

Skills, Sectors, and Gaps: Analysing the Labour Market for Business Management Graduates

Group Coursework

Career Management in a Digital Age

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Introduction

This report looks at what employers are actually asking for when they hire Business Management graduates, based on job advertisements pulled from Glassdoor. The goal was to find out what roles are out there, what qualifications get asked for, and which skills keep coming up in entry-level listings. A total of fifty-five vacancies were collected, covering roles across industries such as consulting, finance, marketing, and technology. We collected relevant vacancies over four consecutive weeks at a time when graduate job applications have reached record levels ([ISE, 2025](#)) to build a picture of current recruitment activity.

The report covers the justification for the data source, what the vacancies revealed, and how the findings compare with the preparation offered by the Business Management programme at the University of Southampton.

Justification and Methodology

Glassdoor was chosen over LinkedIn or Indeed because it bundles job advertisements with company reviews and employee ratings in the same listing, making it easier to verify whether roles were genuinely entry-level. The platform has roughly 55 million users and over 150 million reviews ([Glassdoor, 2023](#)), and it covers consulting, finance, marketing, and operations, which is where most Business Management graduates end up. That said, Glassdoor does not capture every graduate vacancy, and some sectors may be underrepresented compared to specialist job boards. This may introduce platform bias, as Glassdoor tends to over-represent commercial and tech-facing roles.

Job advertisements were collected over a four-week period. As the platform does not provide advanced filtering specific to graduate roles, vacancies were identified by sorting results by “most recent” and applying a purposive sampling approach. Glassdoor has no dedicated graduate filter, so each listing was checked manually to confirm whether it was genuinely aimed at early-career applicants. Search terms included “management trainee,” “graduate management,” “business development,” and “entry-level management roles.” Anything that asked for significant experience, senior-level responsibility, or specialist expertise that a recent graduate would not have was excluded. In total, over 50 relevant vacancies were compiled. Each vacancy was then sorted by industry, location, and role type. Skills from the ads were split into technical and soft skill groups, and percentages were calculated to see which ones came up most often. Everything else, like job title, sector, location, and qualifications, went into a spreadsheet (see Appendix A for the full dataset).

Labour Market Overview

Industry Distribution

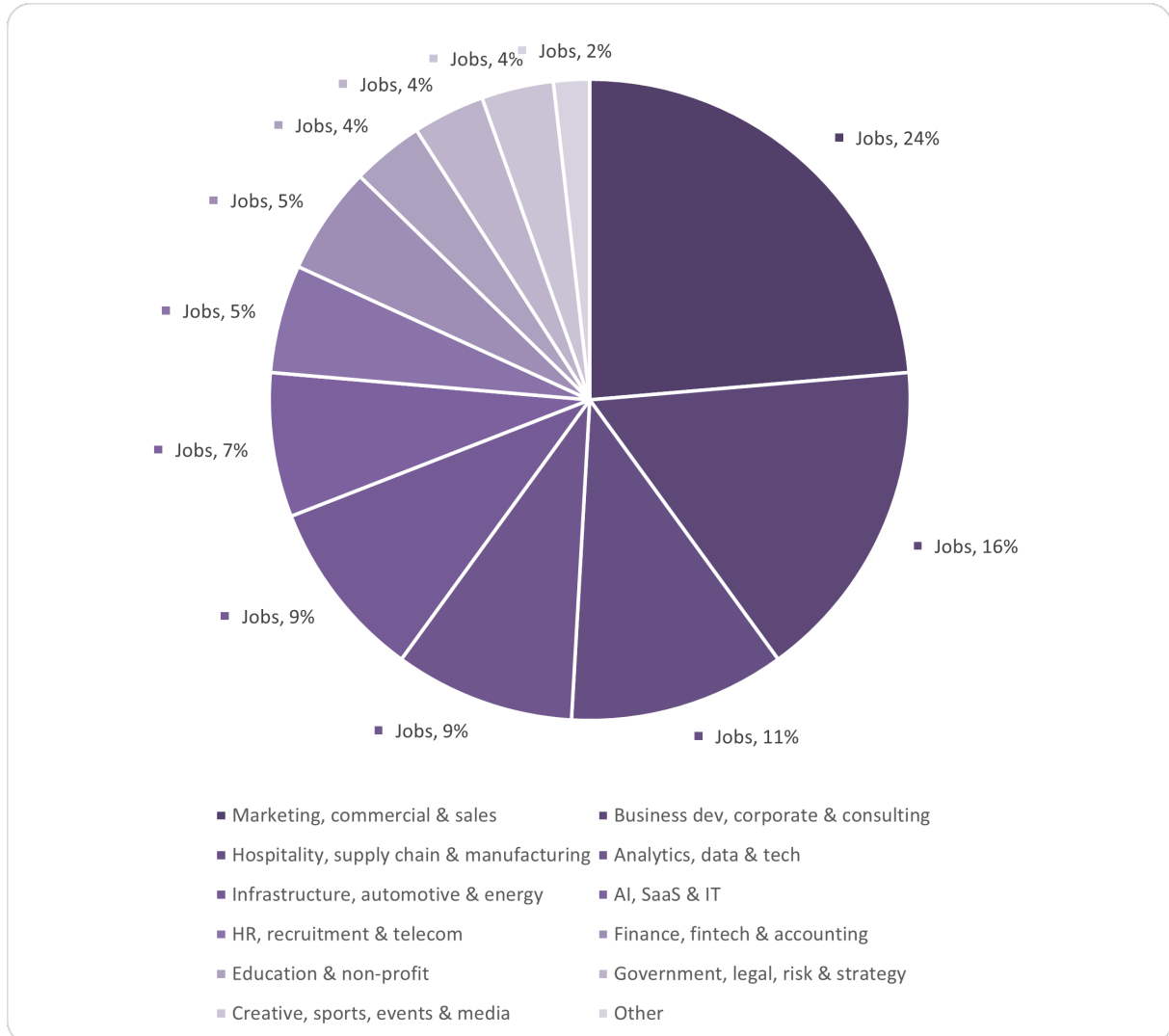


Figure 1: Sector distribution of graduate-level vacancies

Roles concentrate in a few industries. Marketing, commercial and sales make up 24%, business development and consulting 16%, and hospitality, supply chain and manufacturing 11%. These three groups cover over half of all roles collected. Analytics, data and tech, along with infrastructure and energy, each sit around 9%. HR, finance, AI, education, and creative industries make up the rest in small numbers (Figure 1).

