



# Getting ahead in Investment Management Marketing

PRESENTED TO: FS Forum  
September 2015



AUSTRALIA BELGIUM BRAZIL CHINA FRANCE GERMANY HONG KONG  
INDONESIA IRELAND JAPAN LUXEMBOURG MALAYSIA NETHERLANDS NEW  
ZEALAND SINGAPORE SOUTH AFRICA SOUTH KOREA SPAIN SWITZERLAND  
TAIWAN THAILAND UAE UNITED KINGDOM UNITED STATES VIETNAM

ROBERT WALTERS

# Overview



**Attracting and Retaining Millennials**



**Millennial Motivators**



**Generational differences and Career development**



**Technology and Summary**

# ATTRACTING AND RETAINING MILLENNIAL PROFESSIONALS

## ■ Millennials defined

- Children born in the 80s and 90s, the Millennials are today's **20 to early-30-somethings**, poised to make up the majority of the workforce by 2025, and already an important part of the working population.
- Millennials (also known as 'Generation Y') are the **first generation of 'digital natives'** – tech savvy and connected, rarely without a mobile phone or tablet. They have more formal education than any generation in history, and have mastered multitasking through early exposure to a wide range of media.

## ■ Our workforce

- **Millennials (born 1980-1999), Generation X (born 1960-1979) and the Baby Boomers (born 1940-1959)**. Pros and cons of this diverse workforce

## ■ The question

- Understanding what motivates Millennials, as well as how they perceive their employers and their colleagues, is essential to attracting them to your organisation and ensuring that you can maximise their effectiveness as employees and potential leaders.

# HOW TO ATTRACT MILLENNIAL PROFESSIONALS

Millennials are confident and openly ambitious and this is reflected in what they prioritise when seeking a new role. A clear path for career progression, competitive salary and technology are the key drivers for attracting professionals of this generation.

## TOP THREE REASONS MILLENNIALS CHANGE JOBS

### ■ Career progression

- 91% of Millennials consider the **opportunity for rapid career progression** one of the most important things about their job.



### ■ Salary expectations

- 96% rate a **competitive pay and bonus system as important**, and 25% rank salary as the number one reason they would change jobs. During the downturn, **53% of Millennials took a job with a lower salary than expected.**



### ■ Technology

- 53% of Millennials say that they are more likely to take a job with an employer who uses the **same technology** as they do.



# WHAT MATTERS MOST WHEN STARTING A NEW JOB?

When Millennials start a new job, the things that attracted them in the first place need to become a reality. Gaining valuable experience from the start and knowing that their employer places as much importance on their career progress as they do is essential.

## ■ Building a Career

- **43%** of Millennials felt shadowing experienced members of staff to see how the business works first hand was the most important part of their induction.
- **53%** have been disappointed by the lack of a properly implemented personal development plan or training program when starting a new job.

## ■ Positive workplace culture

- Creating an inclusive, social workplace culture from the start is incredibly important. **A third** of Millennials felt that meeting their colleagues in a social setting was the most important part of their workplace induction – a marked difference to older generations where just **15%** of Generation X felt that a social outing was the most important aspect of their induction, and for Boomers, the figure was less than **1%**.
- **Over half** of Millennials reported that poor company culture was a source of disappointment in a new job.



**75%**

of Millennials want an engaging and fun workplace with 'work perks' like free food and social events

# HOW TO RETAIN MILLENNIALS

To retain Millennial professionals employers need to ensure their employees are engaged and satisfied at work. They need to show commitment to helping their staff grow and develop, providing structured training and opportunities that allow Millennial workers to achieve their career goals.

- **Career Progression is key**

- Millennials want more than just a job – they want a career, with **69%** citing a clear path for progression in the business as the most important factor in keeping them engaged.

- **Personalised training**

- Only **15%** of employers believe personalised training programs are a priority for engaging employees, despite the fact that nearly a third of Millennials rank them as one of the most important ways to keep employees engaged.

- **Regular formal feedback and acknowledgement of accomplishments**

- **38%** of Millennials report that they only receive formal feedback from their manager once a year, despite the fact that 91% would prefer to receive formal feedback at least every six months, with **60%** stating that they would like to receive formal feedback or appraisals every one to three months.

