program is finished). Mentorship and coaching was estimated as the third important attribute. To compare them statistically, we ran a series of paired samples T-tests.

Paired Samples Test

		Paired Differences							
				Std. Error Mean	95% Confidence Interval of the Difference		t	df	Sig. (2-tailed)
		Mean	Std. Deviation		Lower	Upper			
Pair 1	HIGHSALARY - LEADERINYEAR	,18653	1,21896	,08774	,01347	,35959	2,126	192	,035
Pair 2	LEADERINYEAR - MENTOR	,10881	1,45901	,10502	-,09834	,31595	1,036	192	,301
Pair 3	MENTOR - COMPANY	-,00518	1,58606	,11417	-,23036	,22000	-,045	192	,964

Table 16. Testing the differences between key attractive components

According to the test, the only attribute of the program which is significantly more important than the others is salary higher than average (p<0,05).

Figure 10. The importance of factors for different study profiles

The only variable that was significantly different in 2 groups is the attractiveness of a company that runs the graduate program. For students from group 1 (Management, Economics and Free Arts) the attractiveness of that feature was significantly higher than for students from group 2 (technical background). This may be related to lower awareness of FMCG employers among students from this group.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
							Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)			Lower	Upper
COMPANY	Equal variances assumed	,951	,331	2,520	191	,013	,68954	,27361	,14985	1,22923
	Equal variances not assumed			2,336	50,198	,024	,68954	,29518	,09671	1,28236

Table 17. The importance of a company attractiveness when choosing a graduate program for different student profiles
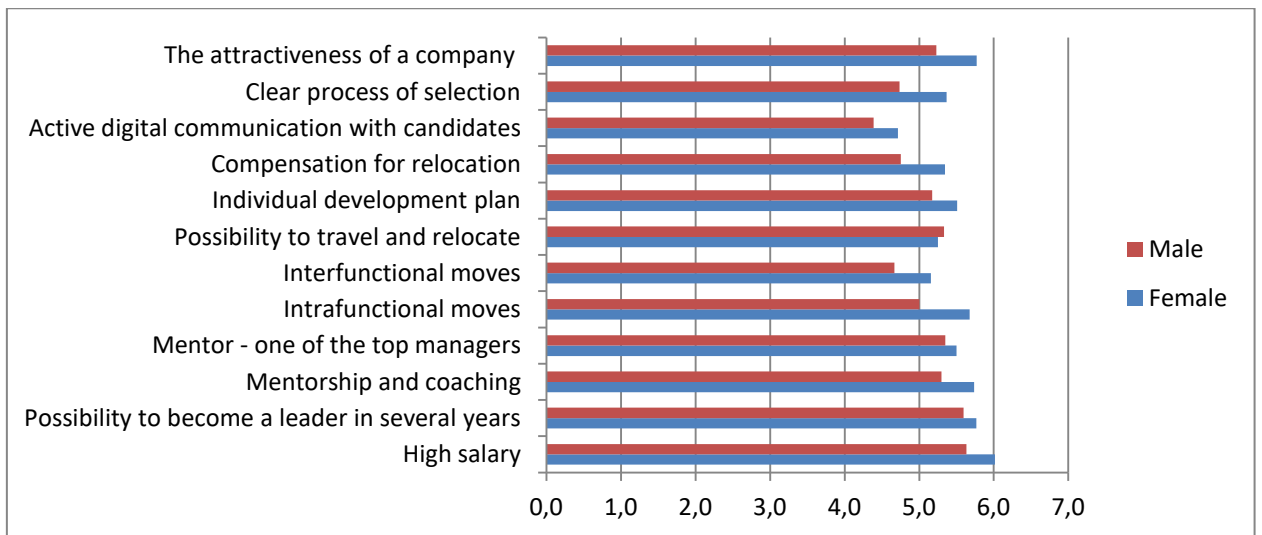
Figure 11. The attractiveness of components for women and men

Looking at gender breakdown, we can also notice differences between men's and women's perception of different graduate development program components. Having run an independent sample T-test, we have found out that for women, the following components were statistically more attractive the following factors: high salary, mentorship and coaching, intrafunctional moves, compensation for relocation, clear process of selection, the attractiveness of a company itself.