Geographic Distribution within the UK

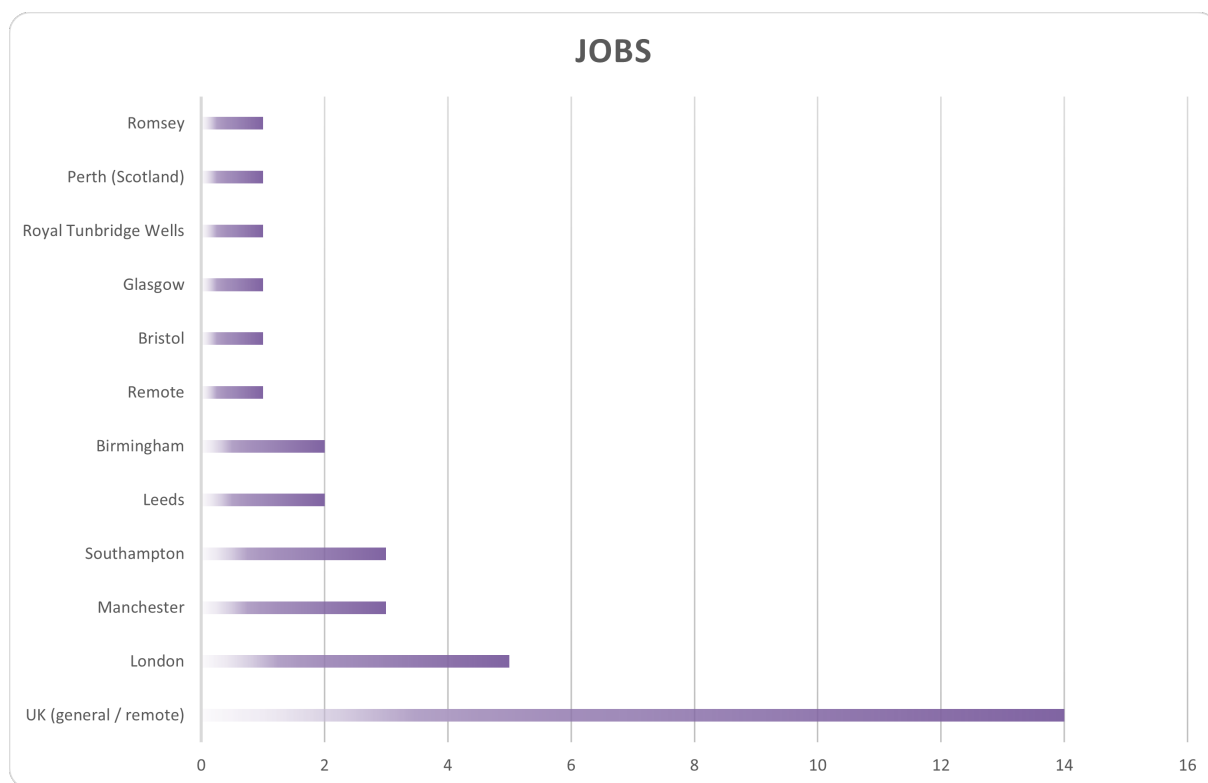


Figure 2: Distribution of graduate roles across UK locations

Within the UK, roles cluster in just a few cities. The largest category is ‘UK general or remote’ at 14 roles, followed by London with 5, and Manchester and Southampton with 3 each. Birmingham and Leeds each had 2 roles, with Bristol, Glasgow, and smaller towns contributing 1 each (Figure 2).

