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**To:** [DL\\_GEMBA19E](#); [DL\\_GEMBA19ME](#); [DL\\_GEMBA19A](#); [DL\\_TIEMBA20](#); [DL\\_GEMBA21A](#); [DL\\_GEMBA21E](#); [DL\\_GEMBA21ME](#); [DL\\_TIEMBA21](#)  
**Subject:** FT EMBA rankings  
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Dear GEMBA and TIEMBA participants,

I am sure you are equally disappointed about the FT rankings of our GEMBA and TIEMBA programmes as I am. Both programmes dropped six ranks – TIEMBA to #9 and GEMBA to #19.

The burning question naturally is, why did our programmes drop and where did we do relatively worse than other programmes?

The FT ranking consists of three categories. The most significant with 55% weight is alumni salary and career progress, 27% is related to diversity and internationalism, and 18% to measures of research and sustainability. From our initial analysis, the decline is chiefly related to the first category: alumni salary. Alumni salaries are self-reported by alumni and are converted by the FT using Purchasing Power Parity (PPP) into PPP-adjusted US\$ salaries measured as of '3-years' out of programme; and compared to the PPP-adjusted salary before the start of the programme. Relative to the other top 20 ranked programmes, GEMBA and TIEMBA alumni reported a lower salary increase while starting from an above average salary level.

While that has been the case in the past, what changed is that the alumni of other top 20 programmes reported salaries that were on average 15% higher than the class surveyed last year, whereas INSEAD alumni from both programmes reported a 2% higher salary than the previous GEMBA and TIEMBA classes. Amongst peers, the three highest reported salary increases from last year were Arizona State (46%), Trium (32%), and HEC (26%). These jumps seem very high and are significantly greater than their 5-year average year-on-year salary increases (although for HEC we only have data from two years). We will certainly try to learn from their reported success and see what we can do better to support our alumni such that it is also reflected in salary increases beyond what their predecessors achieved.

While we can certainly learn more, I am happy to report on some initiatives in response to last year's FT rankings insights which can help both our EMBA alumni connect better with relevant alumni for career advice and progress, as well as initiatives that can possibly lead to improvements in future rankings.

First. In collaboration with our alumni associations and the international alumni association, we are creating the INSEAD Expert Network (IEN), a platform which allows alumni to volunteer and offer integrative career advising.

Second, relative to the alumni who were surveyed, our current EMBA's benefit from a much bigger and better staffed team of Career Development experts as well as a global network of career coaches. In the past year alone, Careers has implemented:

- 26 recorded webinars in year 2018/2019
- 13 live career webinars in year 2018/2019
- 53 alumni experience videos, 3 faculty advice videos on executive careers
- 500 senior-level opportunities in year 2018/2019
- Post-graduation career coaching access (up to 6 months)
- 30% of the 2019 class has declared that they achieved a career change internally, externally or created their own venture 5 months before graduation.

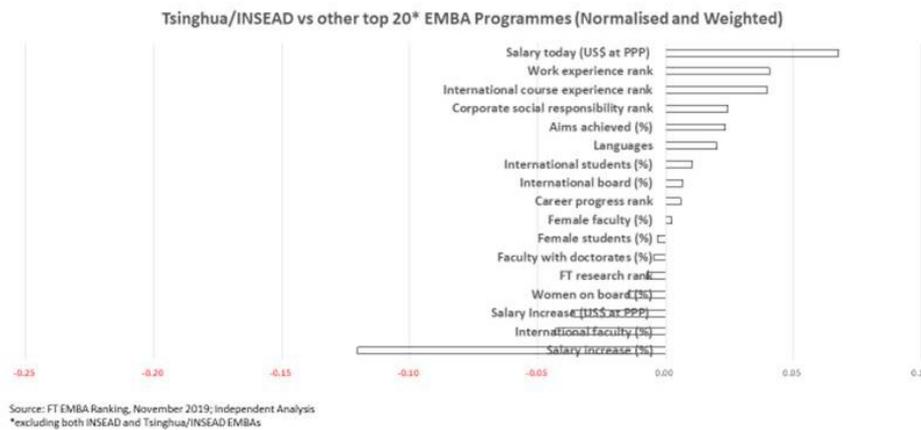
And remember, as alumni, you do continue to benefit from INSEAD career support through the network but also through one-on-one coaching.