Figure 12. Expectations from the graduate development program

The main expectation from a graduate program is interfunctional rotation, which means it is the major attribute in students' and graduates' minds that makes a development program. Intrafunctional moves are in lower degree considered as an obligatory component, even though it is a widespread practice. Moreover, considering that young specialists in Russia are keen on developing in one function during their career, this aspect may be more useful for them. This may be related to a meaning of word "rotation" as it is in people's minds (a complete change of

work character). The second expectation is salary higher than average. The least popular expectation is relocation, even though it is traditionally required in graduate programs.
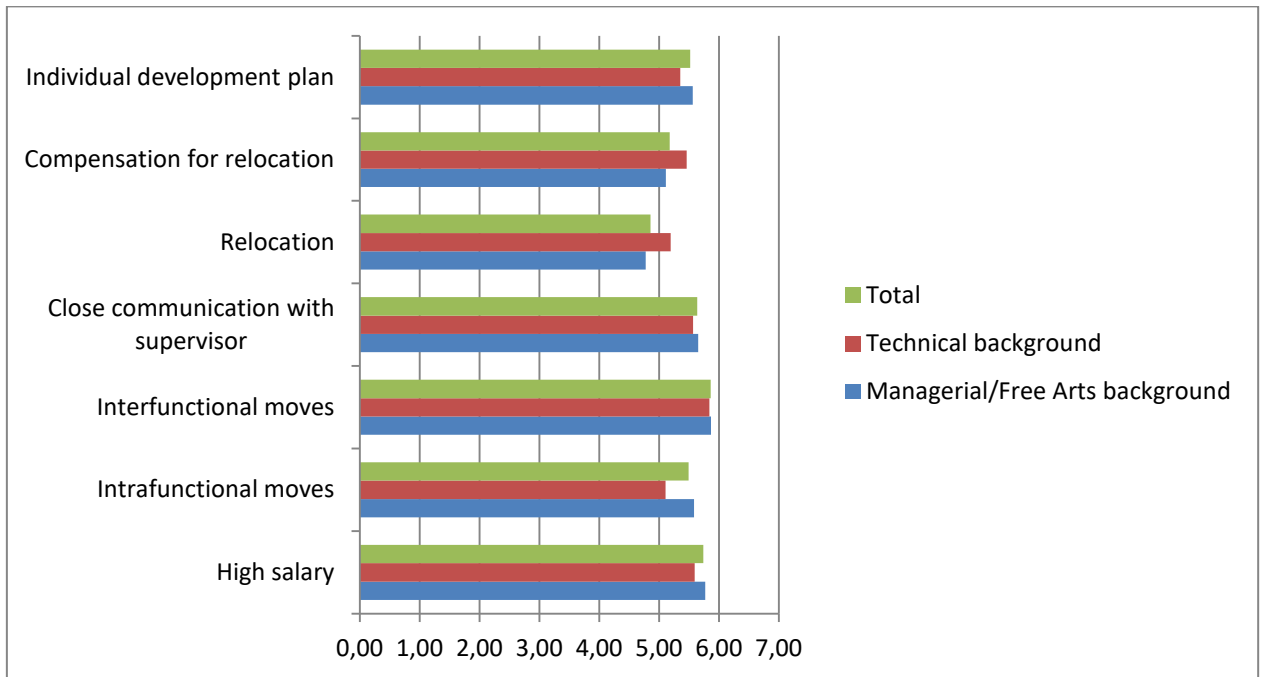

Figure 13. The expectations from the program for different study profiles

In part of expectations, the only significant difference between profiles was noted in part of rotations component. Whereas students with managerial background give high importance to rotations inside one particular function, students with technical background pay lower attention to this. This may be due to the fact that students with technical background have worse knowledge about the certain function they are ready to develop in, so they are more interested in interfunctional rotations.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
EXPINTROT	Equal variances assumed	1,513	,220	1,779	191	,077	,47523	,26709	-,05160	1,00205
	Equal variances not assumed			1,955	61,416	,055	,47523	,24312	-,01086	,96131

Table 18. Attitude towards intrafunctional moves for different profiles

Between genders, we didn't find any significant differences between expectations.
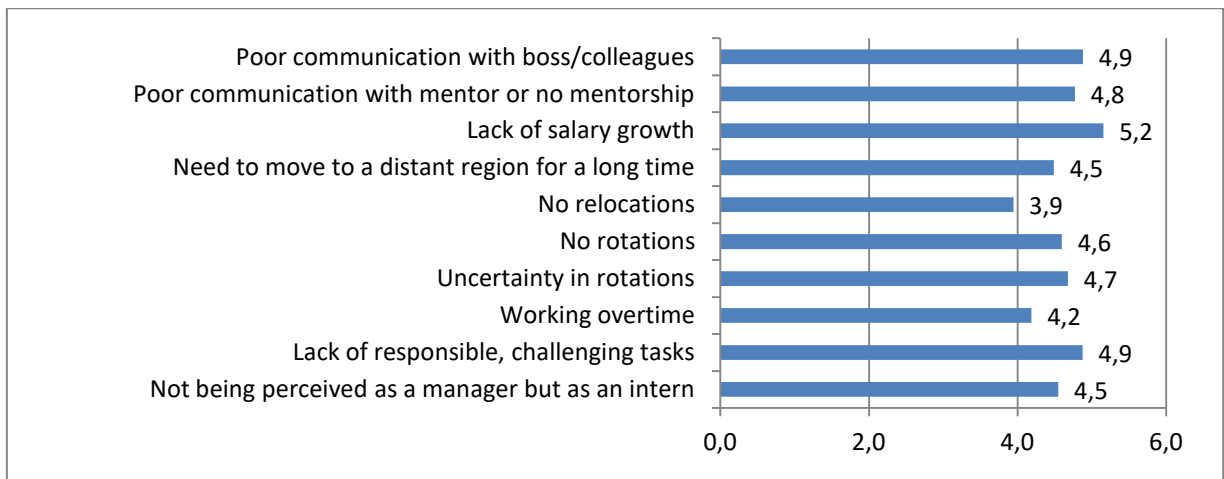
Figure 14. The reasons to quit the program

