



2011 Annual Business and Professions Study

*Report to respondents
May 2011*

Respondent report

- This report has been prepared for respondents to the 2011 Annual Business and Professions Study (ABPS).
- As a thank you for your time in contributing to the study, Beaton would like to share with you some key findings.
- The findings of the pro bono component of the study will be publically launched on 2 May 2011, a separate report on these findings will be available to download from both the Beaton and *beyondblue: the national depression initiative* websites shortly after the launch.

Contacts:

- For further information about Beaton, the ABPS or other research needs, please contact Mel Chee, Director: ABPS at Beaton Research & Consulting: +61 3 9829 0000
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2011 Annual Business and Professions Study

The 2011 Annual Business and Professions Study (ABPS) ran from 4 to 30 November 2010 and examined the views of over 26,000 members of the Australian business community.

The ABPS is an annual collaboration of over 25 professional associations, 100 professional service firms and a pro bono partner.

The 2011 ABPS asked respondents about their experiences from a number of different perspectives:

- Member satisfaction of professional associations
- Client perceptions of professional service firms
- Employee engagement of professional service firms
- Individual perceptions and experiences with mental illness and workplace support of such issues (a pro bono study conducted in conjunction with *beyondblue*).



Participating associations



Respondent report contents

- This report identifies key insights in three areas:
 - Key demographics
 - Professional service firm employee behaviour
 - Professional service firm client perceptions

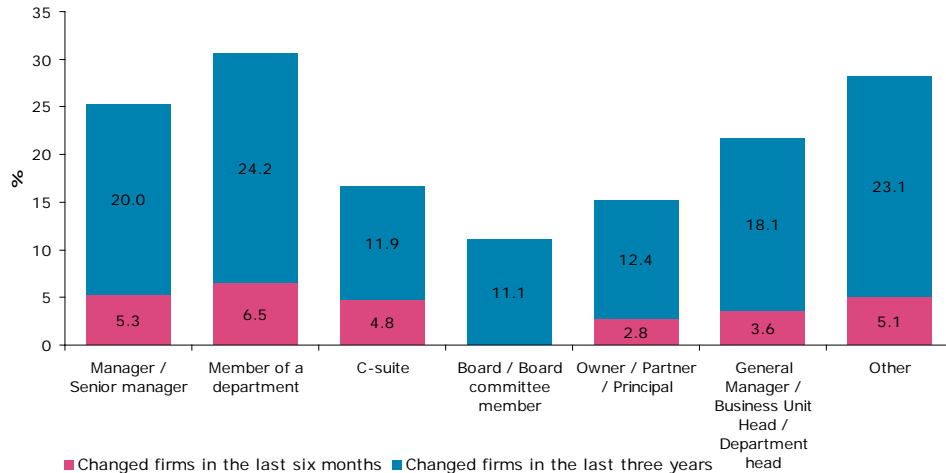


Professional service firm employee behaviour

This section outlines the key reasons why PSF employees consider leaving their employers and which staff are most at risk of jumping ship.

Which PSF staff are jumping ship?

Propensity to change firms by seniority

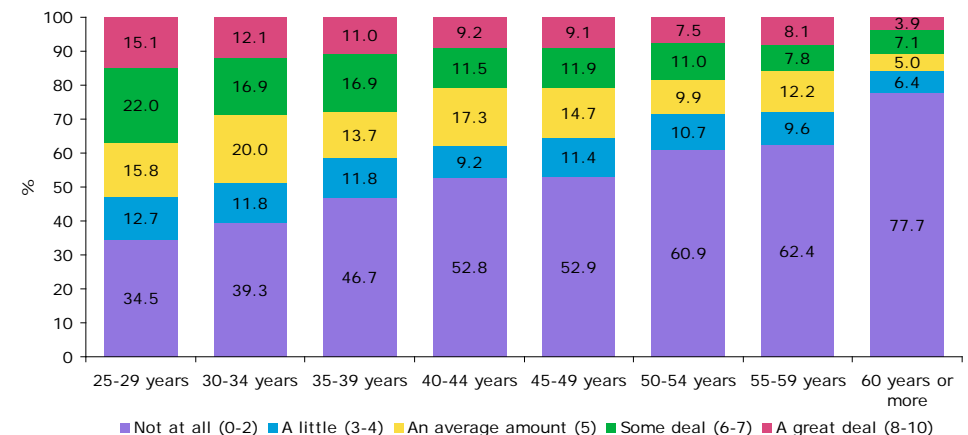


Senior professionals are less likely than more junior staff to have switched employers in the last 3 years.