Mode and Geographic Reach of Opportunities

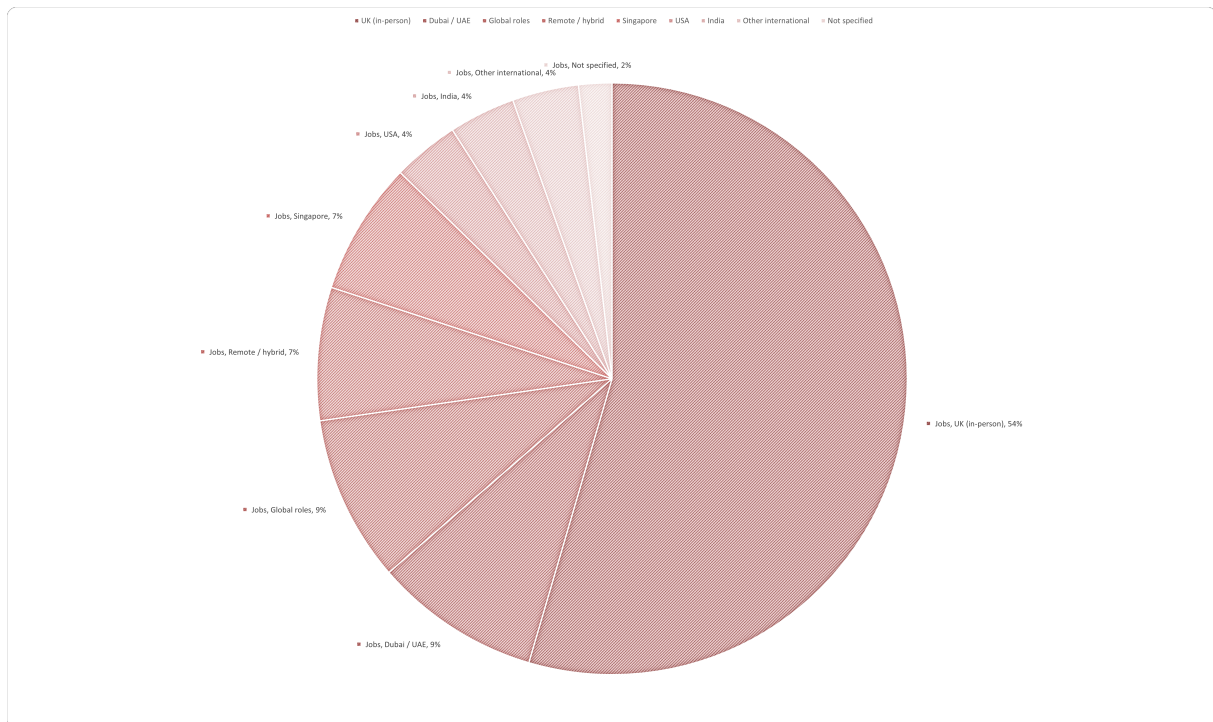


Figure 3: Geographic reach and work mode of graduate opportunities

About 54% of roles are UK-based and in-person. Internationally, the UAE and global roles each account for 9%, Singapore 7%, with the USA, India, and others adding smaller numbers. Remote and hybrid roles sit at around 7% (Figure 3).

Job Requirements Overview

Across the dataset, most roles require a bachelor's degree, typically in Business Management or a related field, though some listings were flexible on discipline. Despite being labelled as entry-level, many positions expected prior experience through internships or placements. The skills heatmap reveals specific patterns. Communication was the most requested soft skill, appearing in over 67% of roles and reaching 100% in government and legal positions. Among hard skills, Excel was required in 80% of data and tech roles and 50% of hospitality and manufacturing listings. CRM tools appeared in 31% of marketing roles and 50% of AI and IT roles. SQL featured in 60% of data and tech positions but was rarely mentioned elsewhere. Sales ability was the most common hard skill in marketing at 62%.

Comparative Insights

The hard-to-soft skill balance varies by sector. Finance leans hardest toward technical skills at 61%, infrastructure and energy is the only sector where soft skills edge ahead at 52%, and marketing and consulting sit near even. Communication is near-universal, but SQL and Excel cluster in data and tech roles while CRM and lead generation concentrate in marketing.

Analysis: Skills vs University Preparation

Key Skill Trends

As the description section showed, employers want both technical and transferable skills, but the balance shifts depending on the sector. The question is what this means for graduates and how well Southampton prepares them for it.

The thing that comes through most clearly is that there is no one-size-fits-all skill set. Marketing, commercial and sales roles make up the largest category (13 out of 55), followed by business development and consulting (9 out of 55) and analytics, data and tech (5 out of 55). The first group is more client-facing and revenue-focused, the second more analytical. The specific mix depends heavily on the sector.

This raises a structural question about how Business Management degrees are designed. The programme treats business as a unified discipline, but the labour market fragments it into distinct skill clusters with limited overlap. A graduate who prepares broadly may end up adequately prepared for nothing in particular. This tension between generalist education and specialist employer expectations is arguably the central finding of this analysis.