Speaking about reasons to quit the program, here we can see that the main factor that can cause quit is the slow salary growth. Its importance is significantly higher than others'.

Paired Samples Test

		Paired Differences							
					95% Confidence Interval of the Difference				
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper	t	df	Sig. (2-tailed)
Pair 1	EXITSLOWSALARY - EXITLACKTASK	,27979	1,92961	,13890	,00583	,55375	2,014	192	,045

Table 19. The comparison of two most popular reasons to quit

Figure 14. The comparison of reasons to quit the program between genders

Comparing genders, we found out that working overtime, uncertainty in rotations, need to relocate to distant regions were significantly more meaningful reasons to quit the graduate program for women than for men. We didn't find significant differences between profiles in that case.

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3.3 Summary of the empirical part: discussion of results and recommendations

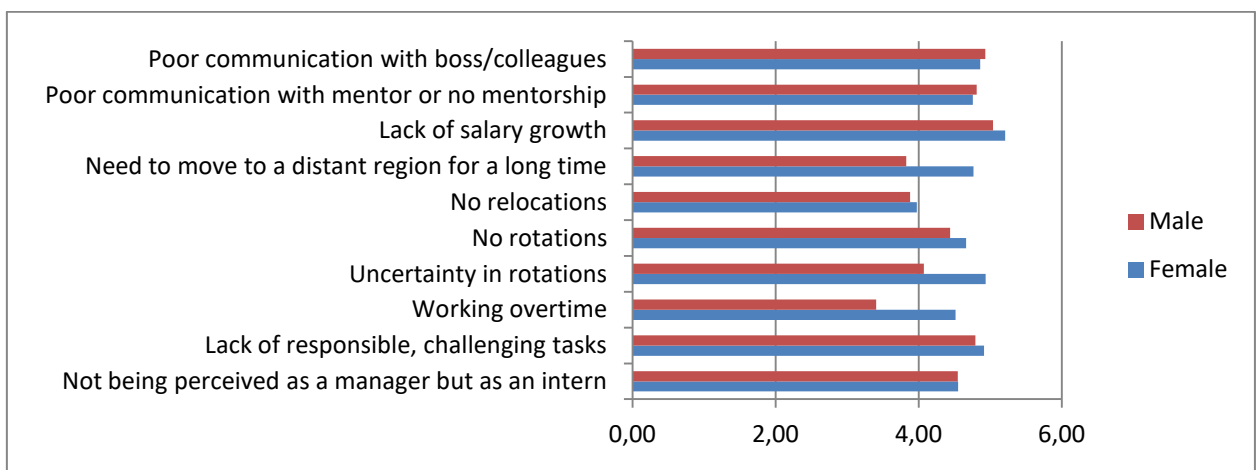By the results of the analysis we can identify graduate development programs as a powerful tool to enhance employer brand in FMCG. This programs include the whole set of practices that are attractive for young employees, that is confirmed not only by theoretical base, but also by empirical results. The programs that are implemented by labor market leaders (such as Unilever and MARS) may be considered as best practices to attract young specialists in FMCG. Apart from implementing standard practices of graduate programs, such as rotations, companies also consider the specifics of Russian young specialists, offering a high starting salary.

Having analyzed the opinion of students and recent graduates along with real practices that are implemented in Russian FMCG, we have come to several important conclusions. The first one concerns the difference in perception of starting position and graduate programs in FMCG. Even though respondents mentioned the reasons of unattractiveness of FMCG, they still evaluated it higher than the majority of other industries, and also showed interest in applying for graduate programs. Also, we observed that the majority of the most attractive FMCG employers have implemented graduate development programs. It means that graduate development programs are not only the useful tools to grow leaders in such dynamic environment as FMCG, but also work good when it is necessary to attract young specialists. At the same time, it is important to remember about the channels of communication when launching a program: social networks (career groups, employer branding agencies), working with universities, organizing events. The more information candidates get from the employer, the better image they will have.