No board members have switched in the last six months.

Younger PSF employees are more likely to have sought information about other jobs since joining their firm than older employees.

Frequency of seeking information about other jobs by age

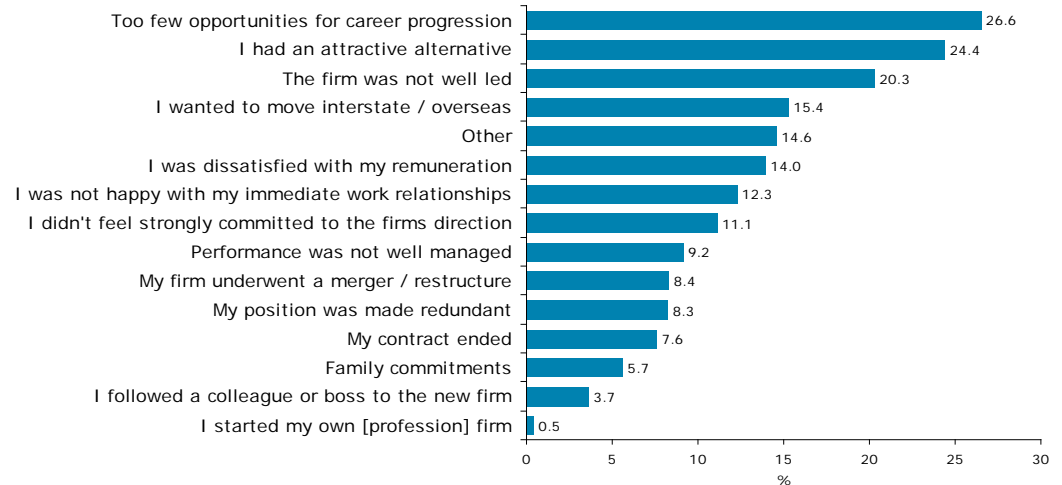


Why are they leaving?

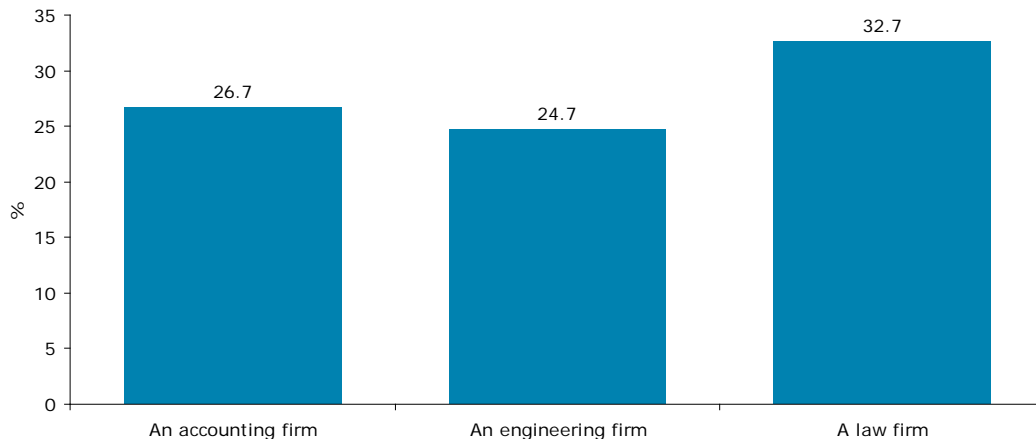
The top reasons cited for professionals changing jobs were:

- Too few opportunities for career progression
- Alternative attractive offers
- Poor leadership of the firm.

Reasons for switching employers



"Too few career opportunities" by profession



Career opportunities are substantially more important to those working at law firms compared to engineering or accounting firms.



