

**EAE** Business  
School

# EMPLOYMENT REPORT

2017

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The information presented in this Employment Report refers to the in-person programs (Bachelor Degree, Full Time, Executive Education and Global Education) of the latest graduating class of EAE Business School (2016 - 2017)



## 01 PRESENTATION

"I AM PROUD TO PRESENT THE FOURTH EDITION OF EAE'S EMPLOYMENT REPORT, AN IN-DEPTH ANALYSIS OF THE PROFESSIONAL CAREER OF OUR STUDENTS AFTER THEIR TIME AT THE SCHOOL."

We are a higher education centre founded in 1958 operating with an international scope and specialising in management. Over our 60 years of history, over 70,000 executives and professionals have placed their trust in us, coming from over 100 countries on all five continents and working in national and international institutions and organisations in a broad range of sectors.

Our mission is to train professionals that are equipped to lead organisations in any field successfully and sustainably. We achieve this through programs that effectively combine practical contents and participant-oriented services. EAE is an accessible business school that is keen to share knowledge with participants, the teaching faculty and partners around the world. To this end, we currently have academic and institutional cooperation agreements in place with over 70 universities and business schools in 22 countries, as well as over 2,800 partnership agreements that we have with national and international companies.

We strive to give our participants applicable and up-to-date knowledge thanks to our methodology in which the student is firmly placed at the centre of the activity, with a global vision that integrates the academic part of the program with the enriching experiences of students away from the classroom. With this in mind, last year, over 200 events were organised in which 8,000 EAE professionals participated, including both present and former students.

Last but not least, we always strive to meet expectations reliably and ensuring that our students are fully satisfied. Currently, more than 96% of our students recommend us.

Our concept of higher education has led us to be ranked this year among the top 35 business schools in the world in the América Economía Ranking 2016 and, for the fourth year in a row, as the second most reputable business school in Spain, according to the MERCO ranking 2017. Moreover, once again this year, seven of EAE's Masters have been ranked among the best in Spain according to the El Mundo League Table 2017.

I hope that you find the report useful and interesting.

**JOSÉ LUIS  
FERNÁNDEZ MARTÍNEZ**  
GENERAL DIRECTOR OF EAE BUSINESS SCHOOL







**EMPLOYABILITY TRENDS**

## 02 EMPLOYABILITY TRENDS

### 2.1 HOW HAS EMPLOYABILITY CHANGED?

BY PILAR LLÁGER, EXECUTIVE PROFILE ADVISOR AT EAE BUSINESS SCHOOL

**Where will you be working in 5 years' time?** VUCA working environments (volatile, uncertain, complex and ambiguous) and automation, artificial intelligence and the new professions make it very hard to answer that question.

Employability is a concept that emerged towards the end of the 1990s and it refers to an individual's potential to be asked by a company to work for it.

The term is also defined as follows in an online dictionary of newly-coined words:

**Employability:** the capacity to attune with the employment market, change job without difficulty and find work. The quality of a person who is proactive in their own search for work who obtains the tools to find a job and is suitable for employment.

The term employability refers to a person's capacity to find employment or improve their professional position if they already have a job, in the fastest possible way under the best conditions. Factors that may influence somebody's employability include:

1. Training
2. Experience
3. Personal attitudes

The latest research on employability shows a fairly clear trend towards a type of professional who is constantly learning and with attitudes that enable them to develop and grow in modern professional settings. Employability is determined by somebody's capacity to adapt to the constant production, technological, and socio-political changes, etc.

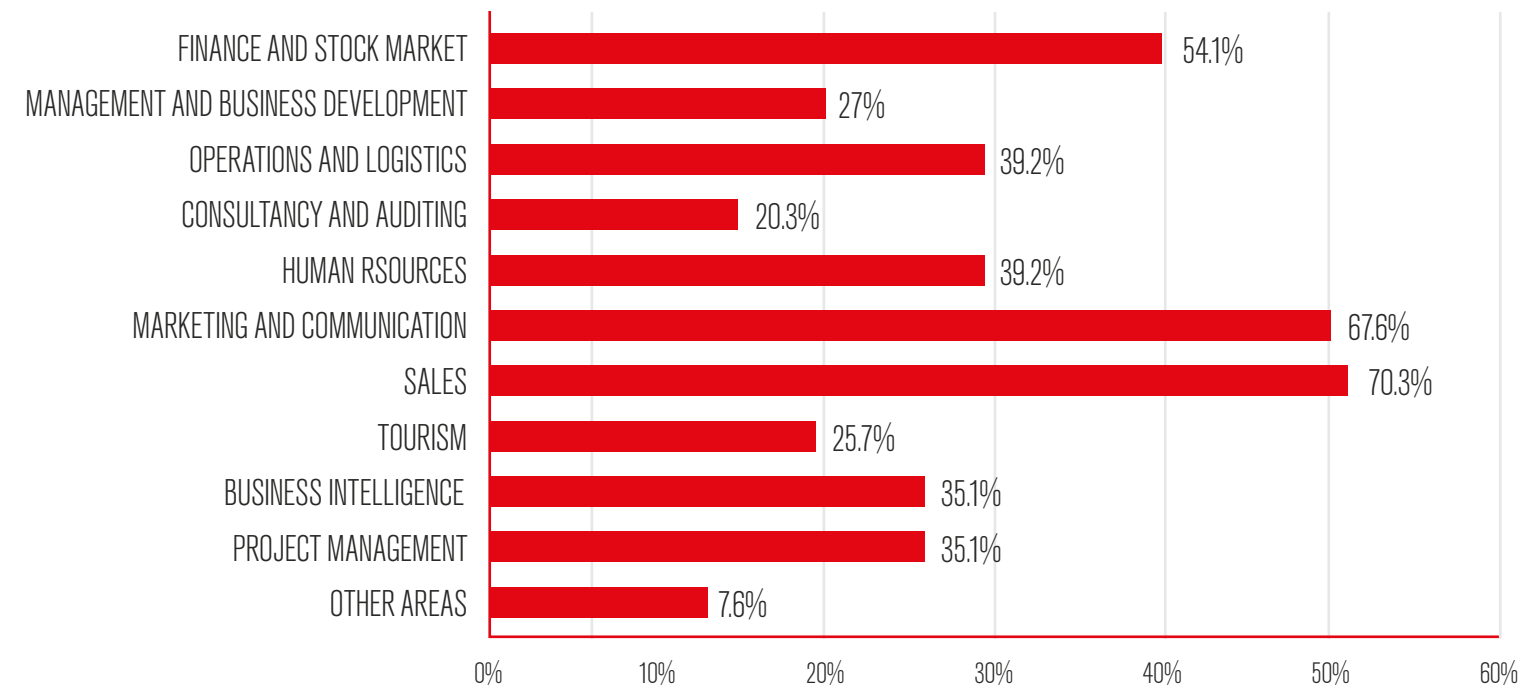
The change that has taken place in the new digital environment is that recruiters no longer focus solely on the field of knowledge acquired during the academic phase, but rather on the digital approach to all professions: Marketing, Sales, Developers, Human Resources, Operations, etc., all the jobs that are going to have a significant digital component. According to the report produced by EAE on the employability of the qualified population, the employability of professionals requires constant recycling of knowledge and the development of other skills that add value and, more importantly, set them apart from all other professionals that have the same knowledge base as them. Countries that adapt their demand for professionals to the new production panorama fastest will gain the greatest competitive advantage and a lower unemployment rate.



People's employability is one of the key pillars of any business school. According to the Employability Report of EAE Business School's Online Employment Forum 2017, the profiles in the greatest demand according to job offers are for sales (70.3%), followed by the commercial and marketing areas (67.6%), with considerable growth in the area of Business Intelligence (35.1%)

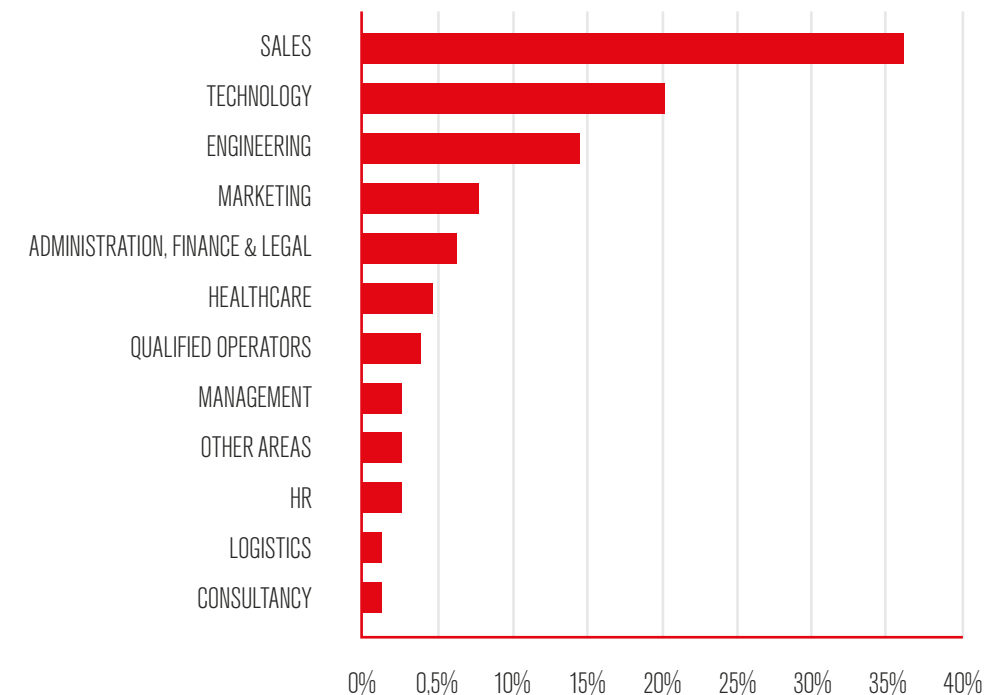
### WHAT PROFILES OF INTERESTS ARE RELATED TO EMPLOYMENT OFFERS?