Another important finding is that salary is the most important part of the graduate program for young specialists in Russia. Even though the researchers traditionally emphasize other values of new generation, for our country the situation is different – to attract young specialists it is important to offer high starting salary and regularly revise it to retain them. This finding is actually consistent with Reis, Braga (2016) research which was also held in an emerging market country. FMCG companies that are leaders in the labor market usually consider that peculiarity and pay attention to salary issue. Traditionally, the higher is the company in the employer ratings, the higher is the starting salary.

The next major finding is that FMCG is communicating poorly with students with technical background. The companies of the industry put great effort in building their employer brand, but the attractiveness of the industry for technical students is lower than for business

students, and the majority of them don't know how they can apply their education there or just don't have enough information about career opportunities in FMCG. At the same time, students with that kind of background are very valuable due to their critical thinking and ability to learn fast. The option in this case may be creating of a different track for such students, like in case of Danone Surf - the only FMCG company that enters top-20 of Changellenge rating for technical students. The explanation of the benefits for technical students and possible career paths were described in detail by Danone, which increased its popularity among that students group.

Despite the fact that graduate programs' purpose is to develop top managers, students and graduates consider FMCG as a place where there are few perspectives for career growth. It is especially important to consider since one of the problems in FMCG is gender misbalance, and men pay more attention to the career development perspectives. It means that the fact of promotion after the graduate development program should be emphasized in communication. That problem may be fixed with more communication of that aspect: stories of employees, who became managers with larger responsibility, statistics showing the number of trainees who are now leaders in their departments, maybe some salary figures that can await after the program finish. Such practices are, for example, implied by MARS and Unilever, who present many stories of successful participants which now got the higher positions.

Necessity to relocate to distant region is not perceived as an obligatory part of a program by students and recent graduates. At the same time, it is often a business need and most companies practice it. This problem may be solved by providing applicants with information on relocation. For example, MARS provides participants with detailed information about relocations, compensations, etc. It is necessary to make a positive image of relocations in candidates' minds to turn this drawback in an advantage. Also, the possibility of traveling abroad may be promoted – even though it is not a widespread practice, sometimes it can be an opportunity. For example, Danone uses this statement, even though not everyone can go abroad to work.

Overall, we can make the following recommendations for FMCG companies that have launched graduate development programs or plan to do it about how to attract young specialists to the company for each step of program implementation:

1) Set the salary on the program higher than average - 85 percentile or higher; orient on the leaders of the market, that offer 90-100K RUR monthly. Regular salary indexation should also be implemented and emphasized in the communication with potential candidates; this step

will, firstly, attract potential candidates, secondly, increase the satisfaction and retention of existing employees. The possible step-by-step implementation is the following:

- estimate the labor market, the wage percentiles;

- set a starting salary level on the 75-85 percentile, orient on the market leaders that offer 90-100K RUR monthly;

- reevaluate the budget considering the wage raise;

- make a plan of regular salary indexation;

- emphasize the wage aspect in external communication with candidates (disclose it in the program announcements, use the word "high starting salary" instead of "competitive salary").

2) Create special track for students with technical background: distinguish the areas where technical students can apply their education and promote this opportunity. In case of lack of business need for that track - to enhance communication with those students via social networks and on-campus activities to show the possibilities for them in the sector. This step will allow to attract additional pool of talent to the graduate programs. The possible step-by-ste[p implementation is the following:

- consider the potential pool of candidates and include there not only business students and graduates, but also students with technical background;

- make a research on the business need for managers in the departments, that may require technical skills: logistics, IT, R&D, Engineering, etc.;

- create a special track for students with technical background with rotations in chosen departments;

- design the communication strategy with those candidates: on-campus activities in best universities with appropriate profile (MSU, SPBU, NSU faculties of Physics, Mathematics, Computer Science, Natural Science, MSTU Baumana, ITMO, MIPT and others); promotion in social networks (universities career groups and specific communities as MIPT Stream); promotion on specific career portals for students with technical background; special office events for students with technical profile;

- design a set of learning activities regarding the specifics of those students (e.g., poorer business knowledge and soft skills).

3) Emphasize the promotion opportunity as part of graduate program marketing campaign: provide candidates with stories of success of former trainees, give examples of career ladder and growth options. This will help to position a company as a place with fast career growth and attract more young specialists. The detailed step-by-step implementation may be the following:

- Make a research (e.g., survey) about the career development of former program participants;

- Collect stories of success and current positions of former participants;

- Make examples of career ladder (grades) in the company and expose them to potential candidates;

- Provide candidates with stories of success of former trainees in digital promotion channels and invite former trainees as ambassadors in on-campus/in-office events.