Professional service firm client perceptions

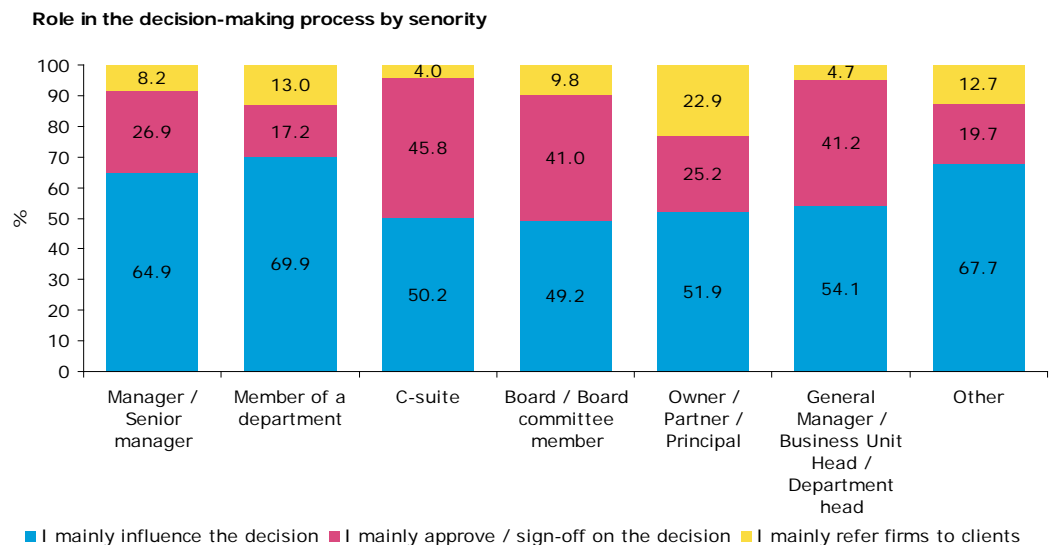
The following section identifies the key decision-makers in the purchase of professional services, which professions are seen to be the highest performing on some key metrics and which client groups give the most and least favourable ratings of their PSF providers.

Who calls the shots?

When it comes to purchasing professional services, the decision mainly lies with senior roles: the c-suite, board members and department heads.

Department members are the biggest influencers of the purchase decision

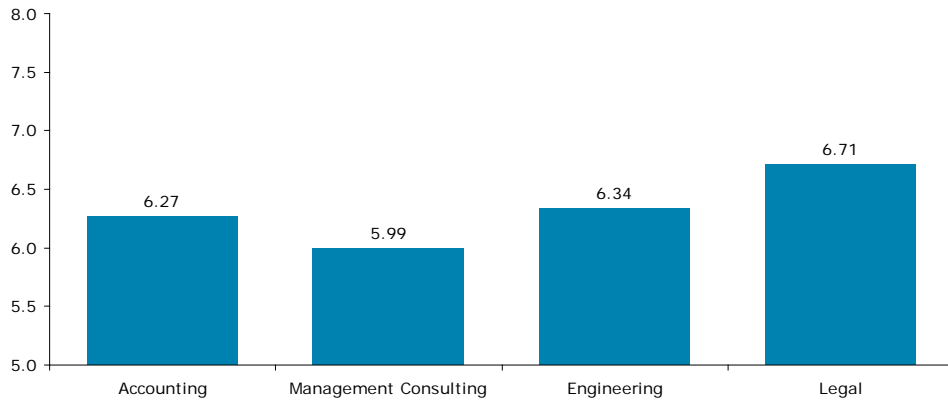
Owners/partners of companies are the most likely to refer firms to clients.



Which professions reign supreme?

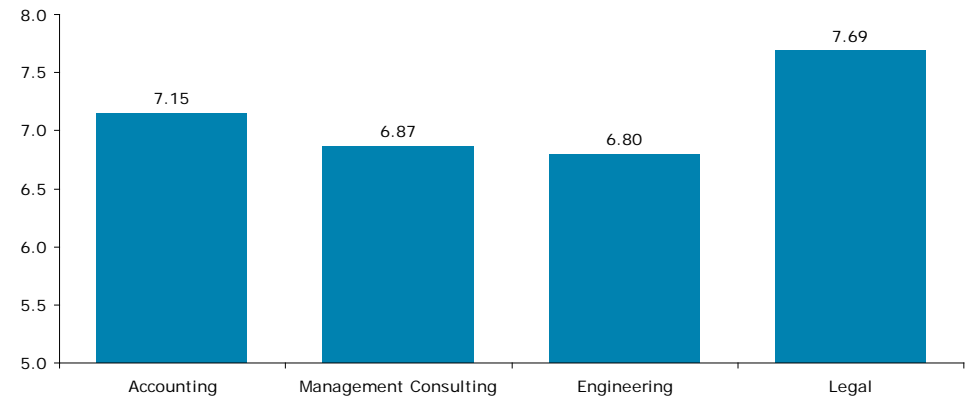
The legal profession is still the highest performing profession. However there has been a downward trend in law firm performance over time – the gap is closing.