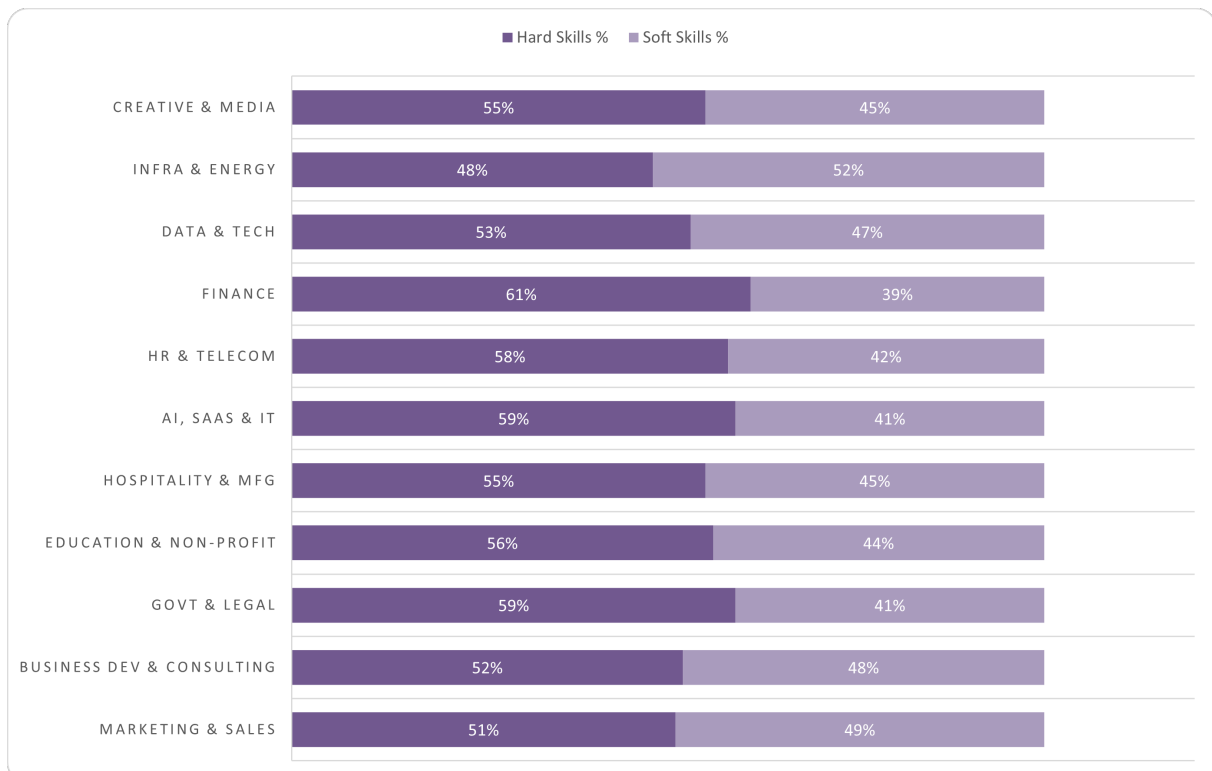


Figure 4: Distribution of hard and soft skills across sectors

The hard-to-soft skill split confirms this (Figure 4). Finance leads on hard skills at 61%, AI and IT at 59%, while infrastructure and energy is the only sector where soft skills edge ahead at 52%. Marketing and consulting sit near even. The technical bar shifts significantly by sector.

Skills Heatmap by Sector									
Percentage of jobs in each sector requiring each skill									
	Marketing & sales (n=13)	Business dev & consulting (n=9)	Hospitality & mfg (n=6)	Data & tech (n=5)	AI, SaaS & IT (n=4)	Finance (n=3)	Infra & energy (n=5)	HR & telecom (n=3)	Govt & legal (n=2)
SOFT SKILLS									
Communication	77%	78%	67%	40%	25%	67%	40%	33%	100%
Teamwork	38%	22%	17%	40%	-	-	-	-	-
Adaptability	23%	22%	33%	20%	-	-	40%	-	-
Leadership	8%	11%	33%	20%	-	33%	20%	-	50%
Analytical thinking	8%	11%	17%	20%	50%	67%	-	-	50%
Organisation	23%	22%	17%	40%	50%	-	20%	-	50%
Problem-solving	-	33%	17%	40%	-	-	20%	-	-
Resilience	8%	11%	-	-	50%	-	20%	67%	-
Attention to detail	-	11%	17%	20%	25%	67%	-	-	-
HARD SKILLS									
Excel	-	33%	50%	80%	25%	33%	-	-	-
SQL	8%	-	17%	60%	-	-	-	-	-
CRM	31%	22%	-	-	50%	33%	20%	33%	-
Lead generation	31%	11%	-	-	25%	-	-	33%	-
Business development	23%	11%	17%	-	-	-	-	-	-
Sales	62%	11%	17%	-	25%	-	-	67%	-
Client acquisition	23%	-	-	-	-	-	-	33%	-
Soft skills:	0%	1-15%	16-25%	26-40%	41-55%	56-75%	76-100%		
Hard skills:	0%	1-15%	16-25%	26-40%	41-55%	56-75%	76-100%		

Figure 5: Skills demand heatmap across industries

The heatmap (Figure 5) shows in detail that SQL and Excel cluster in data and tech, CRM and lead generation in marketing, while problem-solving appears mainly in consulting and resilience in HR and AI. The preparation needed for finance looks very different from marketing.

As Figure 3 showed, 25% of roles are international and 7% remote, which means graduates also need cultural adaptability and digital collaboration skills that do not really get tested in a lecture hall.

University of Southampton Preparation

Modules like Business Strategy, Operations Management, and Marketing Management cover the theory behind the most common sectors in the data. Group projects and presentations build teamwork and communication, competencies that [Fugate and Ashforth \(2003\)](#) identify as core employability dimensions, which matters when 67% of listings ask for communication skills. Quantitative coursework and the dissertation develop analytical thinking and independent research, both relevant to consulting and data roles. However, these are assessed through reports and exams rather than in commercial settings, so students may develop the skills without learning to recognise or articulate them in a job application, which is itself a form of gap.

The Careers and Employability service offers CV help, interview prep, and job listings through MyCareer ([MyCareer, University of Southampton, 2025](#)). Overall, Southampton covers the transferable and analytical side fairly well.

Skill Gaps and Limitations

That said, there are clear gaps. [Becker's \(1993\)](#) Human Capital Theory would predict that specific skill investment leads to higher productivity, yet students do not get hands-on time with tools like Salesforce, HubSpot, or Google Analytics. These platforms change frequently and vary between employers, so no curriculum can realistically keep up, but it still leaves graduates on the back foot when a role expects familiarity from day one.

This is not necessarily a failing of the university. The real question is whether the programme builds enough learning agility for graduates to pick up new tools quickly, and the dissertation's emphasis on independent research suggests it partially does.

The dataset also shows that a significant proportion of roles are commercially oriented, particularly in sales and business development. Commercial thinking and a feel for revenue are not really part of most degree programmes ([Osmani, Weerakkody, Hindi & Eldabi, 2019](#)). This is arguably the hardest gap to close through curriculum changes alone, because commercial instinct tends to develop through exposure to real business pressure rather than simulation.

As shown in [Figure 3](#), 25% of roles are international and 7% remote or hybrid. The current programme does not prepare students for cross-timezone collaboration or remote work.

Theory and Literature

As noted in the analysis, [Becker's \(1993\)](#) Human Capital Theory predicts that educational investment should translate into productive capability. The data confirms this broadly, but also exposes a key limitation that it treats the labour market as unified, when in practice it is segmented. A Business Management graduate entering finance in London faces fundamentally different skill expectations from one entering marketing in Dubai.

Employability, in this sense, is not a fixed attribute but a context-dependent one, shaped by sector, geography, and role type as much as by education.