SOURCE: EMPLOYABILITY REPORT. EAE BUSINESS SCHOOL'S ONLINE EMPLOYMENT FORUM 2017



### POSITIONS IN THE HIGHEST DEMAND IN SPAIN

SOURCE: EMPLOYABILITY REPORT. EAE BUSINESS SCHOOL'S ONLINE EMPLOYMENT FORUM 2017



## 02 EMPLOYABILITY TRENDS

This research is in line with the results of the EPYCE Report 2016 on Positions and Competences in the Highest Demand. For the third year in a row, the results show that there is continued and growing interest in and demand for positions in the fields of Sales and Technology, while third and fourth positions once again go to Engineering and Marketing. According to Human Resources Directors, the 10 positions in the highest demand in the market in 2016 are in the Commercial and Technology areas, accounting for 41.7%, which only position in the ranking being taken by positions categorised in the field of Industrial Engineering and Administration, Finance and Legal Administration.

These figures agree with the profiles in the greatest demand by companies listed in the Employability Report of EAE Business School's Online Employment Forum 2017.

### POSITIONS PROFESSIONALS IN THE HIGHEST DEMAND

SOURCE: QUALIFIED EMPLOYABILITY REPORT 2017. EAE'S STRATEGIC RESEARCH CENTER

Technology	31.88%
Sales	18.94%
Engineering	14.64%
Marketing	13.78%
Administration, Finance & Legal	4.31%
Management	4.30%
Qualified Operators	4.30%
Healthcare	4.30%
Logistics	2.58%
Other areas	0.86%
Consultancy	0.00%
HR	0.00%

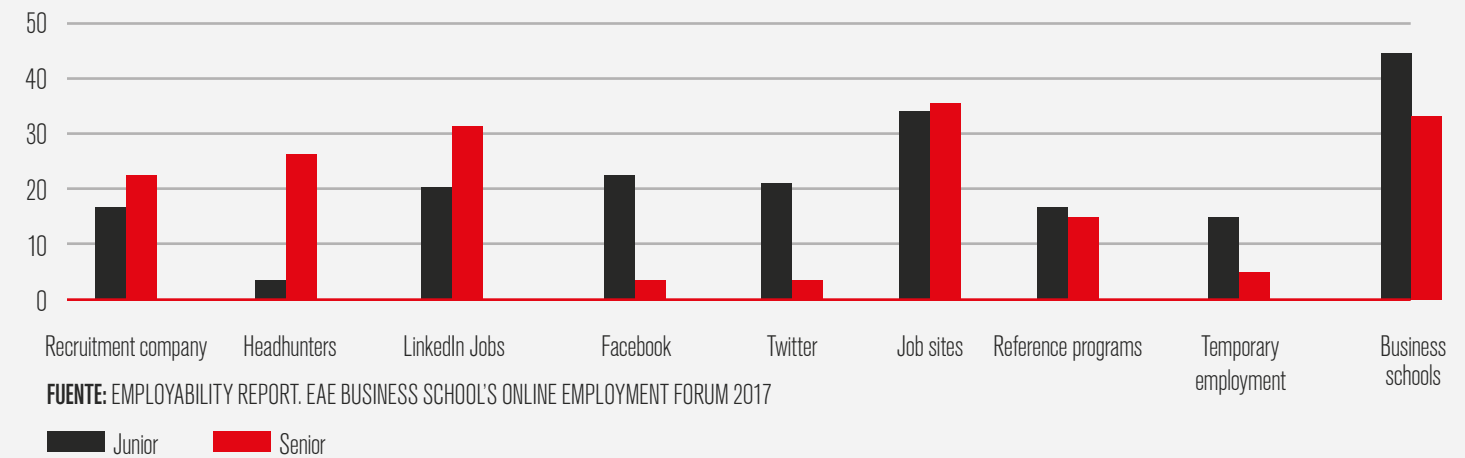
At EAE, we strengthen our students' professional development and guide their professional growth towards covering companies' current demand for positions that are difficult to fill, with tuition focused on enhancing their employability. To this end, on all our programs, we reinforce digital competences and increase the number of programs related to new technologies.

## DIGITAL TALENT

All companies are on the lookout for digital talent. What is so new about this talent? It is related to a shift in working environments characterised by technological innovations that have an impact on our behaviour. Enhancing our students' employability is the founding pillar underlying the strategy of our Professional Careers Department. There are 3 variables that determine the Human Resources Management in any organisation: VUCA environments, technology and the generational (Millenials, Generation X, Generation Y, etc.). There is no one single talent. Digital environments demand talent with critical thinking and passion but, above all, they require a transformation in the culture of organisations in terms of taking care and not managing all the generational profiles from the perspective of acquisition and building loyalty. The search for talent in the digital and global environment and equally requires a shift in terms of the traditional sources of recruitment in both junior and senior profiles.

### WHAT ARE THE MOST COMMONLY USED RECRUITMENT SOURCES FOR EACH PROFILE?

SOURCE: EMPLOYABILITY REPORT. EAE BUSINESS SCHOOL'S ONLINE EMPLOYMENT FORUM 2017



According to the statistics presented in the "Employability Report. EAE Business School's Online Employment Forum 2017", business schools represent one of the best sources for finding the brightest talent, both in terms of senior and junior profiles. Meanwhile, in recent years, there has been an increase in accessing candidates through job sites and social media, with the use of LinkedIn and Facebook being particularly notable, particularly in Latin American countries in the case of the latter. Lastly, companies emphasise the variety of sources used according to the profiles, stating that the use of headhunters and recruitment companies was still the preferred method for more senior professionals.

In order to find the best professionals in the current employment markets, the company first has to define the organisational culture and corporate values that it offers people, as well as identifying the most suitable channels for finding talent and creating really attractive, innovative and different messages adapted to each recruitment channel. In this respect, finding talent is no longer the exclusive responsibility of Human Resources and Recruitment departments. Nowadays, everybody at the company has to be involved in the process of turning the organisation into a brand that candidates can fall in love with.

## 02 EMPLOYABILITY TRENDS

### COMPETENCES

Meanwhile, the most highly valued competences are commitment to the project, confidence, transparency, honourableness, passion, an entrepreneurial profile and an endless capacity for learning.

Professionals who are proud of the brand and the team of people they work with, with the ability to resolve problems in situations of uncertainty and, most importantly,

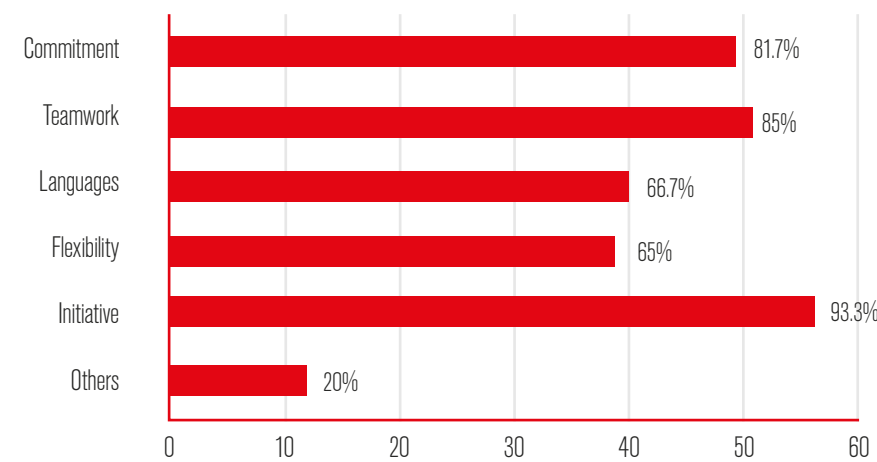
applying critical thinking. More value is placed on the candidates' capacity to learn more than their technical knowledge of tools, as they are constantly changing.

In this respect, not only are we referring to digital competences that are fundamental for doing the job in modern environments, but also the importance of the talent's attitude.

According to the results of the survey and the statistics shown below taken from the two reports mentioned in the article, in the case of junior and senior profiles, the Competences in the Highest Demand coincide with those highlighted previously in the EPYCE Report 2016 on Positions and Competences in the Highest Demand, with Commitment, Teamwork and Flexibility featuring highly in relation to junior profiles, and Strategic Vision and Customer Orientation for senior profiles.