Average performance on cost consciousness by profession



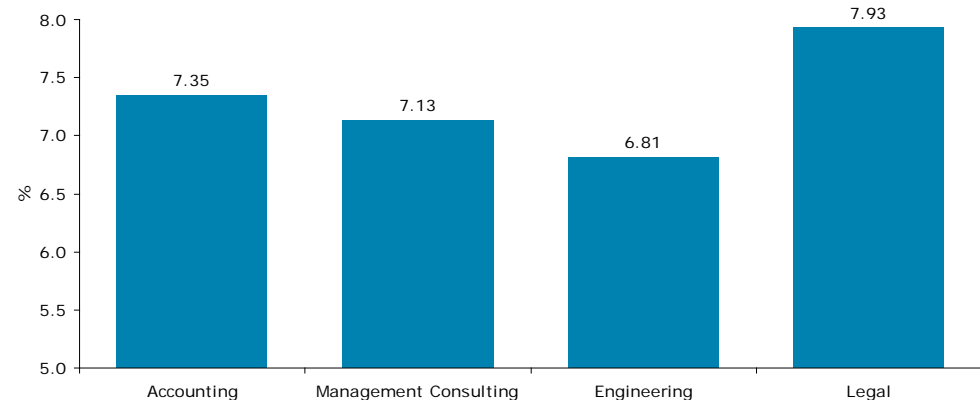
The engineering profession is the least reliable

Average firm overall performance by profession



Management consulting is the least cost conscious profession.

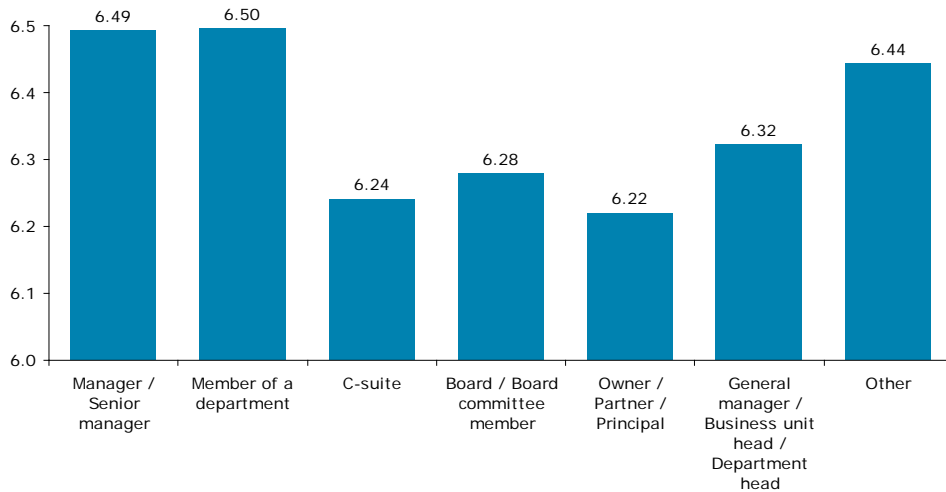
Average firm reliability by profession



Which clients rate the highest?

