Y-ers ready for work around the world: An International Survey
The scenario for young people

In the frame of a crucial situation affecting world economies, young people are more vulnerable facing the challenges addressing our societies, in relation to job market. This is particularly true for Southern Europe countries and for Italy: in fact, recent Italian statistics on Y-ers born in ‘80s, show that young people’s unemployment is attested well beyond 30%, with a loss of 80,000 work places since 2011.

Despite this troubled situation, ISTUD Foundation has shown the low attitude to international mobility of the Italian Y-ers: around one out of two Y-ers doesn’t feel like leaving Italy seeking a job abroad. On the other hand, focusing on scientific academic environment, one out of two would like to leave the country. In the field of scientific research, Italy has to face a dramatic brain drain to more innovative and attractive countries.

Hence, the growing interest in studying the new generations, in relation to their qualifications to provide a boost for better job and life opportunities and, as a possible consequence, a better company profitability.
The scenario for companies

In a globalized context, companies which do not address the issues for a more expanded internationalization process risk to be wiped off by the structural crisis. This is true for multinational companies which are trying to find a point of balance between global and local strategies and culture: the glocal approach.

Companies operating in Italy, not only for surviving but also for further development, should have a wider eye for international environment, fostering human resources, from top management to young people, towards both hiring more International people (talent import) in Italy but also to promote the mobility of our national human capital.

This is one of the pillar for creating a healthy business and profits in a real Glocalized environment and for moving from a brain drain concept to a true brain circulation.
The ISTUD expertise

ISTUD Foundation has been devoting a remarkable attention to the new dynamics involving the critical relationship between high-qualified young people, enterprises and the job market as a whole.

Relying on a long-run experience in postgraduates education, ISTUD has by mission focused its research interest on the crucial relationship between Y Generation, the so called Y-ers and job, especially in companies employment.

This, with the main goal to develop more affordable paradigms of relationship among companies and young people.
ISTUD Foundation research activity on youth and the job market

- Seeking sense between flexibility and affiliation: recruitment strategies and "employer branding" (2008)
- How to manage Y Generation: rethinking and segmenting management and development strategies for young people (2009)
- Digital natives and enterprises: impact and influence of the new technologies on young people’s behaviour at work (2010)
- From the engagement to the management of the generation Mix: the effectiveness of socialization policies and valorisation strategies for a proper handling of the generation mix (2011)
- Survival manual for young people looking for a job. The key words from A to Z (2012)
- Youth and international mobility; the Italian point of view (2012)
Former Partners
One finding of the ISTUD research “Y-generation and mobility” ... 

Asked about their desires, young people in Italy thinking to their future, declare that they would like to work...

- In an Italian city, not far from where they live now (37.8%)
- In an Italian city, far from where they live now (16.1%)
- Working abroad in Europe (28.4%)
- Working abroad in USA (9.2%)
- Working abroad in Asia, Africa, Oceania (8.6%)
... and some question arising...

- Are highly educated Y-ers in other European and other continent countries less or more attached to their countries and/or continent?
- How much is a job abroad perceived as a value of self development, given the possible trade-off with the roots of belonging?
- Which are the competences and services that young adults deem necessary for finding a job abroad in companies: is it only a matter of language skills or more behind?
- Which are the most attractive countries for Y-ers around the world?
- And which are the basic rules of job market in different world countries with focus on entering in companies career path?
The survey 2013: Y-ers ready for work around the world

The aim of the international survey is to provide answers useful both to Y-ers and their social environment, and to companies which are investing in globalized business.

Goals of the survey are:

- Understanding how to facilitate the access to job market into desirable and interesting countries, by exploring the meaning of job for local and international people, the law, the culture and the possible entry barriers.

- Understanding how young adults ready for entering in companies consider the possibility to stay within their country or to move abroad, how they select countries and job offers, and which could be the levers for rewarding their expectations.