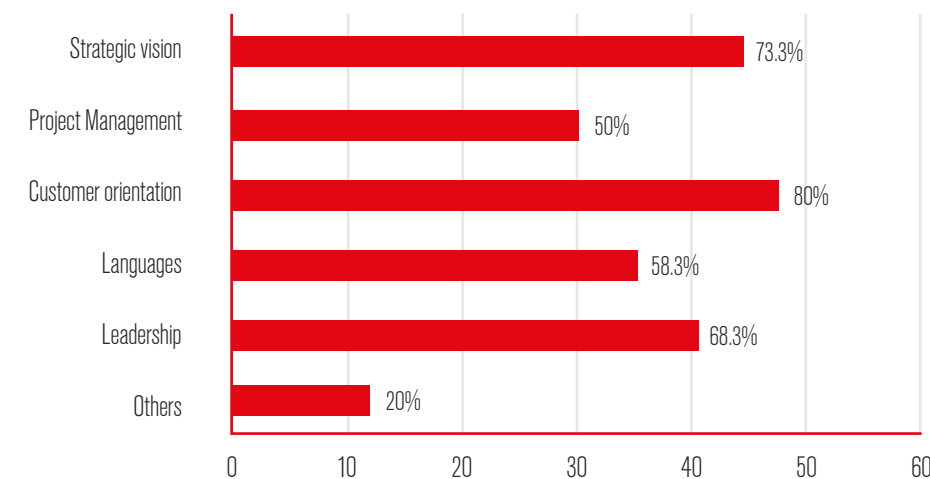
### WHAT COMPETENCES ARE IN THE HIGHEST DEMAND WITH RESPECT TO JUNIOR PROFILES?

SOURCE: EMPLOYABILITY REPORT. EAE BUSINESS SCHOOL'S ONLINE EMPLOYMENT FORUM 2017



### WHAT COMPETENCES ARE IN THE HIGHEST DEMAND WITH RESPECT TO SENIOR PROFILES?

SOURCE: EMPLOYABILITY REPORT. EAE BUSINESS SCHOOL'S ONLINE EMPLOYMENT FORUM 2017



### COMPETENCES IN THE HIGHEST DEMAND. JUNIOR PROFILE

SOURCE: EPYCE REPORT 2016 ON POSITIONS AND COMPETENCES IN THE HIGHEST DEMAND

COMPETENCE	RELATIVE FREQUENCY
Commitment	11.90%
Teamwork	10.41%
Languages and linguistic skills	9.42%
Flexibility	8.60%
Initiative and proactiveness	8.60%
Technical knowledge and competences	6.94%
Results orientation	6.94%
Change management and adaptability	5.95%
Customer orientation and service	5.62%
Resilience and Emotional intelligence	4.46%
Innovation	3.80%
Analytical thinking	3.64%
Communication	2.98%
Commercial skills	2.98%
Leadership	1.82%
Strategic vision and orientation	1.82%
Project Management	1.32%
Conflict management	0.99%
Team management	0.99%
Negotiation	0.83%
	<b>100.00%</b>

### COMPETENCES IN THE HIGHEST DEMAND. SENIOR PROFILE

SOURCE: EPYCE REPORT 2016 ON POSITIONS AND COMPETENCES IN THE HIGHEST DEMAND

COMPETENCE	RELATIVE FREQUENCY
Strategic vision and orientation	91.5%
Project Management	8.24%
Customer orientation and service	7.58%
Languages and linguistic skills	7.45%
Leadership	6.41%
Resilience and Emotional intelligence	5.88%
Results orientation	5.23%
Technical knowledge and competences	5.10%
Commitment	4.84%
Commercial skills	4.84%
Flexibility	4.71%
Conflict management	4.71%
Team management	4.05%
Initiative and proactiveness	3.79%
Analytical thinking	3.53%
Innovation	3.53%
Negotiation	3.27%
Teamwork	3.01%
Communication	3.01%
Change management and adaptability	1.70%



## 02 EMPLOYABILITY TRENDS



Business Networking event organised by EAE and APD

VUCA environments require people with critical thinking but, even more so, they require the culture of organisations to be transformed in order to structure, adapt and customise their leadership to the global diversity of talent. Business schools strive to provide a more in-depth learning experience that enables students to acquire the knowledge, skills and competences that leading companies demand.

At EAE, we strive every day to adapt our knowledge and attitudes to the new professional environment. We help our students to focus on the professions and sectors with the greatest possibilities in terms of employability. We achieve this thanks to the faculty of lecturers that give students guidance on the sectors with the greatest career potential in which to grow and develop, as well as giving them

access to events organised with leading international professionals through the Alumni network.

Millenials are forcing organisations to reflect on how they interact with professionals. They have to adapt their values, culture and the leadership style to a new way of forming part of and operating within companies

In organisations, generations who have grown up without email work alongside generations of digital natives who experience communication instantaneously. In most cases, it is the less technological, perhaps older generation that manages a group of people and sets the guidelines and management policies. The instantaneous nature of business nowadays affects the way we think, the

content and timing of the response. There is a big difference in this aspect between one generation and another, and this has a significant impact on the way that we understand concepts such as confidence, transparency and leadership style.

Business schools and, in particular, EAE's Professional Careers Department adapt the demand of these new professionals to the companies.

In the years to come, we will have to embrace new challenges, new professions, sectors and global employment markets, and we are preparing and helping our students to succeed in this new world.





## 02 EMPLOYABILITY TRENDS

### 2.2 THE PROFESSIONS OF THE FUTURE

BY PILAR LLÁGER, EXECUTIVE PROFILE ADVISOR AT EAE BUSINESS SCHOOL

Professions that were hitherto unknown are revolutionising the employment market. They are all creating job positions for which different profiles are sought encompassing a broad variety of skills and knowledge. These profiles are leading business schools to adapt their learning model.

If you ask a child what they want to be when they grow up, it is highly likely that the

answers they give have radically changed from the response you would have been given just 10 years ago.

According to our research, the new professions that companies require nowadays are related to sales, technology and the digital marketing.

The areas in the highest demand are Data Science, Digital Sales and Data Analysis.

#### POSITIONS THAT COMPANIES ARE CONTRACTING RELATED TO THE NEW PROFESSIONS OF THE FUTURE:

SOURCE: EMPLOYABILITY REPORT. EAE BUSINESS SCHOOL'S ONLINE EMPLOYMENT FORUM 2017

Apps Developer	<b>Multiplatform Apps Developer</b>	CISO
<b>Backend Developer</b>	Design Strategist Client Experience	<b>Market Research</b>
Big Data	<b>Digital Transformation</b>	Digital Marketing
<b>Business Developer</b>	Customer Experience Designer	<b>QA Manager Sales</b>
Business Innovation	<b>E commerce</b>	Software Team Lead/Director
<b>Cyber security</b>	Video Planner	<b>Strategics Developer</b>
Cloud Applications	<b>Health Economics Manager</b>	Supply Chain UI / UX
<b>Cloud Security Architect</b>	Digitisation Engineers	<b>Visual Designers</b>
Data Science	<b>Integrations Architect</b>	Web Developer

The exponential growth in technology and all its related areas (Artificial Intelligence, big data, 3D printing, biotechnology, etc.) has had an enormous impact of the development of current professions and the creation of new jobs.

As a business school, this great paradigm shift forces us to adapt quickly to constant change in terms of the knowledge and competences required by companies.

The impact and influence of professionals from the different generations will define their access to the new professions, and the role of business schools will be essential for accompanying students on their lifelong learning process.

The people who will succeed will be those who can work collaboratively in a team and in network with professionals from other fields and departments, understanding the needs of each project.

We shouldn't take it for granted that the highest level professions of our time will be the best paid nor most employable within, let's say, the next five years. This forces us to be in a state of constant change and evolution in order to convey the employment markets' new requirements to students.

By 2020, millenials will account for 35% of the world's workforce and they will have to reinvent themselves between 10 and 15 times over the course of their professional career. All generations will be faced with a 'liquid' labour market which will require them to develop new attitudes and aptitudes constantly, and embrace a lifelong learning process. The majority of them will work in professions that do not exist yet.

All the predictions with respect to the professions in the highest demand emphasise reinforcing the digital attitude and aptitude, which requires greater flexibility and learning constantly.

This skill enables us to embrace constant and permanent change and it requires us to accompany students throughout their employability process in a global and technological environment.



"The situation in the labour market is changing radically at a global level. New professions are emerging related to robotics, Artificial Intelligence and Big Data, among others, which will transform the way we work and our business models."



## 02 EMPLOYABILITY TRENDS

### 2.3 THE CHALLENGES IN HUMAN RESOURCES MANAGEMENT DEPARTMENTS IN MULTINATIONAL IN THE YEARS TO COME

#### INTERVIEW WITH:

#### MATEO BORRÁS

- Human Resources Director at Grifols
- Member of EAE Business School's Human Resources Advisory Board

## GRIFOLS

By Mar Villasante, a journalist working with the newspaper El Mundo

“Every professional has to draw up a growth plan, bearing in mind that they need a space for training.”

