Background

- Anecdotal evidence suggested that students view opportunities at startups with significant trepidation

- Our Interest:
  - Strategic: Our competitive advantage in the future is going to be in innovation and creativity (more career opportunities at smaller companies)
  - Recruiting: To recruit and retain the best, we have to be aware of the concerns that potential employees might have about career opportunities at startups and small businesses

Basic Concerns

- Scarce resources:
  - You’re expected to do more with less (personnel and financial)

- Longer hours:
  - Most established companies have cultures that maintain strict 9 – 5 hours

- Compensation:
  - Perceived to be less than at bigger, more established companies

- Less clearly defined career path:
  - Marketability of skills and experience

- Less job security
  - Typical exit time frames and scenarios
Demographics

- Total no. of respondents = 243

Preliminary survey results

Are you interested in working for a startup or small business?

- Yes, I am interested in working for a startup.
- Yes, I am interested in working for a small business.
- Yes, I would work for a startup or small business if I didn’t have any other options.
- No, I am not interested in working for a startup or small business.
- I am not sure if I want to work for a startup or small business.
- Other

- Perceived difference between a startup and small business
- Majority see startups and small businesses as second option

Preliminary survey results

If you are interested in working for a startup company or small company, for what reasons are you interested?

- I want to significantly impact an organization.
- I believe larger organizations do not allow me to try new things.
- I like that startups are more open and willing to take risks.
- I enjoy the challenge of starting my own business.
- I think startups are the best way to bring innovative products and services.
- I am not interested in working for a startup.

- Opportunities for aligning company goals with candidate goals
- Applies for both candidates for internships and full-time positions
Preliminary survey results

If you are not interested in working for a startup company or small company, please indicate why not?

- I do not feel that startups or small businesses offer good career opportunities: 12%
- I would be concerned about the viability of a startup or small business: 36%
- I do not feel that I have the skills necessary to work for a startup or small business: 6%
- Other: 4%

- Opportunities for education about entrepreneurship: separate fact from fiction

Preliminary survey results

People who work for startups and small businesses are risk takers

- Strongly agree: 25%
- Agree: 59%
- Neither agree nor disagree: 11%
- Disagree: 2%
- Strongly disagree: 0%

- Opportunity for education about entrepreneurship: separate fact from fiction

Addressing the concerns

- Scarce Resources
  - An opportunity for more responsibility much earlier in your career
  - An opportunity to make a significant and noticeable impact in your company and industry

- Longer hours
  - You will work longer hours due to culture and resources: look for candidates that embrace the culture

- Compensation
  - Different for every company: typically less cash, more equity (what differentiates your company)
  - Compensation can’t be too far from industry average: you do want to attract the very best you can and so you'll have to pay them (think labor costs vs. labor rates)

- Less clearly defined career path
  - Create some structure: define a career path within your company, explain how the candidate fits into your growth plans
  - Assign relevant titles and show career growth: this is much more relevant outside your company

- Less job security
  - Becoming more myth than fact startups only hire the people they absolutely need
  - Ease concerns by explaining what could happen in various scenarios: good and bad