**53%**

of Millennials have been disappointed by a lack of personal development or training in a new job

**40%**



40% of employers do not provide clear guidelines for earning bonuses and promotions

**60%**

of Millennials want formal feedback at least every one to three months

# MILLENNIAL MOTIVATIONS TO CHANGE JOBS

Employers should be aware of what motivates Millennial employees to change jobs. A higher salary and a more fulfilling role are the two most important factors when Millennials are considering a new role.

## ■ A Higher Salary

- Although a sociable workplace is desirable, Millennial professionals are still highly motivated by generous salaries or bonus schemes.

## ■ A More Fulfilling Job

- 70% of Millennials consider job rotation within the business one of the most important aspects of their job.

## ■ Work-Life Balance Less Important

- Although 90% of Millennials surveyed regard policies that encourage a good work-life balance as one of the best things about their job and good work-life balance is important to ensure job satisfaction among Millennials once they are employed, it is not an effective strategy to recruit them.

## ■ Practical experience over more education

- The lowest priority for Millennials was the chance to earn qualifications on the job.



## Top three reasons Millennials change jobs



# DIFFERENCES BETWEEN GENERATIONS IN THE WORKPLACE

Compared to their older colleagues, Millennials favour a more relaxed working environment where technology is seamlessly integrated into their working practices. They place a higher value on personality, communication skills and fit within a team than they do on hard technical skills; potentially a source of disconnection between them and their employers.

## Value of technical skills

- When asked what they believed employers value most in potential workers, 59% of Millennials gave personality fit with the team or company culture as a top priority – the same answer given by employers themselves.
- Millennials underestimated the importance employers place on hard technical skills, with just 31% considering this a priority.
- 53% of employers felt that hard technical skills were highly important in potential employees.

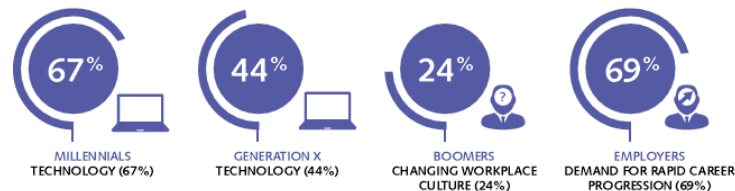
## A social workplace

- Millennials may have very different expectations of a working environment than their older colleagues.
- 30% felt that meeting their colleagues in a social setting was the most important part of their workplace induction, compared to less than 1% of Boomers.
- 75% of Millennials considered an engaging and fun workplace, including work perks like free food and social events, important or very important, compared to just 58% of Generation X and 45% for Baby Boomers.

## Technology

- Millennial professionals are also distinct from their older colleagues in their attitudes to technology and social media. 38% of Millennials felt that employers should actively encourage workers to incorporate social media into their work, compared to 24% of Generation X and just 10% of Baby Boomers.

Biggest sources of intergenerational conflict in the workplace



# SOURCES OF INTERGENERATIONAL CONFLICT IN THE WORKPLACE

As Millennials make up a growing part of the workforce, finding a way for members of different generations to work together effectively is an increasingly high priority. Making sure that managers understand what motivates workers from different generations, how they like to communicate and identifying common sources of conflict is essential to creating a strong team of varied generations.

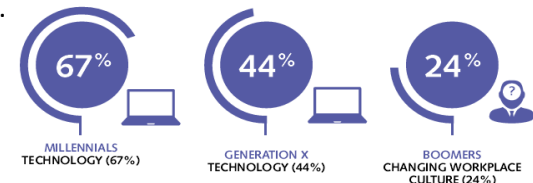
## ■ Technology

- Millennials widely perceive technology to be at the root of workplace conflicts. 34% reported that older workers not understanding new technology was the chief cause of these conflicts, followed by younger workers becoming frustrated at using outdated technology (**33%**).

**59%**  
of workers have experienced intergenerational conflict in the workplace

## ■ Early ambition

- For Boomer and Generation X respondents however, younger workers demanding rapid career progression was a more significant cause of conflict.
- 34%** of Generation X respondents and **24%** of Boomer respondents felt demand for rapid career progression by younger generations was the leading cause of intergenerational conflict at work.
- Among employers, this sentiment was even more firmly held, with **69%** of employers placing a demand for rapid career progression by young workers as the leading cause of conflict between generations. However, Millennials themselves acknowledge that ambition and desire for rapid career progression by young workers was the cause of much conflict at work, with **24%** of those surveyed regarding it as a leading cause.
- Encouragingly however, few respondents from any group felt that older workers were unable or unwilling to engage with younger workers, with Millennials themselves actually being the least likely (**10%**) to regard this as a source of conflict.