Mateo Borrás boasts a wealth of experience in the field the Human Resources, over the course of which he has worked in the main representative and deliberative bodies in the sector. The current HR director of Grifols underlines the importance of the human factor in the digital economy, defending the need to develop fluid internal communication and the essential mission of aligning the company's value with those of the people who comprise it.

**In your opinion, what should be the key factor in employment relations in the immediate future?** In the future, work in the field of communication will be extremely important, but I am referring more to social interaction rather than digital relations. Face-to-face communication is falling by the wayside and we can find ourselves in absurd situations with three or four people chatting on WhatsApp rather than talking to each other. I think there will be a counter-revolution in relation to the digital world. We should keep our eyes open because the digital world is made up of machines and the human factor has always set itself apart in this respect.

**Will communication therefore be one of the main challenges for personnel managers?** Internal communication is very important. The best tool there is for Human Resources Management is communication. However, between leaving behind one age of command and order and entering a new digital age, there is a vacuum in the middle in which we have not had time to introduce the social factor into the world of work. Social interrelation is essential and must be one of the primary functions that we have the capacity to control from the Human Resources Department. Authentic internal communication that conveys the reason behind things at a company, division or department level. There has to be a level of traceability with respect to the company objective and people's reason for being there.

**What can Human Resources do to achieve this traceability?** Human Resources professionals have to be able to understand company's needs and the way people are, as well as implementing projects, channels, communication systems that flow effectively. In my opinion, communication is not a newsletter or an employment portal. It is more a matter of ad-hoc meetings, how you announce the company's performance, how and why you distribute the workloads, etc. Having a meeting when you start and finish your shift to update each other on how the day and the day before have gone. Direct communication, evaluating performance, having at least one or two annuals meetings or interviews to discuss not what you are doing but rather how you are doing it. That is what communication means to me.

**Where are the main imbalances in the employment market and why are they not being resolved?** The most important shortfall is in technical positions. In my professional field, there is even an IT specialty that can take a year to contract the right person, and that is extremely tough. A few years ago, the emphasis on technical aspects started to shift to a more social focus. The problem is the training schedule. We can't overload companies to breaking point. We now do many tailored courses for certain profiles, but those that require a Bachelor Degree or years of specialisation are harder, and this is where there needs to be a certain level of correspondence between the medium-term needs of the company and the training options on offer. There has been a failure in this respect for several years now. As the professional world evolves, business schools are much more responsive and adapt to the times.

**In an increasingly digital economy and society, where do Social Sciences and Humanities profiles fit in?** Nowadays, we find lots of technical graduates with Postgraduate Degrees in Administration and Management. We see lots of professionals specialising in technical areas getting more humanistic training. The least common profile is people with a Social Sciences or Humanities background with technical Postgraduate Degrees.

This is where we need to head towards. The market needs to be nourished and this need will intensify. Therefore, schools and universities will have to start offering Postgraduate Degrees with a predominantly technical focus.

**What impact with digitisation have on people management? How does Big Data help and what possibilities does it offer in these processes?** Obviously, the more information we have, the more reliable the result will be, and the larger the sample, the lower the risk of error in a prediction. Big Data is useful in terms of analysing successful personal profiles in the company, knowing how to approach the employment market and find certain positions, internally analysing advertising elements, etc. It enables the identification of needs in relation to the social climate, training, risk prevention, causes of accidents in the workplace, employees signed off for illness, etc. It can help to develop formulas to reduce absenteeism. This only applies if the Big Data is processed and interpreted effectively. In my opinion, we are still in the early stages in this respect in the world of Human Resources.

**What will be the challenges for personnel managers in terms of making the workforce adapt to the new requirements?** The same as always. The function of the Human Resources department has also been to get people to align with the company's objectives and needs. This is important when you are already inside the company, but when you have to recruit people from the employment market, the more suitable and aligned they already are, the quicker they will be committed to the project. We have to be able to identify the company's objectives and how we embody its values.

The combination of these two factors leads us to search for people with knowledge and skills but, equally or more importantly, with personal values aligned with the company's.

Skills in this group that have gained more importance include flexibility and adaptability. Things change quickly every day. The capacity to adapt, having a mind open to new knowledge, flexibility and achieving a good work/life balance are obviously very attractive factors when it comes attracting new people to the organization and generating commitment from them, but these are very generic factors.



## 02 EMPLOYABILITY TRENDS

### **What should be the starting point for training in this changing professional setting? What parts are the company and the professional responsible for?**

The company has to be able to tap into its people's, adapt it and find its place. Phrases such as 'We pay you to work, not to think' are thankfully a thing of the past.

Companies increasingly demand more from any employment or professional level, even in the least qualified positions. However, not only do they make these demands but they also facilitate their employees and enable them to contribute and develop their ideas. Companies have to facilitate their employees' promotion prospects, career planning, succession, etc., but each of them have to develop their own personal growth plan. Companies may facilitate you but they are not going to hold your hand like a child. You have to want to develop and grow, with a drive to acquire greater knowledge, bearing in mind that you need a space for training.

### **What are the challenges for talent management due to internationalisation and globalisation**

This is a problem because companies are growing and they increasingly have operations outside of their home country. Relocating your know-how, your passion and way of doing things to other places is achieving by taking people with you, and these expatriation or relocation packages are attractive at the beginning but, when they have to come back, it gets tricky. Regardless of their professional level, luckily the coming generations are increasingly willing to work wherever required and this is great socially. There is a growing level of mutual interest. I am pleased to see this social position in the emerging employment, which is also the result of a social evolution social and not just a consequence of the recession.

### **Over the last few years, there has been a shift in the concept from Human Resources to People Management.**

**What does this shift involve?** Human Resources is personal development but People Management goes beyond this idea. It encompasses social interrelation, how you flow in communication and management within and outside the company. In my opinion, that is the most important thing for me. Even in the field of administration, things are changing. We no longer talk about payroll and salary, but rather remuneration and benefits that are increasingly adapted to the needs of different social groups. Each country has a different way of operating. Even the seemingly most quantifiable aspects are adapting to the times: medical policies, pension plans, childcare, etc.

### **Should the sector move towards greater specialization?**

I have been in the sector for many years and I have always advocated this. The Human Resources profession requires specialisation, but the problem is that there are lots of areas to be covered, from promoting, training, development and drafting career plans, which is the nice part, to dealing with strikes, firing employees, disciplining and redundancy schemes, which are the less enjoyable parts.

Obviously, acquiring a professional specialisation that covers such a wide spectrum is practically impossible, but it is necessary to pick certain fields, being able to build multidisciplinary teams and combine different areas within a single management unit. That is no easy task.