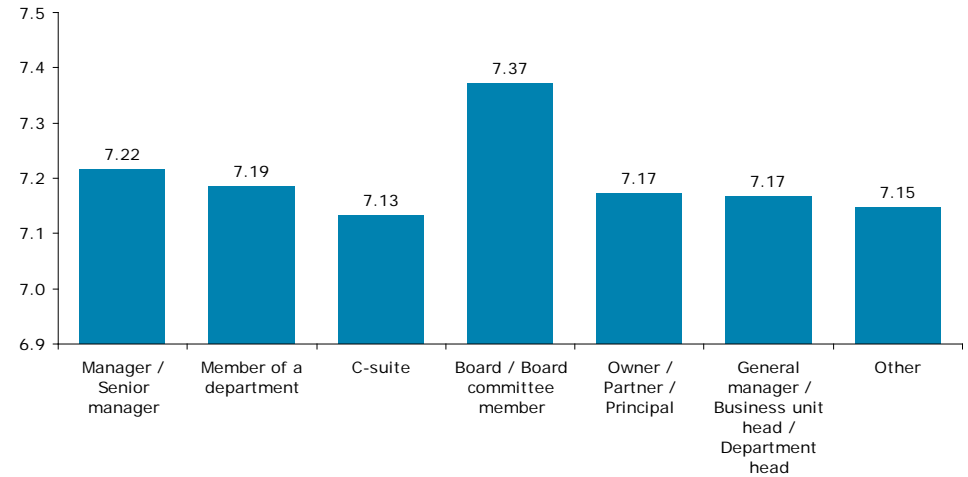
Board members tend to rate the performance of their PSF providers higher than those in other roles.

Cost consciousness ratings by seniority



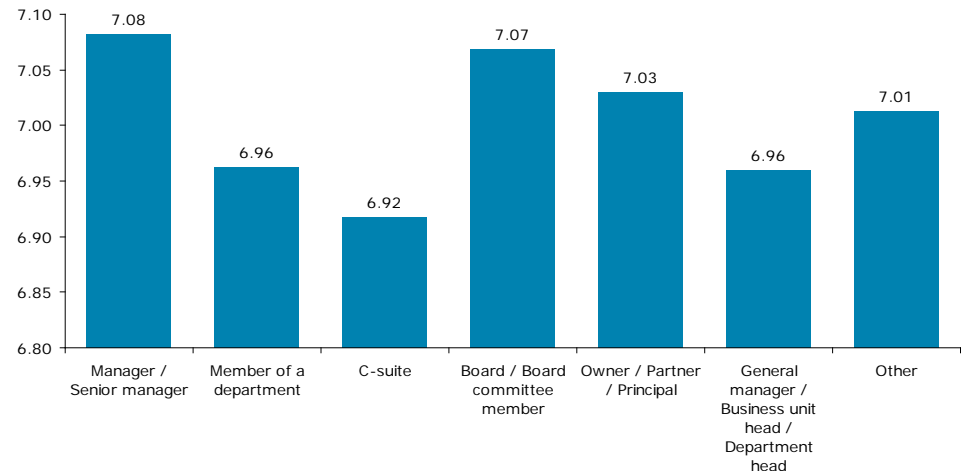
Senior managers and board members are most likely to be loyal and refer their providers to their friends, and c-suite roles least likely.

Overall performance ratings by seniority



Department heads and senior managers give the highest cost consciousness ratings.

Loyalty intentions by seniority

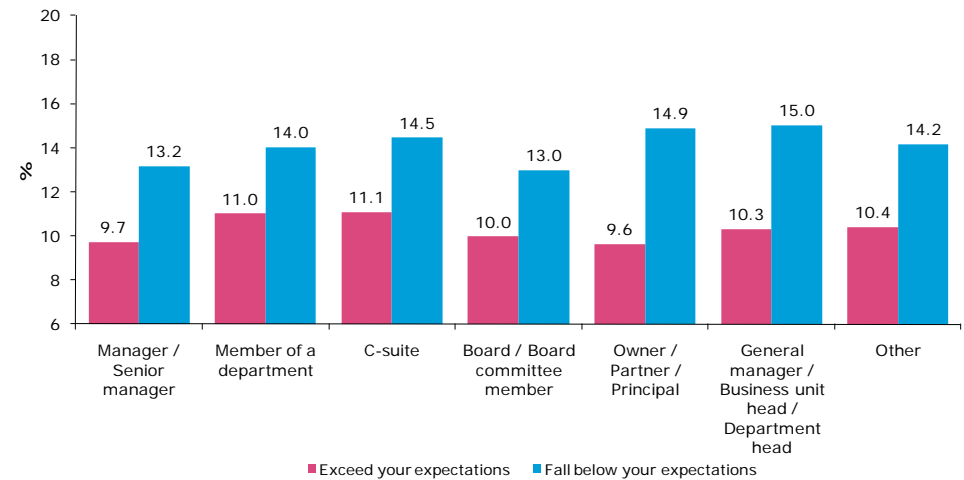


How do firms perform against client expectations?