4) Provide clear and detailed information about possible relocations and their conditions during the graduate development program. This step will reduce the uncertainty and help candidates to choose appropriate program tracks and functions, which in turn will serve as a positive signal for candidates. The possible step-by-step implementation is the following:

- Analyze the need for relocations in rotations in different departments;

- Systematize the statistics of relocations in different functions and present it to potential candidates;

- Expose the clear scheme of compensation and benefits related to relocations in different program tracks;

- Expose positive stories of trainees that experienced relocations, how they went through it and what benefits it brought to their career via digital channels and on-campus and in-office events.

4. Conclusion

The goal of this work was to develop managerial recommendations for FMCG companies that have launched graduate development programs or plan to do it to attract young specialists. To achieve this goal, several steps were conducted:

- The theory behind employer branding, graduate development programs and their relationship was analyzed;

- The main aspects of graduate programs that influence attraction, satisfaction and retention of young specialists were drawn;

- The expert interview was held to investigate deeper the FMCG labor market, its tendencies and problems in working with young specialists;

- Practices of the most attractive FMCG employers towards graduate development programs were analyzed;

- The questionnaire was developed on the basis of literature review and in-depth interview and results analyzed;

- The recommendations for FMCG companies that launch graduate programs have been developed on the basis of the empirical data.

The main practical contribution of the work are recommendations developed on the basis of analysis. The main scientific contribution of the work is that in the first time the graduate development programs were analyzed as an employer branding tool. Since that programs are now popular in Russia, it is a good start.

This study also had several limitations that may be solved in further research. The first one is that only potential candidates participated in the survey. In future researches, it is possible also to make a survey for current participants of the program to find out if the brand promises are fulfilled in the programs. We could also conduct interviews with HR managers of selected companies: that could give us more insights from the employers' side. Also, it is possible to distinguish only high potentials among the respondents to gain more specific opinion. The other disadvantage is that study was of descriptive nature; however, it can serve as a base for a deeper research. For example, there is a possibility to explore the attitude towards a company as an employer before and after launching a graduate program to find out the relationship between different components of a program design and its attractiveness as an employer. However, such research requires a lot of time, moreover, the appropriate company or better several companies

should be chosen for observation, so the researcher should know which companies are planning to launch a graduate program. The most relevant results in such research would be got from observation of the situation over years (a panel observation). Finally, there is still a question if students and recent graduates will be interested in usual starting positions if attracted to graduate development programs. The intuitive answer is yes - being interested in development program, they will find out more information about the company, and even in case of not fitting to the program they will be willing to apply for starting position. However, that statement needs to be proved by empirical research. The possible option is to conduct a research on candidates that failed to get to development program: whether they are still interested in the company or not.

This study gives some recommendations about how companies can attract young specialists to the graduate development program. However, companies need to remember, that they need not only to attract workers, but also to retain them. When the employee comes to company, that made a compelling promise, he expects it to keep the promises. Otherwise, the level of dissatisfaction will be very high.

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Appendices

Semi-structured in-depth interview questions

1. What is the current situation on the labor market in FMCG? Is there a high demand for young specialists (Y generation) and why? Did the current economic crisis have an impact on this?

2. Why do FMCG companies consider employer brand important?

3. What are the requirements for young specialists in FMCG? What are the specifics of candidate profile in FMCG?

4. How does selection to FMCG differ from other industries (consulting, banking and others) and why?

5. Which practices do FMCG companies use to attract students and young specialists? Does cultural component matter?

6. Why do FMCG implement graduate development programs?

7. What is the difference of HR branding in Russia and other countries? Are cultural specifics taken into account?

8. Which popular practices did not fit your company?

The graduate programs questionnaire

Part 1. Career preferences towards FMCG	Part 2. Attitude towards graduate development programs
Evaluate the attractiveness of the industries for work	**Evaluate your willingness to apply for graduate development program in large FMCG company (from 1 to 7)**
FMCG	**What are the main factors of attractiveness of graduate program in a large FMCG company for you? Evaluate the importance from 1 to 7.**
Consulting	High salary
Audit	Possibility to become a manager in 1-3 years
Banking	Mentoring and coaching
Pharmaceutical industry	Mentor – one of the top managers
IT	Rotations inside your chosen function
Oil&Gas	Rotation across the functions (to production from marketing, etc.)
Heavy production	Possibility to relocate to other region/country
Automotive	Individual plan of development
Other	Compensation for relocation
If you are not interested in FMCG, explain why?	Large number of applicants
I can't see how I can apply my education here	Wide digital communication with applicants
Not enough career prospectives	Clear process of selection
The production is unattractive	My own perception of a company that suggests a graduate program
Unclear selection principles	**The features that you expect obligatory in graduate development program? Evaluate the importance from 1 to 7.**
Few information about work in those companies	Salary higher than average
Other	Rotation inside the department (e.g. brand management, digital in marketing)
Evaluate your willingness to apply for an average starting position in large FMCG company (from 1 to 7)	Rotation across the departments
Part 3. Demographic data	Coaching and mentoring
Your age	Mentor – one of the top managers
<17	Relocation to other regions/countries
17-19	Compensation for relocation
20-22	Individual plan of development
23-25	**What are the main factors that could make you quit the graduate program in a large FMCG company? Evaluate the importance from 1 to 7.**