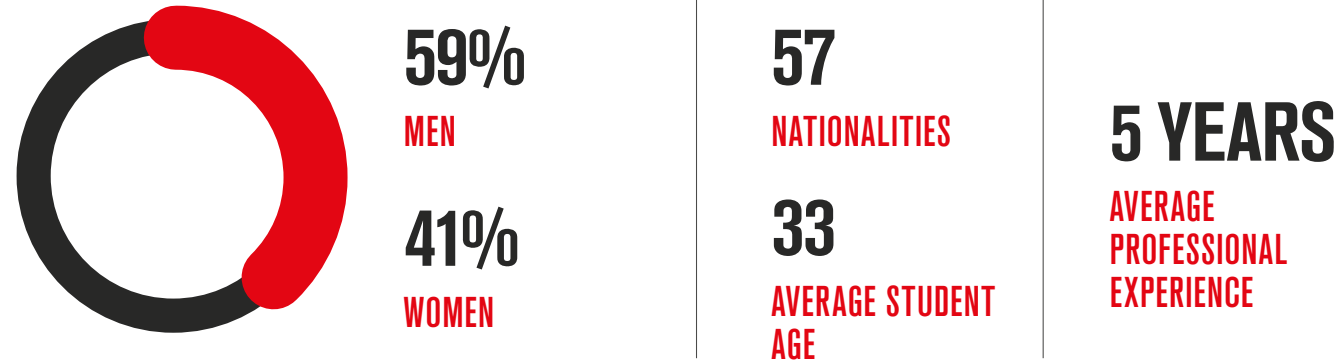
**EAE STUDENT EMPLOYABILITY ANALYSIS**

# 03 EAE STUDENT EMPLOYABILITY ANALYSIS

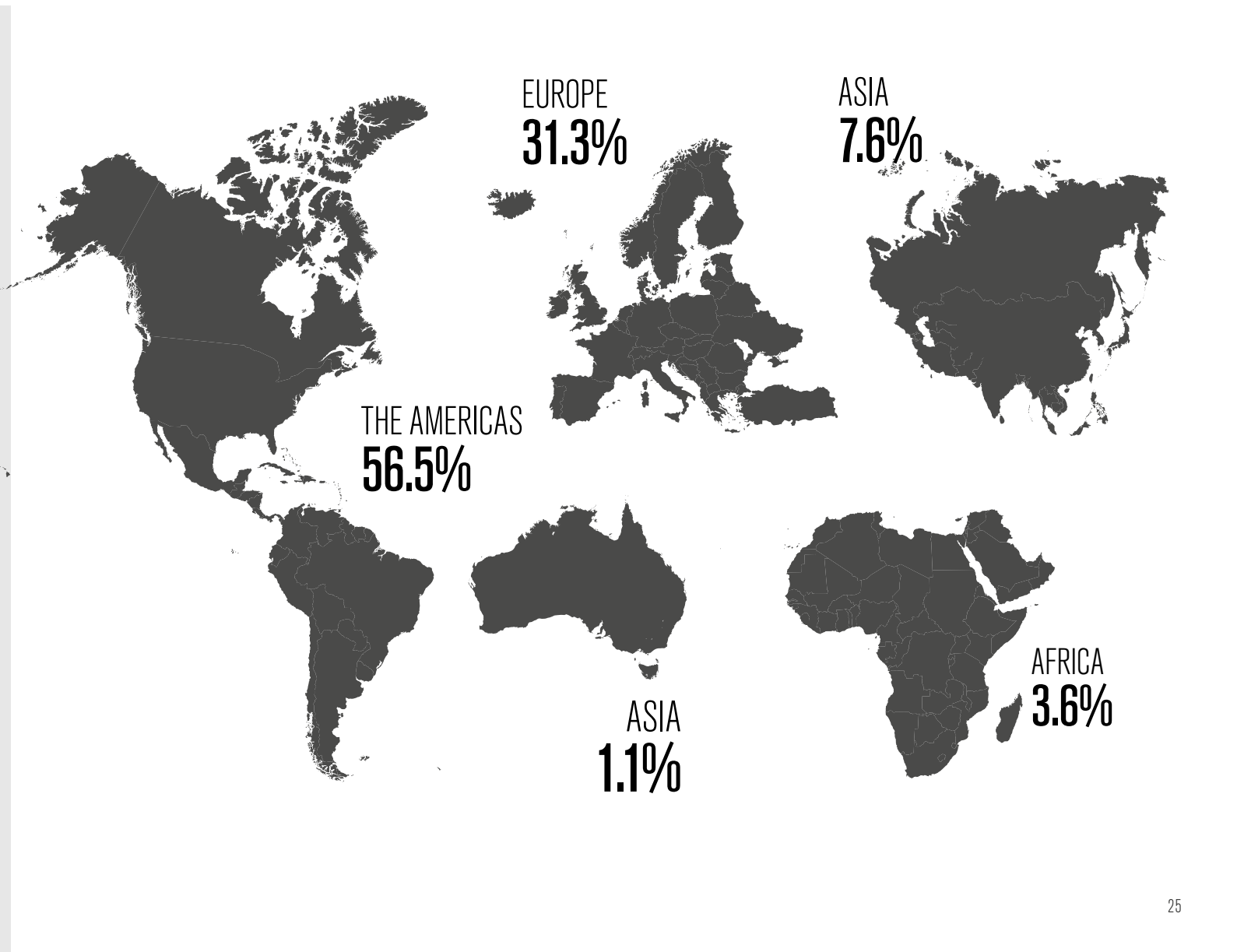
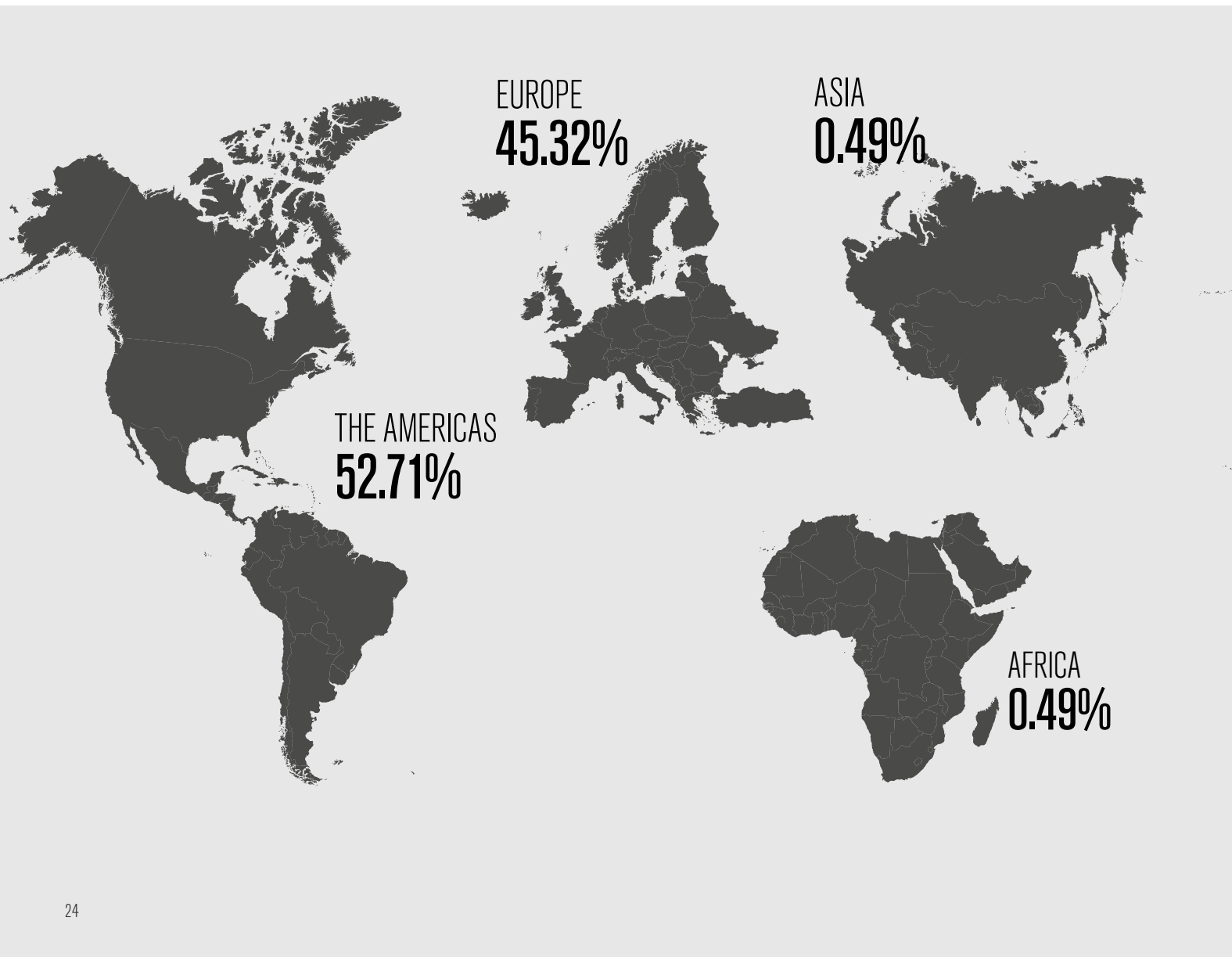
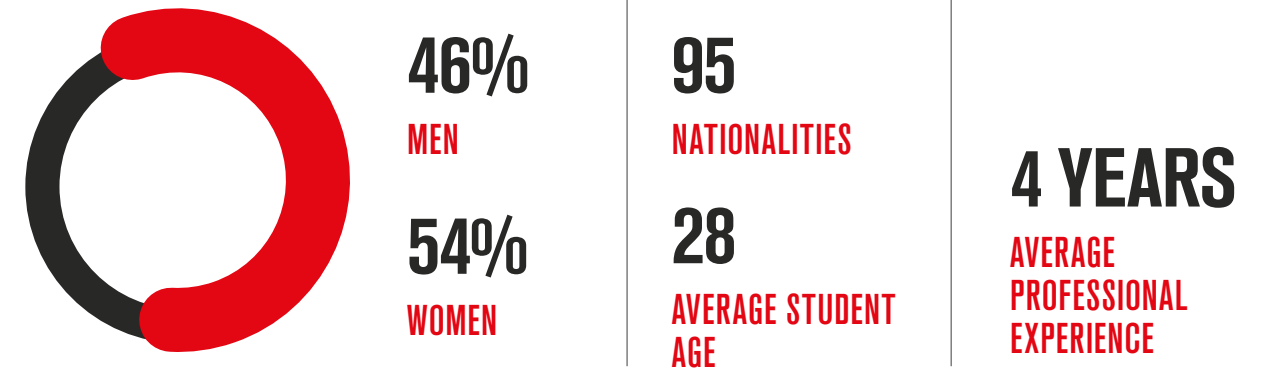
## 3.1 PROFILE OF OUR STUDENTS

The information presented in this Employment Report refers to the in-person programs (Bachelor Degree, Full Time, Executive Education and Global Education) of the latest graduating class of EAE Business School (2016 - 2017)