- Highlighting the main competitive distinctive characteristics of Italian companies operating abroad, that may be appealing for foreign young talented workers.

- Build and share with the survey outcomes, roadmaps and recommendations for companies.
The main 15 target countries of the survey

- Australia
- Brazil
- Canada
- China
- France
- Germany
- India
- Italy
- Korea
- Malaysia
- Mozambique
- Poland
- Turkey
- UK
- USA

Countries have been selected on the basis of a worldwide-covering criteria, and for their significant economic growth, leading companies either to reinforce their already existing strategies in those countries, or to consider the investment in those areas.
Y-ers ready for work around the world: Survey’s methodological approach

The ISTUD Foundation survey will be carried out in cooperation with universities, primary business schools and research centres on one hand and, on the other hand, with national and international partner companies in the selected countries.

The methodological approach will include different activities:

- A broad desk survey
- A field survey
- Optional parallel activities

As for all the previous ISTUD research project editions, the work will focus on a target population as wide as possible, by means of quantitative and qualitative tools. Since this is not a sample survey, however, the main outputs will be qualitative and will suggest a critical analysis and interpretation of the key factors in order to help partners in understanding the main drivers and features of young people’s mobility in different countries.

All the evidences emerging by the research will be analyzed and summarized into a Final Research Report.
Y-ers ready for work around the world: The desk survey

A broad desk survey will be carried out for each of the 15 target countries. It will be based on:

- literary review,
- screening of web data and reports about socio-economical features,
- job market functioning main dynamics

The aim of the desk research is to draw a benchmark among countries, offering a wide set of information to young people, planning their professional carrier path, and to companies, planning their HRM strategies for achieving and offering jobs in an international environment.

The gathered information will be summarized in “country sheets”, one for each target country.
Y-ers ready for work around the world: The field survey

The research will then develop **field activities**, focusing on some countries, chosen among the 15 target ones according to the partner companies’ interests and needs, taking into account some representativeness and significance criteria.

Hence, the proposed target countries for the field survey will, at first, include (other than Italy): **China, France, Germany, India, Korea, Malaysia, Poland and UK**. The target country group for the field work may be revised by the research teamwork, according to partner companies’ specific needs and requests.
Y-ers ready for work around the world: The field survey (2)

The field survey will include a mix of tools, generally used both in quantitative and qualitative research and will include:

- an analysis of young people’s expectations towards job, companies, country and social-cultural values; easiness to mobility towards other countries and expected facilities

- a deep analysis of the main differences characterizing young people expectations and attitudes towards the job market in different countries, and an analysis of the main features affecting international HR flows

- an inter-company workshop, in which HR Manager of the company partners will share field findings and discuss about their IHRM and International Employer Branding strategies and tools.

The field analysis will especially focus on social and cultural environment, job market dynamics, and young people’s attitudes, expectations and approach to professional life and will suggest some comparison with the Italian situation.
Optional Parallel activities: the “think tank”

In Italy, and if possible through IT facilities in other countries, partner companies sponsors of the project have also the possibility to take part in some in-company and/or inter-company activity, called “think tank”.

The aim of the “think tank” is that of highlighting the best orienteering strategies for Human Resources Managers and Business Managers who have to deal with and to foster Y-ers’ mobility to make profitable business, on one hand.

On the other hand, the work will aim at highlighting which of the main features characterizing partner companies could be appealing for foreign young high potential workers, attracting them and making them willing to share company’s values and mission.
Optional Parallel activities: the “think tank” (2)

Think tank will be planned as “Action Research” on the basis of each partner company’s needs and specific interests, taking also into account the main desk research results and will include:

▶ 2 in-company meeting (focus groups) with Y-ers and their first Responsible manager

▶ 1 in-company meeting or interviews with Management Board (HR managers, business managers and other relevant actors)

▶ 1 short customized report about findings of the in-company activity

The main output of “think tank” will be some company roadmap and hint to analyze the current state of art, focusing on the change barriers and restraint and on the progress towards internationalization both for Y-ers and companies.