Third, to improve your learning and reflection, we have recently introduced an additional LDP session in the GEMBA December module and a formal LDP paper submission in January. One side effect of this change is that the programme will now technically end in a different calendar year, meaning that the FT will survey alumni a whole year later than at present. This will allow alumni another year of salary increase thus levelling the playing field compared to our peers (The GEMBA programme is the shortest on the market at about 45 months between start and the FT survey. Higher ranked programmes are between 50 and 60 months, disadvantaging the GEMBA programme as the FT methodology does not adjust the salary percentage increase by the time over

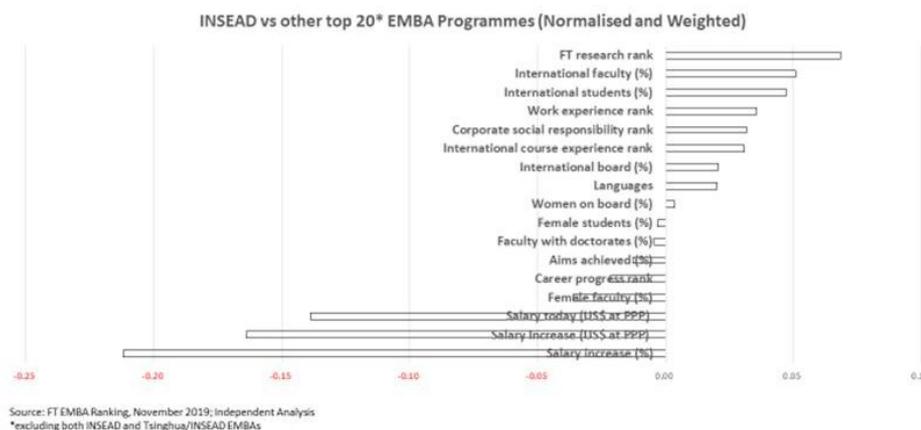
which it is measured.)

Despite the disappointment with the overall ranking, let us also acknowledge the strengths of our EMBA programmes and improvements made. Compared to the top 20 programmes, both the GEMBA and TIEMBA programmes ranked highly for high ‘work experience’, ‘international course experience’, ‘international students’, more ‘languages’, and robust ‘CSR’. TIEMBA also has a very high level of alumni salary, while the GEMBA has high ‘international faculty’, ‘international board’, and FT research rank. Please see below for a more complete chart about the impact of the various FT categories on the rankings of the TIEMBA and GEMBA programmes – weighted by the importance allocated by the FT ranking. (bars to the right indicate ‘better than the average top20 programme’)

### TIEMBA: Categories relative to top 20 FT ranked programmes. Applying the FT weights



### GEMBA: Categories relative to top 20 FT ranked programmes. Applying the FT weights



I also want to acknowledge that the GEMBA programme has improved in terms of gender diversity – and this remains an institutional priority -- creating a more gender balanced class, faculty body, and board at INSEAD. Please see below for a complete comparison of all FT data by programme between 2018 and 2019.

## INSEAD GEMBA and TIEMBA data in FT EMBA Rankings 2019 and 2018:



Year	2018	2019	2018	2019
School name	TIEMBA	TIEMBA	INSEAD	INSEAD
Salary today (US\$)	365,736	372,808	279,102	285,508
Implied Entry Salary (US\$)	237,491	237,457	192,484	205,401
Salary increase (%)	54	57	45	39
Implied salary increase (US\$)	128,245	135,351	86,618	80,107
Career progress rank	21	35	30	51
Work experience rank	7	3	8	6
Aims achieved (%)	83	81	79	78
Female faculty (%)	27	27	18	19
Female students (%)	45	30	25	30
Women on board (%)	14	13	33	38
International faculty (%)	46	47	96	93
International students (%)	66	68	89	89
International board (%)	75	69	85	88
International course experience rank	12	12	17	17
Languages*	2	2	1	2
Faculty with doctorates (%)	97	97	96	97
FT research rank	36	35	9	13
Corporate social responsibility rank	8	13	5	6

For the GEMBA21, I have already scheduled time in the coming modules to share in more detail the FT rankings, the analysis, and to hear your ideas and inputs. For the GEMBA19, I will reach out to the reps to schedule a meeting before the graduation module. For the TIEMBA21, we will plan a session in one of the upcoming modules and I will reach out to the TIEMBA20 class reps for a call. All of these interactions will be followed up with messaging clarifying questions and sharing new insights and actions.

In conclusion, I am disappointed that the FT ranking does not recognize our programmes as the best in the world – but I am also confident that we do deliver an enriching and transformational programme, establishing life-long bonds, and accompanying you in your career development.

I am also confident that the actions we started to take last year and this year will bear fruits in the coming rankings. I am also certain that you, as our current participants, will create positive impact on business and society despite the rankings and will be great ambassadors for INSEAD.

Humbly,  
Urs

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