### MBA STUDENTS

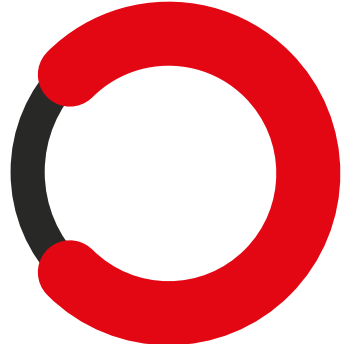


### STUDENTS ON FULL TIME PROGRAMS



# 03 EAE STUDENT EMPLOYABILITY ANALYSIS

## STUDENTS ON EXECUTIVE EDUCATION PROGRAMS



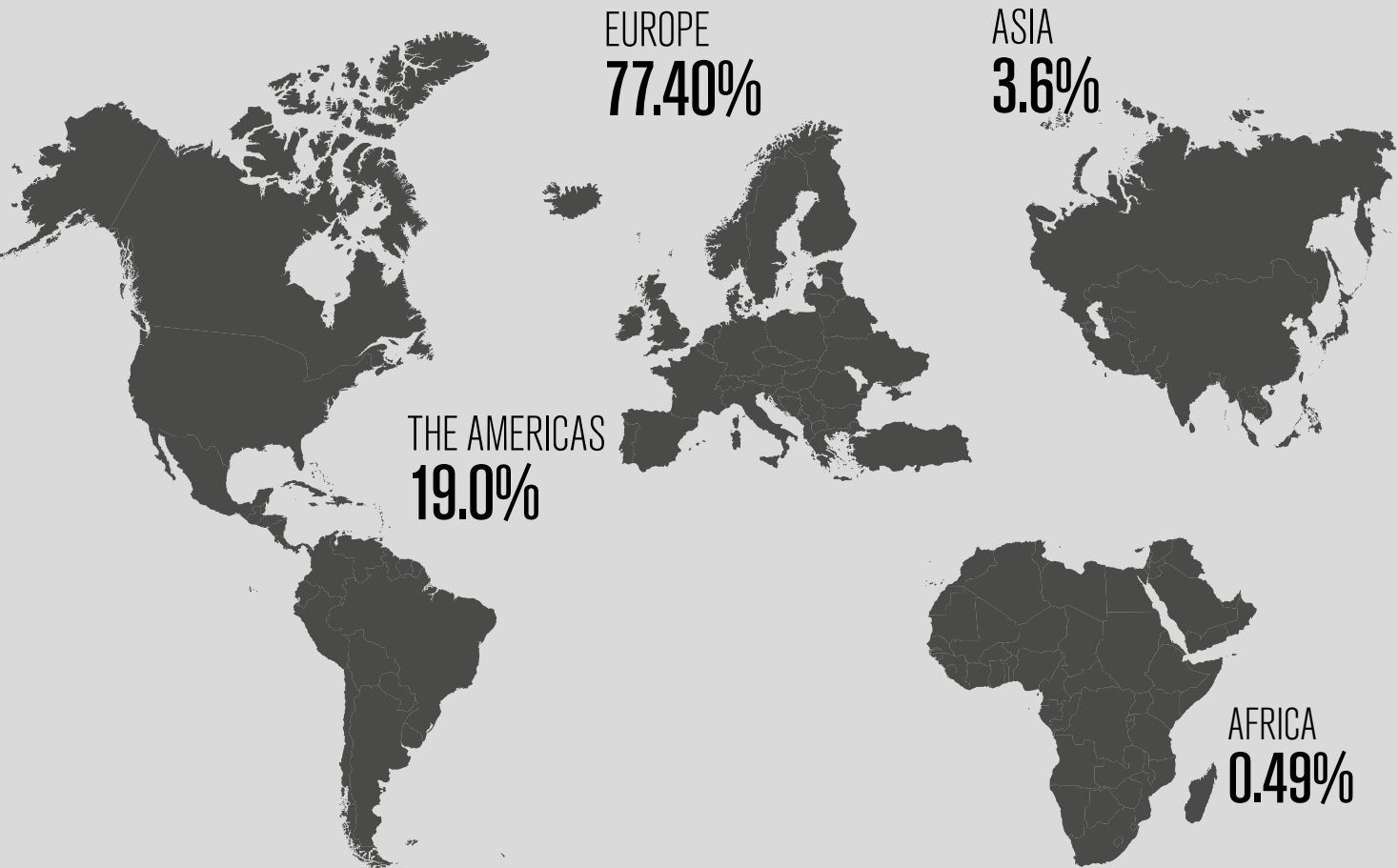
**56%**  
MEN

**44%**  
WOMEN

**39**  
NATIONALITIES

**37**  
AVERAGE STUDENT AGE

**10 YEARS**  
AVERAGE PROFESSIONAL EXPERIENCE



Welcome Week, students October 2017. Madrid Campus.



03 EAE STUDENT EMPLOYABILITY ANALYSIS

IN 2017,  
STUDENTS  
FROM  
**107 COUNTRIES**  
STUDIED AT  
EAE BUSINESS  
SCHOOL.

**38**

**EUROPE**

- Albania
- Andorra
- Austria
- Belarus
- Belgium
- Bosnia-Herzegovina
- Bulgaria
- Croatia
- Cyprus
- Czech Republic
- Denmark
- Dutch Antilles
- Estonia
- Finland
- France
- Georgia
- Germany
- Great Britain
- Greece
- Hungary
- Iceland
- Ireland
- Italy
- Lithuania
- Macedonia
- Moldavia
- Montenegro
- Netherlands
- Norway
- Poland
- Portugal
- Romania
- Slovakia
- Slovenia
- Spain
- Sweden
- Switzerland
- Ukraine

**24**

**THE AMERICAS**

- Argentina
- Bolivia
- Brazil
- Canada
- Chile
- Colombia
- Costa Rica
- Cuba
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- Haiti
- Honduras
- Jamaica
- Mexico
- Nicaragua
- Panama
- Paraguay
- Peru
- Puerto Rico
- United States of America
- Uruguay
- Venezuela

**24**

**ASIA**

- Azerbaijan
- Bahrain
- Bangladesh
- China
- India
- Iran
- Iraq
- Israel
- Japan
- Jordan
- Kazakhstan
- Lebanon
- Libya
- Malaysia
- Nepal
- Oman
- Philippines
- Qatar
- Russia
- Saudi Arabia
- Syria
- Turkey
- United Arab Emirates
- Vietnam

**19**

**AFRICA**

- Angola
- Burundi
- Cameroon
- Egypt
- Equatorial Guinea
- Gambia
- Ghana
- Ivory Coast
- Kenya
- Lesotho
- Morocco
- Mauritania
- Mozambique
- Nigeria
- Senegal
- South Africa
- Tunisia
- Uganda
- Western Sahara