Other researchers have broken employability down into several dimensions. [Fugate and Ashforth \(2003\)](#) define employability as a combination of career identity, adaptability, and social capital, while [Van der Heijde and Van der Heijden \(2006\)](#) emphasise competence-based dimensions such as occupational expertise and flexibility. [Rothwell and Arnold \(2007\)](#) highlight the importance of self-perceived employability shaped by skills and labour market awareness. [Hall \(2004\)](#) frames this through the protean career concept, arguing that individuals must take ownership of their own career development rather than relying on a single employer or institution. This helps explain why adaptability kept showing up in the listings, especially given that 25% of roles were international or remote.

One limitation of these models is that they were developed primarily in the context of traditional, stable employment. The data here includes remote, hybrid, and internationally distributed roles that challenge assumptions about how career identity and social capital are built. A graduate working remotely from the UK for a Singapore-based company operates in a very different employability landscape than these frameworks were designed to explain.

Digitalisation adds another layer. [Frey and Osborne \(2013\)](#) flag the susceptibility of jobs to automation, [Degryse \(2016\)](#) examines how digitalisation reshapes labour markets more broadly, [De Stefano \(2016\)](#) discusses how on-demand work disrupts traditional employment relationships, and [Graham, Hjorth and Lehdonvirta \(2017\)](#) show how digital platforms enable geographically dispersed work.

[Osmani et al. \(2019\)](#) note a persistent skills mismatch between higher education and employer requirements, which is exactly what the analysis found. Southampton builds strong transferable skills but gaps remain in commercial awareness and industry tools. This is a wider structural tension, not unique to Southampton.

[Tushar and Sooraksa \(2023\)](#) emphasise the growing importance of global and digital competencies, which aligns closely with the findings. The bottom line, from both the research and the data, is that a degree on its own is not enough. Graduates need a mix of technical, interpersonal, and adaptive skills, and they need to keep building on them after university.

Recommendations

For Students

The most urgent priority, based on Figure 5, is Excel and SQL proficiency for students targeting data and tech roles, achievable through certifications or applied projects. Those interested in marketing and sales would benefit from hands-on experience with CRM platforms like Salesforce. Internships or placements remain important given that many entry-level roles still expect prior experience. The 25% share of international roles also makes digital collaboration and cross-cultural communication worth developing early.

For the University of Southampton

The highest-impact change, consistent with Becker's (1993) argument that targeted skill investment increases productivity, would be adding practical CRM and data tool training to the curriculum. Modules that include sales simulations would help, though there is a trade-off that the more the curriculum specialises toward current employer demands, the less room it has for the generalist foundation that gives graduates long-term adaptability. The priority should be changes that build capability without narrowing the degree, such as optional CRM workshops or internationally collaborative project modules.

Conclusion

The graduate labour market clusters in marketing, commercial, and consulting roles, mostly around a few UK cities but with a notable international and remote share. Employers want soft skills like communication and teamwork across the board (Figure 5), but technical requirements vary by sector like Excel and SQL matter most in data and tech, while CRM tools dominate in marketing (Figure 4). Employers want graduates who are commercially aware, technically competent, and adaptable. Southampton handles the transferable and analytical side well enough, but practical application and industry tool exposure are still lacking.

The more fundamental issue is that the graduate labour market is not one market but several, each with distinct skill expectations. No three-year generalist degree can fully match all of them. The data suggests that the university's real value lies not in matching specific employer requirements but in building the learning agility and self-direction graduates need to close gaps on their own. That shift in framing, from curriculum alignment to graduate adaptability, may be the most useful takeaway from this analysis. It challenges the assumption that employability can be standardised through curriculum design alone.

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Appendices

Graduate Job Advertisements Dataset (n=55)

The table below presents the full dataset of 55 graduate-level job advertisements collected from Glassdoor in the year 2026. Each entry includes the job title, company, sector, location, qualification requirements, experience expectations, and skills listed. It is presented on the following page.