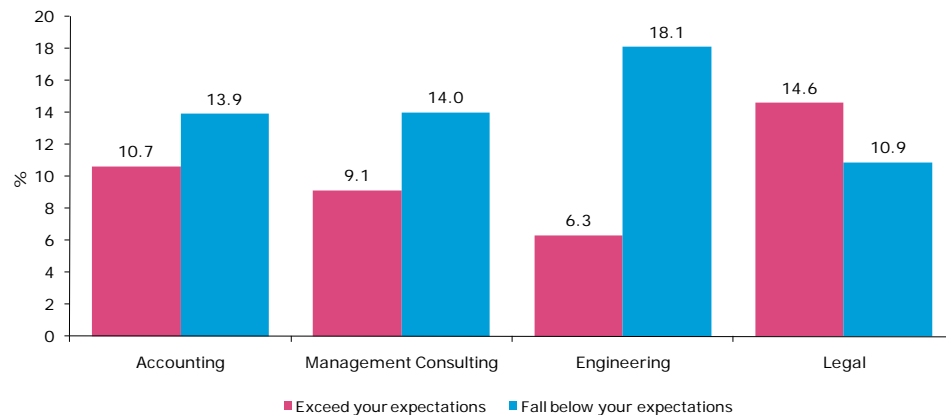
Those in c-suite roles and department members indicated that their PSF providers exceeded expectations more often than those in other roles.

General managers/department heads and owners/principals indicated that their providers fell below expectations most.

Performance expectations by seniority



Performance expectations by profession



The legal profession exceeded expectations more often than the other professions.

Engineering falls below expectations most often.



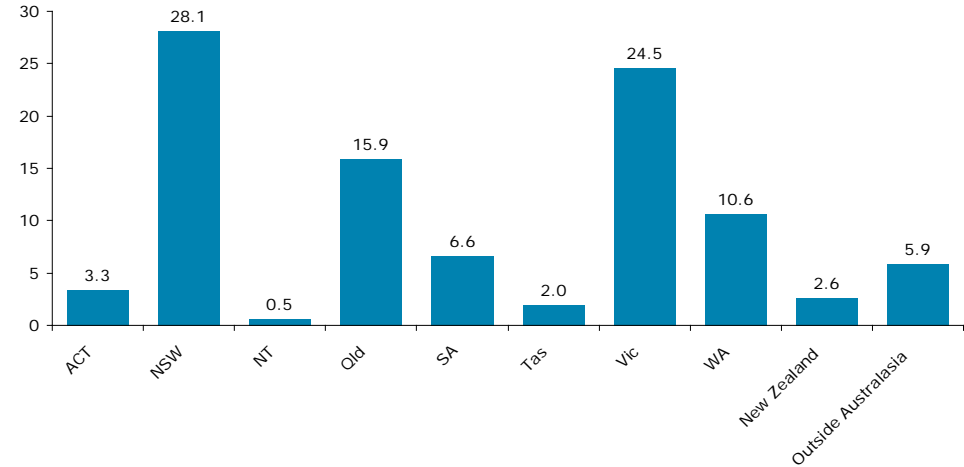
Key demographics

The following section outlines key findings from the ABPS demographic data. It includes insights into the age, gender, location and seniority of business professionals in Australia.