More than 25	Not being perceived as a manager but as an intern
Your gender	Working overtime
Male	Uncertainty in rotations
Female	No rotations
Your level of education (finished school, bachelor, master, PhD)	Need to move to a distant region for a long time
Your university (fill in)	Lack of salary growth
Your city (fill in)	Lack of responsible tasks
Your specialization	Poor communication with mentor or no mentor
Economics	Poor communication with boss/colleagues
Management	Other (specify)
Technical specialization	
Nature Sciences	
Free Arts	

The graduate programs survey variables

FMCG	The attractiveness of FMCG industry (from 1 to 7)
CONS	The attractiveness of consulting industry (from 1 to 7)
BANK	The attractiveness of banking industry (from 1 to 7)
IT	The attractiveness of IT industry (from 1 to 7)
PHARM	The attractiveness of pharmaceutical industry (from 1 to 7)
OIL	The attractiveness of oil&gas industry (from 1 to 7)
HEAVY	The attractiveness of heavy production industry (from 1 to 7)
AUTO	The attractiveness of automotive industry (from 1 to 7)
STATE	The attractiveness of state service (from 1 to 7)
SCIENCE	The attractiveness of work in science and education (from 1 to 7)
START	The willingness to apply for starting position in a large international FMCG company (from 1 to 7)
LDP	The willingness to apply for a graduate development program in a large international FMCG company (from 1 to 7)
HIGHSALARY	The attractiveness of a graduate program attribute "Salary higher than average" (from 1 to 7)
LEADERINYEAR	The attractiveness of a graduate program attribute "Possibility to become a leader in 1-3 years" (from 1 to 7)
MENTOR	The attractiveness of a graduate program attribute "Mentorship and coaching" (from 1 to 7)
MENTORTOP	The attractiveness of a graduate program attribute "Mentor - one of the company top managers" (from 1 to 7)
INTROT	The attractiveness of a graduate program attribute "Rotations inside one function" (from 1 to 7)
ACRROT	The attractiveness of a graduate program attribute "Rotatins across functions" (from 1 to 7)
RELOCPOS	The attractiveness of a graduate program attribute "Opportunity to relocate" (from 1 to 7)
INDPLAN	The attractiveness of a graduate program attribute "Individual development plan" (from 1 to 7)
RELOCCOMP	The attractiveness of a graduate program attribute "Compensation for relocation" (from 1 to 7)

HIGHCOMPE	The attractiveness of a graduate program attribute "High number of applications per role" (from 1 to 7)
COMMUN	The attractiveness of a graduate program attribute "Active communications with candidates" (from 1 to 7)
SELECT	The attractiveness of a graduate program attribute "Clear process of selection" (from 1 to 7)
COMPANY	The attractiveness of a graduate program attribute "Attractiveness of the company itself" (from 1 to 7)
EXPSALARY	The degree of necessity of a graduate program attribute "Salary higher than average" (from 1 to 7)
EXPINTROT	The degree of necessity of a graduate program attribute "Internal rotations" (from 1 to 7)
EXPACRROT	The degree of necessity of a graduate program attribute "Rotations across functions" (from 1 to 7)
EXPBOSS	The degree of necessity of a graduate program attribute "Close communication with a boss" (from 1 to 7)
EXPRELOC	The degree of necessity of a graduate program attribute "Relocations" (from 1 to 7)
EXPRELOCCOMP	The degree of necessity of a graduate program attribute "Compensation for relocation" (from 1 to 7)
EXPINDPLAN	The degree of necessity of a graduate program attribute "Individual development plan" (from 1 to 7)
EXITINTERN	The strength of the factor than can motivate to quit graduate program "Being perceived as an intern and not a manager" (from 1 to 7)
EXITLACKTASK	The strength of the factor than can motivate to quit graduate program "Lack of responsible tasks" (from 1 to 7)
EXITOVERTIME	The strength of the factor than can motivate to quit graduate program "Working overtime" (from 1 to 7)
EXITUNCERTROT	The strength of the factor than can motivate to quit graduate program "Uncertainty of rotations" (from 1 to 7)
EXITNOROT	The strength of the factor than can motivate to quit graduate program "No rotations" (from 1 to 7)
EXITNORELOC	The strength of the factor than can motivate to quit graduate program "No relocations" (from 1 to 7)