ID	Job Title & Company	Area / Function	Location	Required Skills & Tools	Communication Skills & Tools	Client Service Experience	Client Service Required	Salary
1	Business Development Executive	Sales & Business Development	Manchester	Customer engagement, digital, CRM, sales technique, basic MS Office, CRM tools, digital communication platforms	Communication, interpersonal skills, teamwork, leadership potential, self-motivation, goal-driven mindset	Experienced (sales, customer service or hospitality experience preferred but not required)	Sales/BD degree preferred	£40,000 - £50,000 per year
2	Graduate Scheme Executive - Retailer	Recruitment / Human Resources / Talent Acquisition	Leeds	Recruitment process management, candidate sourcing, interviewing, sales negotiation, client relationship management, linked in recruiting, CRM systems, social media, digital marketing platforms, email marketing tools	Communication, networking, negotiation, resilience, confidence, motivation, strong work ethic	Experienced graduate (no prior experience required, being provided)	Sales/BD Degree (1st preferred)	£27,000 - £30,000 + uncapped commission (CRS up to £50000 flat rate)
3	Business Development Executive (Digital Marketing - B2B Sales)	Digital Marketing / Sales / Business Development	Abingdon/Gower (Manchester) - Hybrid	B2B sales strategies, lead generation, client relationship management, campaign management, sales prospecting, LinkedIn prospecting, CRM tools (HubSpot/Salesforce), Zoominfo, email outreach tools	Communication, negotiation, strategic thinking, time management, self-motivation, independence, strong work ethic	2+ years experience in B2B sales and digital marketing	Sales/BD degree preferred but not explicitly required	£30,000 basic + uncapped commission (CRS up to £50000)
4	Early Years Business Development Representative (B2B)	Sales / B2B Sales / Business Development	Andover/London - Hybrid	Lead generation, prospecting, coldcalling, booking product demos, sales/pipeline management, CRM systems, sales tools, digital marketing platforms, email marketing tools	Communication, resilience, motivation, relationship building, attention to detail, organisational skills	Experienced (Professional or equivalent experience required, customer service or sales administration preferred)	Sales/BD Degree (1st or above preferred)	£30,000 + £17,000 OTE (uncapped commission)
5	Junior Business Relationship Associate	Business Development / Customer Relationship Management / Sales	London, England	CRM management, lead building, market research, customer relationship management, administrative support, Microsoft Office (Word, Excel, PowerPoint, Outlook), CRM systems, basic design software (Adobe Photoshop - training provided)	Communication, organisation, analytical thinking, attention to detail, relationship building, proactive attitude	1 year experience in customer service or sales administration preferred	Sales/BD Degree preferred	£30,000 per year
6	Management Trainee	Business Management / Operations / Leadership Development	Birmingham, England	Team coordination, performance monitoring, staff training, recruitment & onboarding, operational planning, decision-making, basic office based reporting systems	Leadership, Communication, teamwork, problem solving, organisation, confidence, resilience, motivation	Experienced (no previous management experience required, graduate or people with customer facing experience encouraged)	Sales/BD degree preferred (graduate encouraged)	From £26,000 per year
7	Sales & Marketing Graduate / Business Development Manager	Sales / Marketing / Business Development / Planning & Development	London	Client acquisition, contract negotiation, deal generation, business development, sales target management, CRM communication, CRM or sales tools, digital marketing platforms	Communication, negotiation, relationship building, confidence in face-to-face sales, self-motivation, target-driven mindset	Experienced (no previous sales/marketing or business development preferred but not essential)	Not specifically mentioned (please see advertisement)	Not specified
8	Assistant School Business Manager	Education Administration / School Management	London, England	Budget monitoring, financial procedures, administrative management, operational support, compliance (GDPR awareness), Microsoft Office (Word, Excel, Outlook, PowerPoint), financial software	Communication, organisation, teamwork, reliability, attention to detail, ability to work under pressure	Experience in finance or similar school/educational administration preferred	Level 2 standard if education (including GCSEs in English & Mathematics) - higher education preferred	£30,170.36 per year
9	Apprentice Sales & Business Development Apprentice / Marketing	Sales / Business Development / Marketing	In person (UK)	Lead generation, client relationship management, sales training, business development support, social media marketing tools, email campaigns, digital content creation, basic IT skills	Communication, confidence, organisation, resilience, target-driven mindset, networking ability	None or previous sales/marketing experience preferred	Level 2 Multi-Channel Marketing Apprenticeship (training provided)	Not specified
10	Marketing Inspector (Band 1)	Government / Public Sector / Planning & Development	Andover/England (also based across England)	Planning, public consultation, policy interpretation, evidence analysis, data collection, public hearings, reporting, decision making and sign-off, Microsoft Office (Word, Excel), digital documentation systems, online collaboration tools	Problem solving, decision-making, communication, leadership, time management, integrity, ability to work independently, resilience, customer engagement	Professional experience in sales/marketing or related environment	At least 2 years professional body related to planning or a relevant professional qualification	£36,715 - £37,065 + O/S (Service pension) (2687% employer contribution)
11	Trainee Business Development & Technical Manager	Manufacturing / Engineering / Business Development	Glasgow, Scotland	Technical drawing interpretation, product development, selling solutions, maintenance, quality control, prospecting, market analysis, technical support, Microsoft Outlook, Word, Excel, PowerPoint, social media and website marketing tools	Communication, analytical thinking, organisation, time management, teamwork, problem-solving, relationship building, willingness to learn	Experienced (no previous technical sales or manufacturing knowledge preferred)	None or no specific engineering-based subject	£25,000 - £26,000 per year
12	Junior Sales/Marketing Business Development Manager	Sales/Marketing/Manufacturing	Leigh/Lancashire/UK	Client acquisition, sales/pipeline management, proposal preparation, market research, business strategy planning, social media marketing, CRM systems, email marketing tools, CRM customer communication systems, digital marketing tools	Communication, teamwork, organisation, confidence, ability to work under pressure, strategic thinking, relationship building	Junior/graduate experience in sales, marketing, or business development preferred	Not specifically mentioned (sales/marketing or business-related background preferred)	From £25,000 per year +
13	Apprentice Business Improvement Analyst	Business Process Improvement / Operations Management	Birmingham, England (Preston, Ribbles)	Process mapping, business process improvement, process analysis, stakeholder collaboration, monitoring performance metrics, process documentation, MS Excel, MS PowerPoint, process mapping tools, MS Teams, data analysis tools, process mapping platforms	Communication, teamwork, problem-solving, innovative thinking, adaptability, collaboration, critical thinking	Experienced (no prior experience required, training provided)	Apprenticeship leading to improvement (Professional Level 4 qualification) (Level 4 Skills Academy)	£36,000 per year
14	Trainee Business Development Manager	Hospitality / Retail / Business Management	Edinburgh, England	Business development, highly motivated, retail operations, analysing data, customer support, operational support, MS Word, MS Excel	Communication, adaptability, attention to detail, interpersonal skills, flexibility, confidentiality, customer service	Graduate (only level 2 or above management, retail, or customer service)	Degree level education	£25,000 - £30,000 per year
15	Accounting Assistant Manager	Accounting / Finance / Business Admin	Peterhead, Scotland	Preparing statutory accounts, reconciliations, corporation tax returns, management accounts, financial reporting, budgeting & forecasting, personal banking, supporting junior staff, MS Excel, MS Office, accounting software such as Sage	Communication, leadership, mentoring, client relationship management, attention to detail, analytical thinking	Around 3 years experience in relevant financial accounts	Part-qualified / newly qualified Chartered Accountant	£30,000 - £35,000 per year