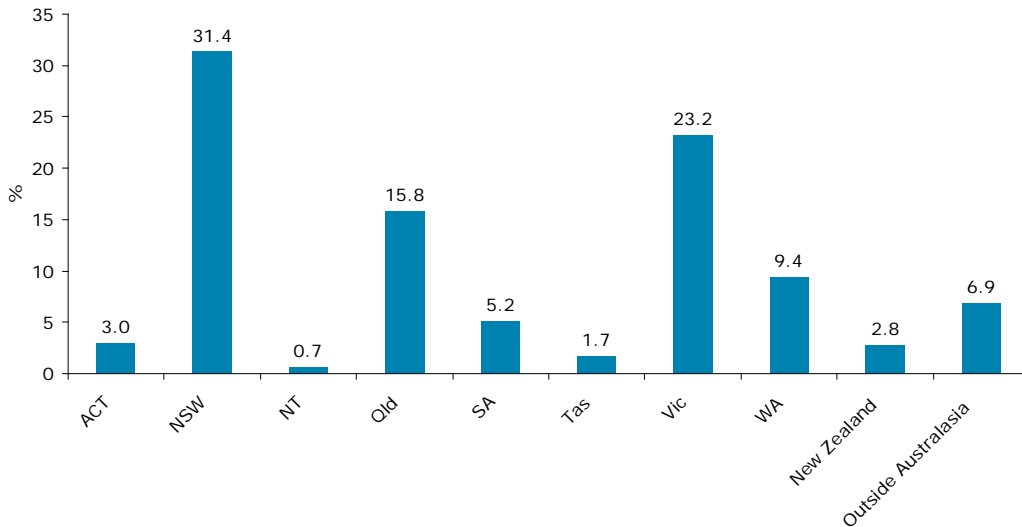
Where should you work?

28.1% of respondents were located in New South Wales, 24.5% in Victoria, 15.9% in Queensland and 10.6% in Western Australia.

Primary place of work for all respondents



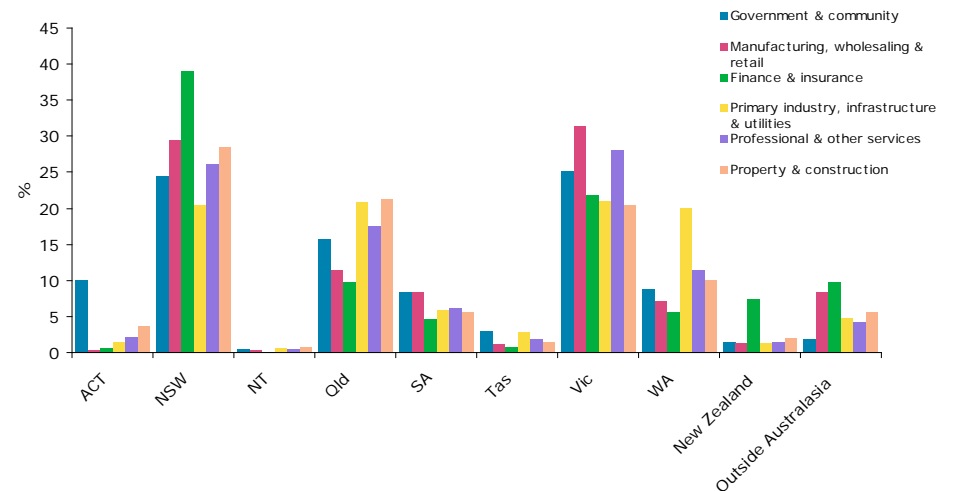
Primary place of work of General Manager / Business Unit Head / Department heads



If you want to progress further in your career, move to Sydney: the majority of people working in general manager/department head roles are located in NSW.

NSW is the place to be if you want to work in the finance and insurance sector, while Victoria is equal with NSW in terms of where people working in the professional services and manufacturing sectors are located.

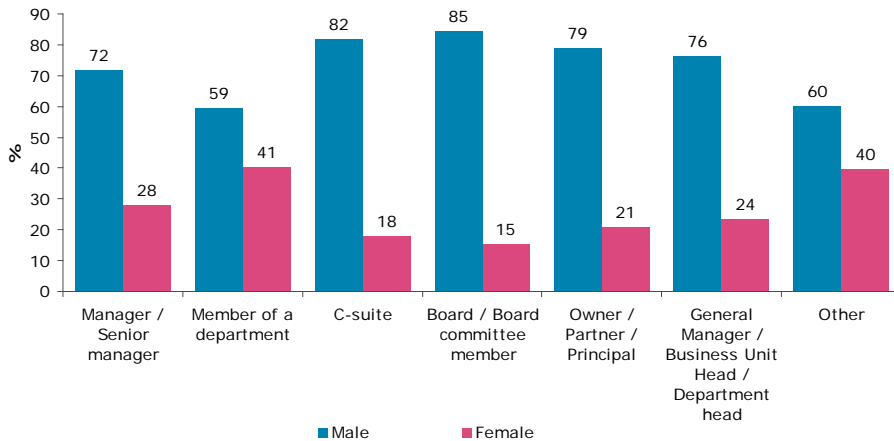
Sector of the respondents' organisation by location