EXITRELOCFAR	The strength of the factor than can motivate to quit graduate program "Need to locate to far region" (from 1 to 7)
EXITSLOWSALARY	The strength of the factor than can motivate to quit graduate program "Slow salary growth" (from 1 to 7)
EXITNOMENTOR	The strength of the factor than can motivate to quit graduate program "Poor communication with a mentor" (from 1 to 7)
EXITNOBOSS	The strength of the factor than can motivate to quit graduate program "Poor communication with a boss/colleagues" (from 1 to 7)

Descriptive statistics

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
FMCG	193	6,00	1,00	7,00	4,5907	1,78924	3,201
CONS	193	6,00	1,00	7,00	5,1399	1,75479	3,079
BANK	193	6,00	1,00	7,00	4,4715	1,84291	3,396
IT	193	6,00	1,00	7,00	4,9171	1,92391	3,701
PHARM	193	6,00	1,00	7,00	3,8446	1,87824	3,528
OIL	193	6,00	1,00	7,00	4,3005	1,88548	3,555
HEAVY	193	6,00	1,00	7,00	3,3834	1,74049	3,029
AUTO	193	6,00	1,00	7,00	3,5959	1,81785	3,305
STATE	193	6,00	1,00	7,00	3,2435	1,96261	3,852
SCIENCE	193	6,00	1,00	7,00	4,1969	1,94256	3,774
START	193	6,00	1,00	7,00	4,4404	1,87856	3,529
LDP	193	6,00	1,00	7,00	4,7565	1,82225	3,321
HIGHSALARY	193	6,00	1,00	7,00	5,9016	1,23560	1,527
LEADERINYEAR	193	6,00	1,00	7,00	5,7150	1,37183	1,882
MENTOR	193	6,00	1,00	7,00	5,6062	1,38833	1,927
MENTORTOP	193	6,00	1,00	7,00	5,4560	1,49631	2,239
INTROT	193	6,00	1,00	7,00	5,4767	1,54472	2,386
ACRROT	193	6,00	1,00	7,00	5,0104	1,70779	2,917
RELOCPOS	193	6,00	1,00	7,00	5,2746	1,65272	2,731
INDPLAN	193	6,00	1,00	7,00	5,4093	1,43008	2,045
RELOCCOMP	193	6,00	1,00	7,00	5,1710	1,75795	3,090
HIGHCOMPE	193	6,00	1,00	7,00	3,8238	1,62020	2,625
COMMUN	193	6,00	1,00	7,00	4,6166	1,62920	2,654
SELECT	193	6,00	1,00	7,00	5,1813	1,60509	2,576
COMPANY	193	6,00	1,00	7,00	5,6114	1,51701	2,301
EXPSALARY	193	6,00	1,00	7,00	5,7358	1,24901	1,560
EXPINTROT	193	6,00	1,00	7,00	5,4922	1,46884	2,157
EXPACRROT	193	6,00	1,00	7,00	5,8601	1,30947	1,715
EXPBOSS	193	6,00	1,00	7,00	5,6373	1,33192	1,774
EXPRELOC	193	6,00	1,00	7,00	4,8549	1,73196	3,000
EXPRELOCCOMP	193	6,00	1,00	7,00	5,1762	1,70479	2,906
EXPINDPLAN	193	6,00	1,00	7,00	5,5181	1,44371	2,084
EXITINTERN	193	6,00	1,00	7,00	4,5492	1,65483	2,738
EXITLACKTASK	193	6,00	1,00	7,00	4,8756	1,53605	2,359
EXITOVERTIME	193	6,00	1,00	7,00	4,1865	1,88094	3,538
EXITUNCERTROT	193	6,00	1,00	7,00	4,6788	1,65215	2,730
EXITNOROT	193	6,00	1,00	7,00	4,5959	1,68708	2,846
EXITNORELOC	193	6,00	1,00	7,00	3,9430	1,59813	2,554
EXITRELOCFAR	193	6,00	1,00	7,00	4,4870	2,12649	4,522
EXITSLOWSALARY	193	6,00	1,00	7,00	5,1554	1,49885	2,247
EXITNOMENTOR	193	6,00	1,00	7,00	4,7720	1,56453	2,448
EXITNOBOSS	193	6,00	1,00	7,00	4,8808	1,53816	2,366
PROFILE	193	1,00	1,00	2,00	1,1917	,39467	,156
Valid N (listwise)	193						

Appendix 4. Statistical outputs

Report

	FMCG	CONS	BANK	IT	PHARM	OIL	HEAVY	AUTO	STATE	SCIENCE
Mean	4,5907	5,1399	4,4715	4,9171	3,8446	4,3005	3,3834	3,5959	3,2435	4,1969
N	193	193	193	193	193	193	193	193	193	193
Std. Deviation	1,78924	1,75479	1,84291	1,92391	1,87824	1,88548	1,74049	1,81785	1,96261	1,94256