**2**

**OCEANIA**

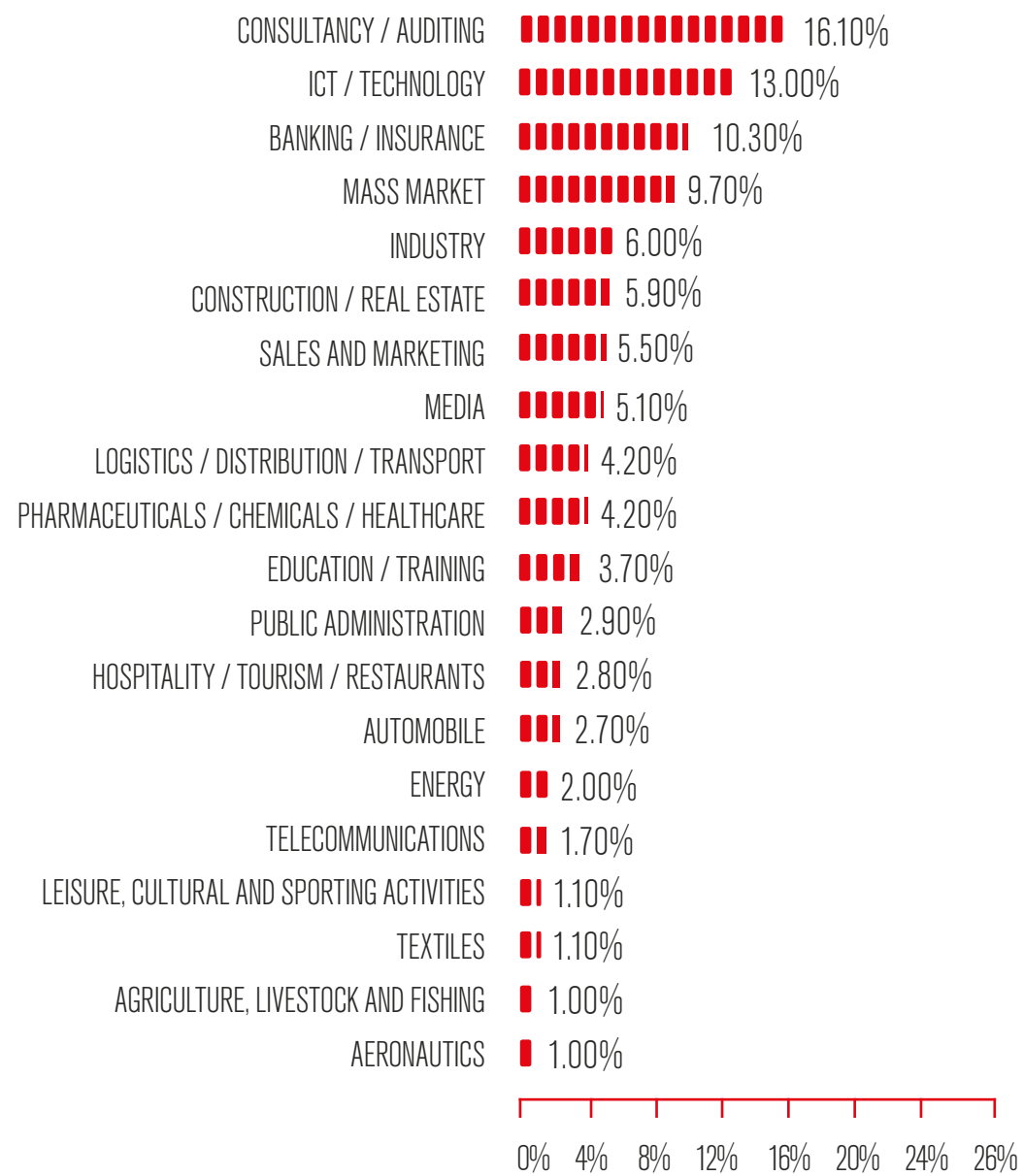
- Australia
- New Zealand

# 03 EAE STUDENT EMPLOYABILITY ANALYSIS

## 3.2 WHERE DO THEY WORK?

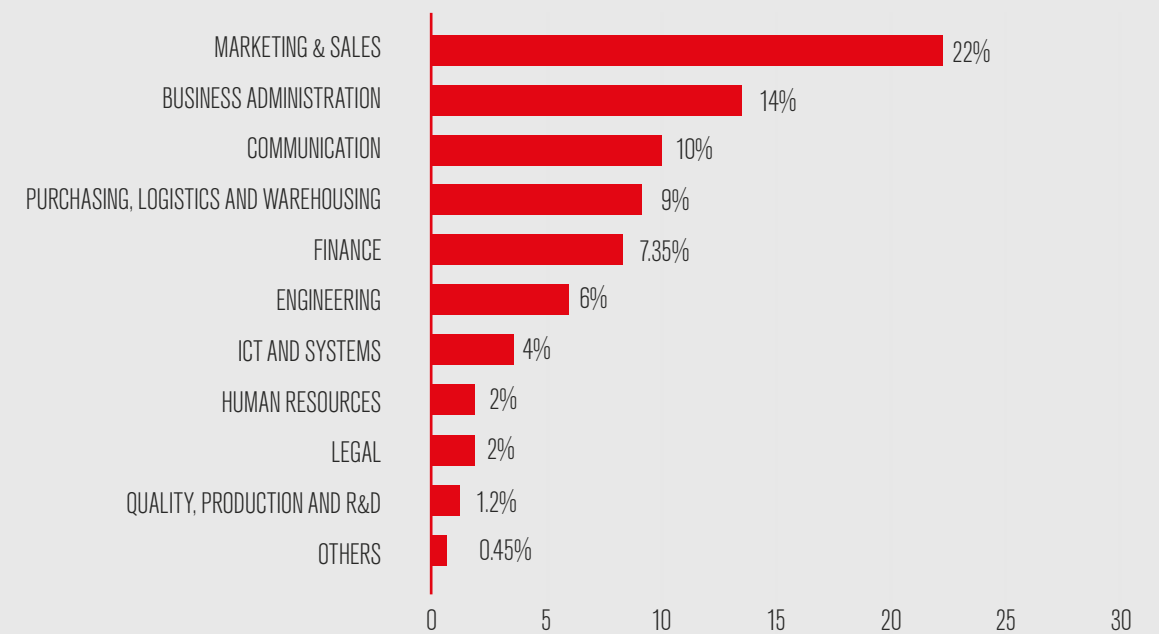
### SECTORS

#### MAIN SECTORS OF THE COMPANIES WHERE EAE STUDENTS WORK IN 2017:



### DEPARTMENTS

#### DEPARTMENTS IN WHICH EAE STUDENTS WORK IN 2017:

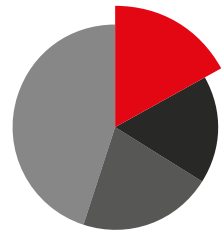


Visit to LG in Madrid. Students on the Global Executive MBA

## 03 EAE STUDENT EMPLOYABILITY ANALYSIS

### COMPANY SIZE

44% WORK IN  
MULTINATIONAL  
COMPANIES



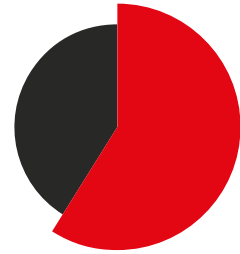
17%  
<25 EMPLOYEES

16%  
26-100 EMPLOYEES

24%  
101-500 EMPLOYEES

44%  
>500 EMPLOYEES

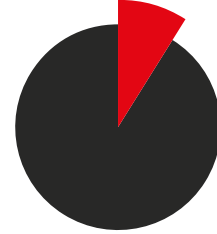
62% HOLD POSITIONS  
OF RESPONSIBILITY IN  
COMPANIES WITH MORE  
THAN 500 EMPLOYEES



62%

38%

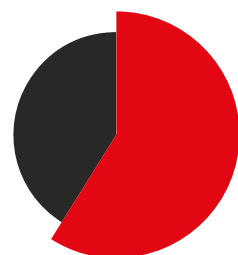
8% WORK IN COMPANIES  
IN THE PUBLIC SECTOR



8%  
PUBLIC

92%  
PRIVATE

42% WORKS OUTSIDE SPAIN



58%  
SPAIN

42%  
OUTSIDE SPAIN

### WHAT COUNTRIES DO OUR STUDENTS WORK IN?

IN 2017, GRADUATES  
OF EAE BUSINESS  
SCHOOL WORK IN 38  
COUNTRIES AROUND  
THE WORLD

63% WORK IN EUROPE,  
32% IN THE AMERICAS,  
3% IN ASIA AND 2% IN  
AFRICA

**38 COUNTRIES**

(COMPARED TO 25 IN 2016)