16	Junior Marketing (B2C) - Sales rep / Apple Executive Lounge	Marketing / Apple Services	London (UK) - Global focus	Communication, campaign management, sales, business development, supporting community	Relationship management, organisation, communication, confidence, resilience, adaptability, teamwork, targeted work	0-3 years	Sales/BD or Master's degree in Marketing, Business, or Communications	Not specified
17	Sales Executive - Food London	Retail / Sales	Southampton, UK	Client sales, product knowledge, selling, customer service, product knowledge	Communication, confidence, resilience, adaptability, teamwork, targeted work	Minimum 1 year job essential	Sales/BD or Master's degree in Business, Marketing, or related field	£20,000 + commission
18	Recruitment Consultant - Consumer	Recruitment / Consulting / Sales	UK (various)	Client relations, sales/marketing, negotiation, interview skills	Communication, persuasion, resilience, networking, problem-solving	Experienced	£27,000 - £30,000 + commission	
19	Field Sales Assistant - Machinery Recruitment	Sales / Marketing / Field Sales	Southampton, UK	Sales skills, product knowledge, data handling, basic sales techniques	Communication, teamwork, adaptability, confidence, public speaking	Experienced	Sales/BD or Master's degree in Business, Marketing, or related field	£260 - £280 basic + bonus
20	Commercial Graduate Trainee - UK, Planning Supplies	B2B Sales / Commercial	UK (various)	Sales, teaming, business development, product knowledge	Resilience, initiative, analysis, strategic	Experienced	Sales/BD or Master's degree in Business, Management, or related field	£26,500 + bonus
21	Junior Data Analyst - BT	Data Analytics / IT	UK (various)	SQL, Excel, data cleaning, dashboard	Attention to detail, problem-solving, curiosity, teamwork	Experienced	Sales/BD or Master's degree in Data Science, Business Analytics, IT, or related field	Competitive
22	Schedule & Planner - B Group Highway	Operations / Infrastructure	UK	Scheduling, planning, reporting, IT systems	Organisation, communication, adaptability	Experienced	Sales/BD or Master's degree in Business, Project Management, or related field	Not specified
23	Marketing & Promotion Specialist	Finance	Not specified	CRM systems, financial assessment, client entry	Communication, analytical thinking, attention to detail	Experienced	Sales/BD or Master's degree in Finance, Business, or Economics, CIMA qualification preferred	£26,000 + bonus
24	Graduate Scheme - Retail	Sales / Account Management	UK (various)	Building relationships, sales	Relationship building, communication, attention to detail	Experienced	Sales/BD or Master's degree in Business, Marketing, or related field, full UK driving license	£26,000 + O/S
25	Total Operations Manager - Hampshire Cricket	Sports / Data Operations	Southampton, UK	Excel, PowerBI, social systems, GDPR	Sales/BD management, problem-solving, organisation	1-3+ years	Sales/BD or Master's degree in Business, Sports Management, Data Science, or related field	£32,000
26	Account Coordinator - Utilia	Sales/Oper Support Chain	London, UK	Order management, Excel, legal ops	Commercial awareness, multitasking, communication	1-3 years	Sales/BD or Master's degree in Business, Supply Chain Management, or related field	Not specified
27	Junior Data Analyst - BT (Consumer)	Data & AI	UK	SQL, Excel, L1, basics	Analytical thinking, communication, teamwork	Experienced	Sales/BD or Master's degree in Data Science, Business Analytics, IT, or related field	Competitive
28	Business Analyst - Seneca	IT / Sales / Finance	Manchester (Hybrid)	Requirements gathering, AI tool, user stories	Sales/BD collaboration, analytical thinking	2+ years	Sales/BD or Master's degree in Business, IT, Data Analysis, or related field	£30k + O/S
29	BA Analyst - Warner Home	Hospitality / Analytics	Hybrid UK	Power BI, SQL, reporting	Problem-solving, communication	1-3 years	Sales/BD or Master's degree in Business Analytics, Data Science, or related field	Not specified
30	Data Analyst - Jaguar	Data Analysis	Leeds, London	Excel, Power BI, SQL	Communication, organisation	1+ year	Sales/BD or Master's degree in Business Analytics, Data Science, or related field	Not specified
31	Head Data Analyst - TCU LLP	Legal Tech	UK (various)	Power BI, Tableau, SQL, reporting	Communication, organisation	Relevant experience	Sales/BD or Master's degree in Business, Law, Data Analysis, or related field	Competitive
32	Early Talent Program - ABB	Engineering / Tech	Global	Data analysis, finance basics	Leadership, adaptability	0-3 years	Sales/BD or Master's degree in Engineering, Business, Finance, or related field	Competitive
33	Management Trainee - Sainsbury's	Comprehensive	Hong Kong	Business modelling, analytics	Leadership, strategic thinking	0-3 years	Sales/BD or Master's degree in Business Administration, Management, or related field	Competitive
34	Sales Representative - JVA TO	Aviation Training	Netherlands	CRM sales cycle, forecasting	Communication, presentation	Experienced	Sales/BD or Master's degree in Business, Sales, Marketing, or related field	£20,000 - £5,000
35	Leading Trainer - ABB (HSE)	Aviation / Health	Amsterdam	Aviation, safety, safety	Analytical mindset	Unsure	Sales/BD or Master's degree in Finance, Economics, Business, or related field	Not specified
36	Management Trainee - JVA Group	PMI / Hospitality	Singapore	PMIS systems, operations	Leadership, adaptability	High grade	Sales/BD or Master's degree in Business, Hospitality/Management, or related field	SGD\$5,700
37	Junior Analyst - Public Group	Marketing/Tech	Singapore	SQL, Tableau/PowerBI	Analytical thinking	0-1 year	Sales/BD or Master's degree in Business Analytics, Marketing, Data Science, or related field	Not specified
38	Management Trainee - APT-ops	Customer/ops	Singapore	Operations, logistic, marketing	Communication, leadership	High grade	Sales/BD or Master's degree in Business, Ops Management, Operations, or related field	SGD\$5,700
39	Management Trainee - MASH Talent	Consulting	Singapore	MS Office, reporting	Coordination, adaptability	High grade	Sales/BD or Master's degree in Business Administration, Management, or related field	SGD\$5,000 - \$800
40	Sales Executive - Neutron	Corporate Services	Qatar	Lead generation, CRM	Negotiation, communication	Graduate	Sales/BD or Master's degree in Business, Sales, Marketing, or related field	AED 26-34
41	Technical Sales Executive	Engineering Sales	Qatar	Product knowledge, inventory	Customer service, adaptability	Relevant experience	Sales/BD or Master's degree in Engineering, Business, or related field	AED 38-44
42	B2B Sales - Ahtai	Telecom	Qatar	Lead generation, sales	Negotiation, resilience	0-3 years	Sales/BD or Master's degree in Business, Telecommunications, Marketing, or related field	AED 23k-34k
43	B2B Sales - Ahtai	Telecom	Qatar	Sales, client acquisition	Targeted sales	0-3 years	Sales/BD or Master's degree in Business, Telecommunications, Marketing, or related field	AED 34k
44	Sales Manager - Halsey	Accounting / Consulting	UAE	Business development	Communication, presentation	0-3 years	Sales/BD or Master's degree in Business, Accounting, Finance, or related field	AED 25-34k
45	Business Dev Graduate - KENTEC	Tech / Manufacturing	UK	Sales, device, battery mgmt	Leadership, resilience	Graduate	Sales/BD or Master's degree in Business, Engineering, or related field	£26k basic
46	Sales Rep - Project Solar Energy	Renewable Energy	UK	Lead qualification	Communication, motivation	1 year	Sales/BD or Master's degree in Business, Marketing, or related field	£26k + O/S
47	Adviser Leader - TSB Group	Engineering	UK	Operations, project mgmt	Problem-solving, flexibility	Graduate	Sales/BD or Master's degree in Engineering, Business, Operations Management, or related field	£26k + O/S
48	Business Dev Graduate - Business Show Media	Media / Events	UK	Prospecting, CRM	Communication, resilience	Experienced	Sales/BD or Master's degree in Business, Marketing, Media, or related field	£25k + £36k + O/S
49	BD - AI - Saudi	AI / Sales	London	CRM outreach	Organisation, resilience	Graduate	Sales/BD or Master's degree in Business, Marketing, Technology, or related field	£35k basic
50	Management Trainee - BT	Non-profit	USA	Coordination, action	Communication, resilience	Graduate	Sales/BD or Master's degree in Business, International Relations, Non-profit management, or related field	\$4k
51	Event/Train - TSB	Automotive / Energy	USA	Analytics, CRM	Adaptability, detail	Student	Currently pursuing or recently completed (achieve Master's in Business, Marketing, Event Management, or related field)	\$25,500/hr
52	Admin Assistant - BOS	Consulting	Qatar	Excel, scheduling	Confidentiality, proactivity	1+ year	Sales/BD or Master's degree in Business Administration, Management, or related field	Not specified
53	Management Trainee - F&S India	Marketing	India	Sales, HR, team mgmt	Communication, attitude	0-1 year	Sales/BD or Master's degree in Business, Marketing, HR, or related field	₹45,000/month
54	Associate Analyst - C Y O/S	PMI / Consulting	Qatar	Research, financial analysis	Communication, integrity	0-1 year	Sales/BD or Master's degree in Finance, Risk Management, Business, or related field	Not specified
55	Trainee Analyst - Sackey	IT / Strategy	India	Excel, dashboards	Analytical thinking	Relevant	Sales/BD or Master's degree in Business Analytics, IT, Data Science, or related field	₹3.5L - ₹5.5L