Table 1. The attractiveness of industries to work

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	FMCG	4,5907	193	1,78924	,12879
	CONS	5,1399	193	1,75479	,12631
Pair 2	FMCG	4,5907	193	1,78924	,12879
	BANK	4,4715	193	1,84291	,13266
Pair 3	FMCG	4,5907	193	1,78924	,12879
	IT	4,9171	193	1,92391	,13849

Table 2. Mean values comparison (attractiveness of different industries)

Report

PROFILE		FMCG	CONS	BANK	IT	PHARM	OIL	HEAVY	AUTO	STATE	SCIENCE
1,00	Mean	4,7051	5,0897	4,4487	4,8013	3,7564	4,2179	3,3077	3,5962	3,1795	4,0385
	N	156	156	156	156	156	156	156	156	156	156
	Std. Deviation	1,80042	1,75746	1,83969	1,94578	1,80097	1,92201	1,76568	1,88296	1,95922	1,91727
2,00	Mean	4,1081	5,3514	4,5676	5,4054	4,2162	4,6486	3,7027	3,5946	3,5135	4,8649
	N	37	37	37	37	37	37	37	37	37	37
	Std. Deviation	1,67968	1,75145	1,87884	1,77106	2,16198	1,70320	1,61357	1,53586	1,98076	1,93164
Total	Mean	4,5907	5,1399	4,4715	4,9171	3,8446	4,3005	3,3834	3,5959	3,2435	4,1969
	N	193	193	193	193	193	193	193	193	193	193
	Std. Deviation	1,78924	1,75479	1,84291	1,92391	1,87824	1,88548	1,74049	1,81785	1,96261	1,94256

Table 3. The mean values of attractiveness of industries for different study profiles

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	START	4,4404	193	1,87856	,13522
	LDP	4,7565	193	1,82225	,13117

Table 4. Mean values of willingness to apply to a graduate program and a starting position in FMCG

Report

	EXITINTERN	EXITLACKTASK	EXITOVERTIME	EXITUNCERTROT	EXITNOROT	EXITNORELOC	EXITRELOCFAR	EXITSLOWSALARY	EXITNOMENTOR	EXITNOBOSS
Mean	4,5492	4,8756	4,1865	4,6788	4,5959	3,9430	4,4870	5,1554	4,7720	4,8808
N	193	193	193	193	193	193	193	193	193	193
Std. Deviation	1,65483	1,53605	1,88094	1,65215	1,68708	1,59813	2,12649	1,49885	1,56453	1,53816

Table 5. Mean values of expectations from a graduate program

Report

	EXITINTERN	EXITLACKTASK	EXITOVERTIME	EXITUNCERTROT	EXITNOROT	EXITNORELOC	EXITRELOCFAR	EXITSLOWSALARY	EXITNOMENTOR	EXITNOBOSS
Mean	4,5492	4,8756	4,1865	4,6788	4,5959	3,9430	4,4870	5,1554	4,7720	4,8808
N	193	193	193	193	193	193	193	193	193	193
Std. Deviation	1,65483	1,53605	1,88094	1,65215	1,68708	1,59813	2,12649	1,49885	1,56453	1,53816

Table 6. Mean values of reasons to exit the graduate program

Report

Sex		EXITINTERN	EXITLACKTASK	EXITOVERTIME	EXITUNCERTROT	EXITNOROT	EXITNORELOC	EXITRELOCFAR	EXITSLOWSALARY	EXITNOMENTOR	EXITNOBOSS
Female	Mean	4,5515	4,9118	4,5147	4,9338	4,6618	3,9706	4,7647	5,2059	4,7574	4,8603
	N	136	136	136	136	136	136	136	136	136	136
	Std. Deviation	1,65918	1,55144	1,84184	1,61567	1,67871	1,60527	2,04119	1,47632	1,58930	1,54523
Male	Mean	4,5439	4,7895	3,4035	4,0702	4,4386	3,8772	3,8246	5,0351	4,8070	4,9298
	N	57	57	57	57	57	57	57	57	57	57
	Std. Deviation	1,65907	1,50875	1,75112	1,59082	1,71149	1,59318	2,19677	1,55799	1,51703	1,53367
Total	Mean	4,5492	4,8756	4,1865	4,6788	4,5959	3,9430	4,4870	5,1554	4,7720	4,8808
	N	193	193	193	193	193	193	193	193	193	193
	Std. Deviation	1,65483	1,53605	1,88094	1,65215	1,68708	1,59813	2,12649	1,49885	1,56453	1,53816

Table 7. Comparing men and women reasons to exit the program