Any other in-depth customized activity focusing on specific partner company’s needs in terms of Employer branding or IHRM strategies can be planned with the research team and will be quoted separately.
Y-ers ready for work around the world: International partnership building

Have already joined the partners’ group:

- AIESEC
- CESOP Communication
- EABIS
- OIC Poland, Lublin (PL)

Other possible partners (Work in progress):

- ESC - Ecole Superiore du Commerce, Grenoble (F)
- Ashridge (UK)
- ...
International school-partners activities and details on survey tools

Partners will have an active role in the data gathering for *Y-ers ready for work around the world* and they will benefit immediately from the survey’s results

- They will **revise** the “country sheets” elaborated by ISTUD Foundation for their country for the desk review

- They will **co-design** together with ISTUD Foundation the tools for field research based on the desk research: they will revise the qualitative quantitative questionnaire to be submitted to students of the last year of the university or attending postgraduate education.

- Partners of the countries in which the field research will be held will also **validate** the final version of questionnaire, either in the English version or, where needed, in the local language versions provided by ISTUD Foundation.
International school-partners activities and details on survey tools (2)

- They will facilitate and **promote the submission** of the questionnaires among the students of their own schools, by means of an on-line platform (internet dedicated home page) and they will return all the available questionnaires, even in their own language, online.

- They will help in the **interpretation and validation** of the outcomes of the field research. Quantitative data will be pooled by ISTUD Foundation from the different countries and analyzed through descriptive statistics; qualitative data will be entered locally and analyzed by a software semantic tool.
Company partners activities

Company Partners will have an active role in *Y-ers ready for work around the world* and they will be involved in a n Action Research project

- They will take part in a Virtual Steering Committee, giving their support to the questionnaire setting and monitoring the whole project
- They will benefit immediately from the survey’s results
- They will take part in the inter-company workshop
- They will have the opportunity (if main sponsor) of deeply analyzing some operational aspects of the HR mobility policies management, by means of in depth interviews and/or focus groups inside their organizations
International survey activity plan

- **Desk Survey**
- **International network school and company partner committee**
- **International Survey; field research**
  - **Parallel activities:** Think tank
  - **Data entry**
  - **Data Analysis**
  - **Interpretation of data and writing of the report**
  - **Final recommendations**

Oct 2012 - Sep 2013
Research and deliverables

The research will be carried out between October 2012 and September 2013.

Results will be published in a Final Report, both in Italian and English version and disseminated on line. Each country partner will then decide to translate it in local language, if needed.

The Report will include:

- Desk research evidences, drawn as “county sheets”
- Field research evidences and comparison between findings from different countries
- Some critical data analysis and finding interpretation, in order to give to all the involved actors hints and roadmaps to better understand the different countries’ environments

The project can possibly include the performance of an international event and of a campaign of communication to disseminate the results of the survey *Y-ers ready for work around the world* among the Y-ers, the school partners and company partners, but all these activities will be planned after the data gathering phase conclusion.
Quotes of sponsorship

There are two ways of supporting the project:

- **Main sponsorship**: 15,000 € (+ VAT) which gives right to:
  - the Final Research Report,
  - the Virtual Steering Committee membership (participating in the drawing of the questionnaire for the field research)
  - the inter-company workshop participation
  - the “think tank” (optional activities: 3 meetings + short report)

- **Tutorial sponsorship**: 9,000 € (+ VAT) which gives right to:
  - the Final Research Report
  - the Virtual Steering Committee membership (participating in the drawing of the questionnaire for the field research)
  - the inter-company workshop participation

The company partnership, according to the chosen type of sponsorship, includes both the visibility of the corporate brand in the communication of research and its output, and active participation in the phases of data collection and sharing of results.
Contacts

For information on the new survey: *Y-ers ready for work around the world*

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