Figure 6: Graduate Job Advertisements Dataset (n=55)

Hard vs Soft Skill Balance by Sector

The table below shows the average percentage split between hard and soft skills across each sector category, based on the skills extracted from the dataset.

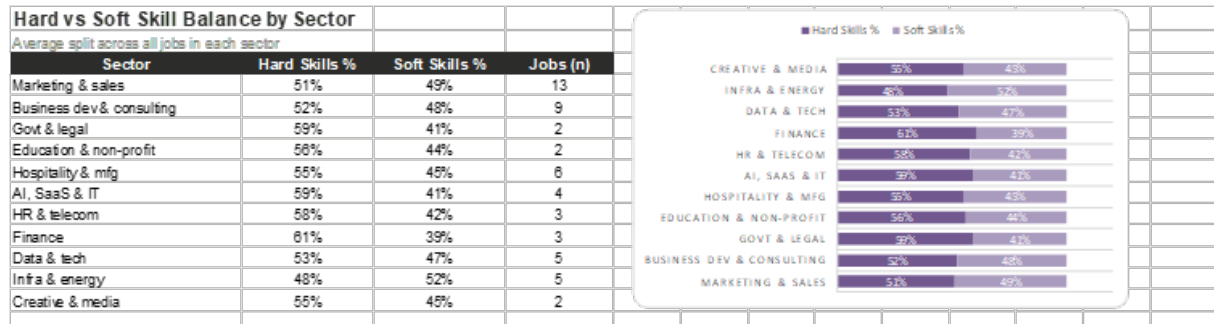


Figure 7: Hard vs Soft Skill Balance by Sector