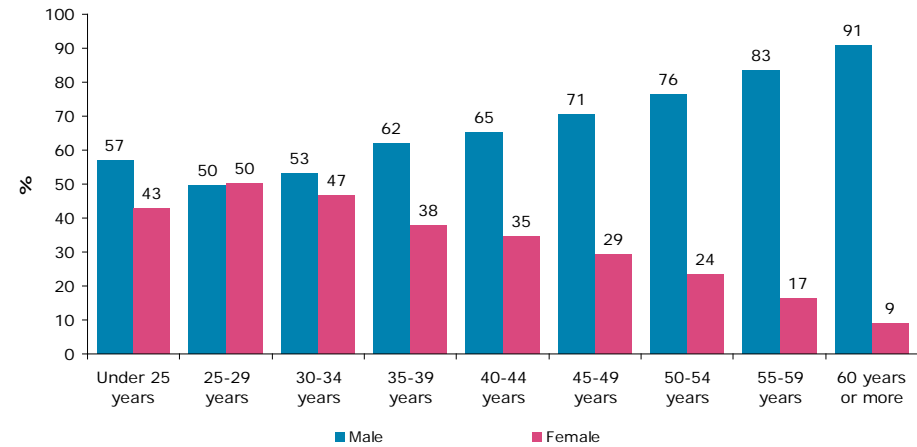
Is it still a man's world?

While the older generations are dominated by males, younger generations are demonstrating gender equality, with equal portions of male and female respondents aged 25-29 years.

Seniority by gender



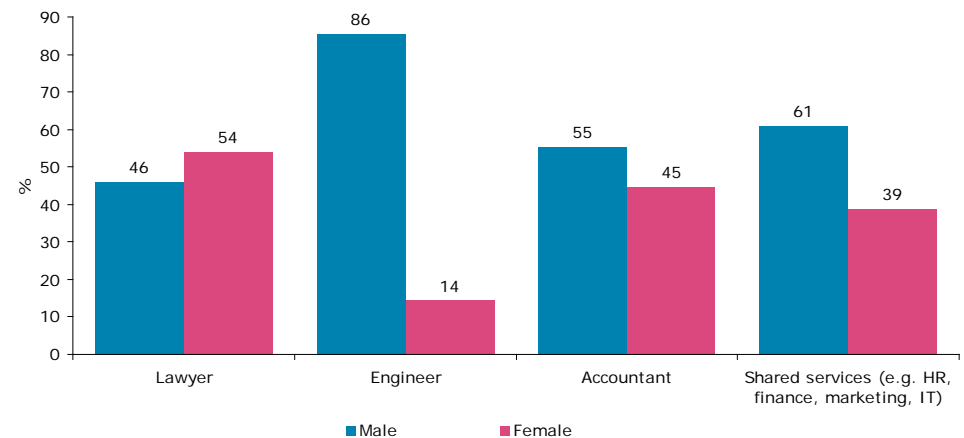
Age by gender of all respondents



Not surprisingly, only 18% of c-suite roles and 15% of board roles are filled by females.

However 61% of shared services roles in professional service firms are filled by males, and 54% of lawyers are female.

PSF role by gender



About Beaton

- Beaton is a world-leading B2B services research and consulting firm, providing insights to drive business performance. We focus on professional service firms, B2B financial services and professional associations.
- Our expertise is applied in two interrelated practice areas:
 - Strategy and Advisory. This practice drives our clients' profitability through expert advice and facilitation in the areas of business strategy, leadership development, change management, organisation design, governance, marketing and sales strategy, pricing and client relationship management. Our First Movers and Learning to Lead seminars are initiatives of this practice.
 - Research, Benchmarks and Predictive Modelling. This practice provides empirical evidence – sourced from markets, clients, members and staff – to inform strategic decisions, track and compare performance, provide lead indicators and understand industry trends. This practice leads the delivery of our Beaton Benchmarks Accounting, Legal, Engineering, Management Consulting and Financial Services studies as well as the Annual Business and Professions Study.





**Thank you for contributing
to this important study**

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