# HOW TO DEVELOP MILLENNIALS INTO FUTURE BUSINESS LEADERS

As Boomers approach retirement age, upward mobility within the workforce means that many Millennials are already taking on management roles. Taking these managers and developing them into the senior business leaders of the future will mean making the most of the traits and talents of the Millennial generation.

## ■ **Transparent paths of progression**

- Every Millennial surveyed agreed or strongly agreed that their employer should provide clear guidelines over earning bonuses or promotions. However, **40%** of employers do not do this.
- Despite a reputation for disloyalty, when surveyed it was Millennials who anticipated having the smallest number of employers over the course of their careers. **41%** believed that they would have five employers or less before retirement, compared to just **23%** of Generation X and **29%** of Boomers.

## ■ **International career opportunities**

- **52%** of Millennials said that the opportunity to develop their career abroad was important to them compared to just **31%** of Generation X and **15%** of Boomers.
- Employers can embrace this enthusiasm by ensuring Millennial employees gain international experience of the business, giving them the breadth of experience necessary for future roles in senior leadership.

71%



of Millennials strongly believe their employer should provide clear guidelines for earning bonuses and promotions



52%

WOULD LIKE TO GROW THEIR CAREER ABROAD

# WHAT ROLE DOES TECHNOLOGY PLAY IN ATTRACTING AND RETAINING MILLENNIAL PROFESSIONALS?

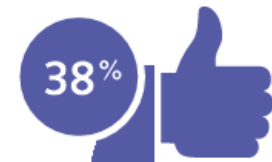
As the first people to have grown up in a digital world, Millennials are widely regarded as the most technologically adept generation in the workplace. They are proficient at using technology and enthusiastic about making it a growing part of their professional lives.

- **53%** say that they would be more likely to accept a job if the employer used the same technologies that they do, businesses can use this to attract Millennial professionals.
- Millennials were also by far the most enthusiastic about employers adopting new technologies despite high costs.
- **42%** of Millennials felt that this was a good strategy, reflecting the fact that as a generation that has grown up around constantly evolving technology, staying up-to-date is a priority for them personally, and they believe their employer should do the same.
- Millennials show the most enthusiasm for an increasingly digital workplace as well, with **38%** believing employers should actively encourage staff to incorporate social media into their work. However, it is worth noting that this is an issue that polarises opinion, with **36%** of Millennials feeling that employers should not pursue such a policy.



OF MILLENNIALS ARE MORE LIKELY TO ACCEPT A JOB IF THEY WERE FAMILIAR WITH THE TECHNOLOGY EMPLOYED.

SHOULD EMPLOYERS ACTIVELY ENCOURAGE SOCIAL MEDIA AT WORK?



OF MILLENNIALS SAY 'YES'

# SUMMARY - KEY FINDINGS

## ATTRACTING TALENT

Understand what motivates them:

- A competitive salary
- Career progression
- A modern workplace that embraces new technology

## FIRST IMPRESSIONS

- Millennials are ambitious but enjoy a sociable workplace.
- Facilitating part of their induction in a social setting is an effective way to integrate them as part of your team.

## RETENTION

- Employers must show an ongoing commitment to their careers.
- Providing formal feedback at least every six months- making their performance a priority and prevents them from looking elsewhere.

## CHANGING JOBS

- For Millennials, a higher salary can be just as important as a more fulfilling job.
- As the economy has recovered, they are ready to pursue their original ambitions.
- If possible, giving Millennials the opportunity to move around within the business can help to retain those looking to move elsewhere.

## DEVELOPING FUTURE LEADERS

- Millennials are more open to international transfers – this is an opportunity to equip a new generation of managers with experience of their business on a global level.
- Offering international transfer is a potentially powerful motivational tool in order to retain managers with a wide overview of how the business operates.

## GENERATIONAL DIFFERENCES

- Millennials regard technology as being a key factor in conflict between different generations at work.
- Younger employees can get frustrated by outdated systems or older workers struggling to adapt to new technology.
- Ensuring that adequate training is provided to all staff ensures that they can use all systems fully can help to prevent these conflicts from impacting productivity.

## THE ROLE OF TECHNOLOGY

- Growing up with and adapting to new technology throughout their lives means that Millennials relate well to employers who do the same.
- While investing in expensive new systems simply to attract Millennial professionals may be impractical, when these investments are made, it is well worth promoting this.