**63% EUROPE**

**32% THE AMERICAS**

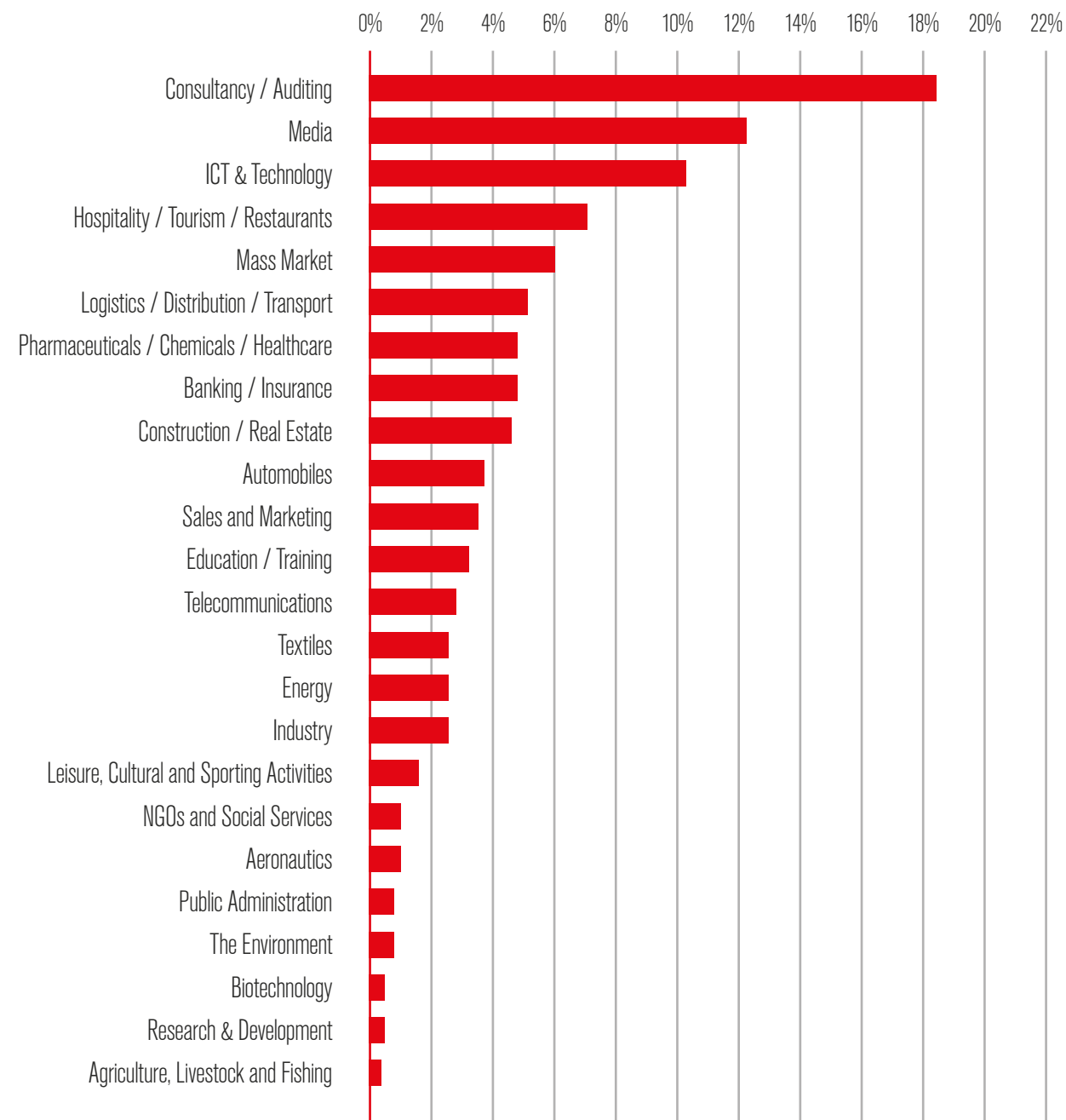
**3% ASIA**

**2% AFRICA**

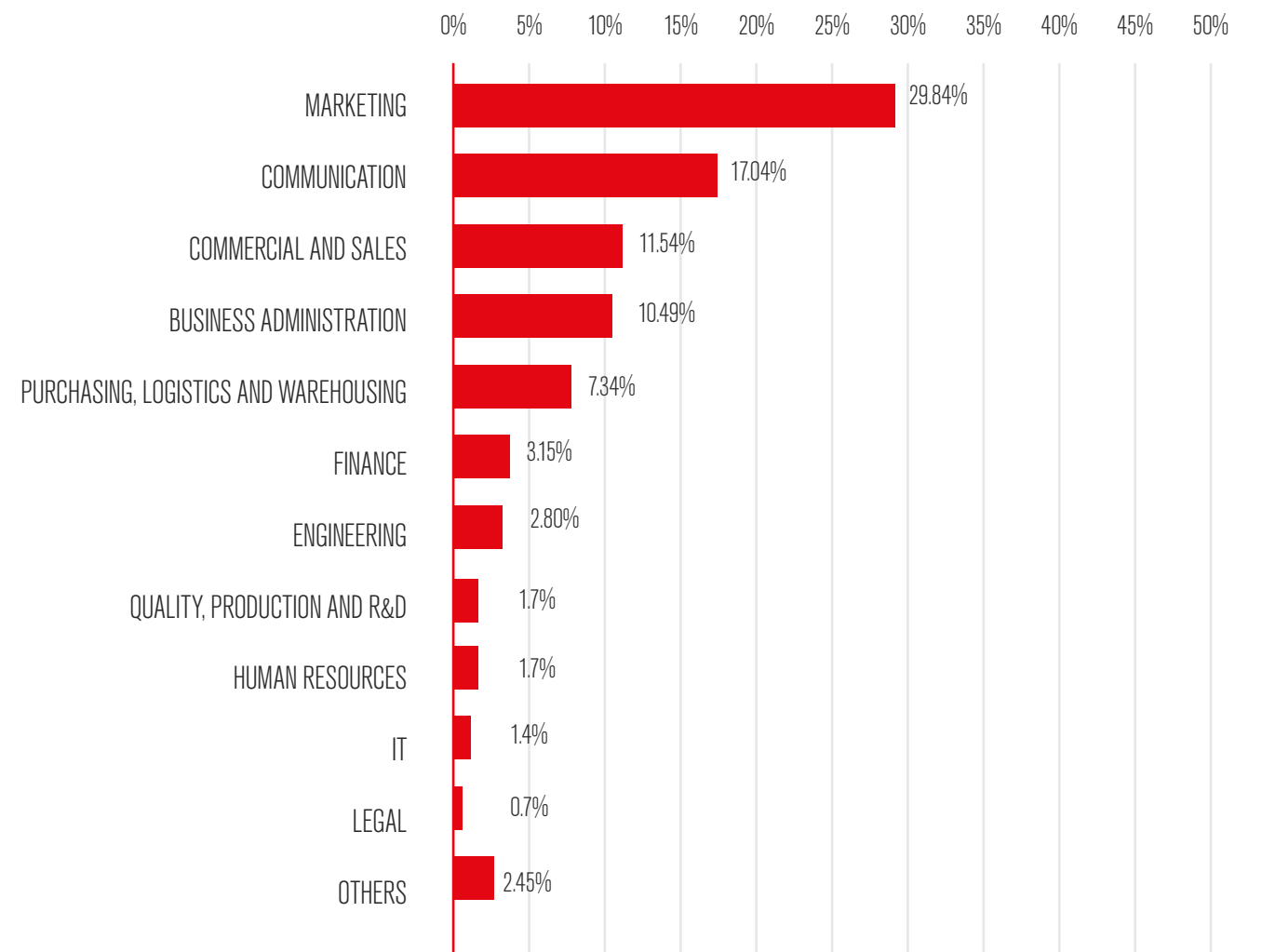


### 03 EAE STUDENT EMPLOYABILITY ANALYSIS

SECTORS OF THE COMPANIES AT WHICH EAE STUDENTS ARE DOING INTERNSHIPS:

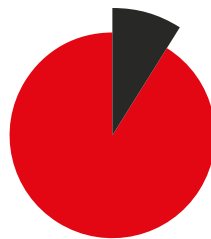


DEPARTMENTS IN WHICH EAE STUDENTS ARE DOING INTERNSHIPS:



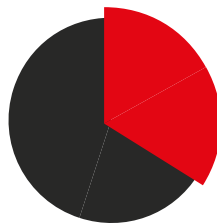
# 03 EAE STUDENT EMPLOYABILITY ANALYSIS

95% OF STUDENTS FOUND AN INTERNSHIP THANKS TO EAE'S PROFESSIONAL CAREERS SERVICE



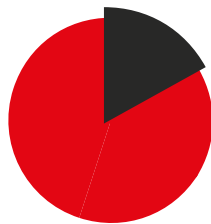
95%  
5%

34% OF STUDENTS WHO DID AN INTERNSHIP WERE LATER CONTRACTED BY THE COMPANY (+5% FROM 2016)



34%  
66%

88% OF STUDENTS WHO DID INTERNSHIPS SAID THAT THE PROGRAM HAD A SIGNIFICANT, IMPORTANT OR DECISIVE IMPACT ON THEIR CAREER.



88%  
12%

## ACCESS TO INTERNSHIPS BY FIELD OF KNOWLEDGE



### 03 EAE STUDENT EMPLOYABILITY ANALYSIS

STUDENTS WHO HAVE COMPLETED INTERNSHIPS STATE THAT:

THE INTERNSHIP HAS HELPED TO IMPROVE THEIR KNOWLEDGE **86%**

THE INTERNSHIP HAS HAD AN INFLUENCE ON ENHANCING THEIR AUTONOMY **84%**

THE INTERNSHIP HAS LED TO AN INCREASE IN RESPONSIBILITIES **76%**

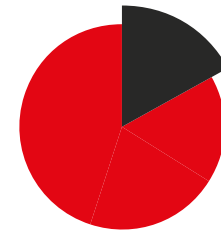
THANKS TO THE INTERNSHIP, THEY HAVE HAD ACCESS TO NEW PROFESSIONAL OPPORTUNITIES **69%**

THE INTERNSHIP HAS LED TO AN INCREASE IN THEIR SALARY **62%**

THEY HAVE GAINED USEFUL PROFESSIONAL CONTACTS FROM THE INTERNSHIP **74%**

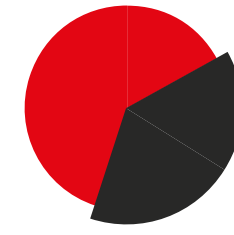


**93%** OF GRADUATES FIND EMPLOYMENT WITHIN 6 MONTHS OF COMPLETING THE PROGRAM



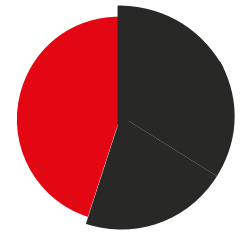
**93%** **7%**

**63%** OF STUDENTS IMPROVE THEIR PROFESSIONAL SITUATION IN THEIR CURRENT COMPANY



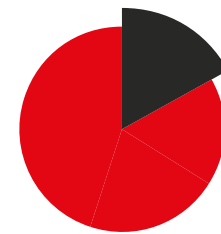
**63%** **37%**

**46%** OF STUDENTS FIND EMPLOYMENT BEFORE COMPLETING THEIR PROGRAM



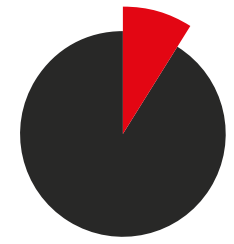
**46%** **54%**

**74%** OF STUDENTS ACCEPT A NEW PROFESSIONAL OFFER AFTER GRADUATING



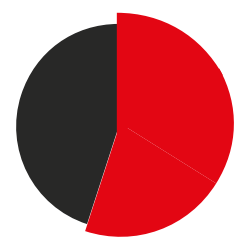
**74%** **26%**

**9%** OF EAE STUDENTS DECIDE TO SET UP THEIR OWN COMPANY



**9%** **91%**

**62%** OF GRADUATES STATE THEY HAVE RECEIVED A SALARY INCREASE AFTER THEIR TIME AT EAE.



**62%** **38%**



# 03 EAE STUDENT EMPLOYABILITY ANALYSIS

## CHANNELS OF ACCESS TO PROFESSIONAL OPPORTUNITIES

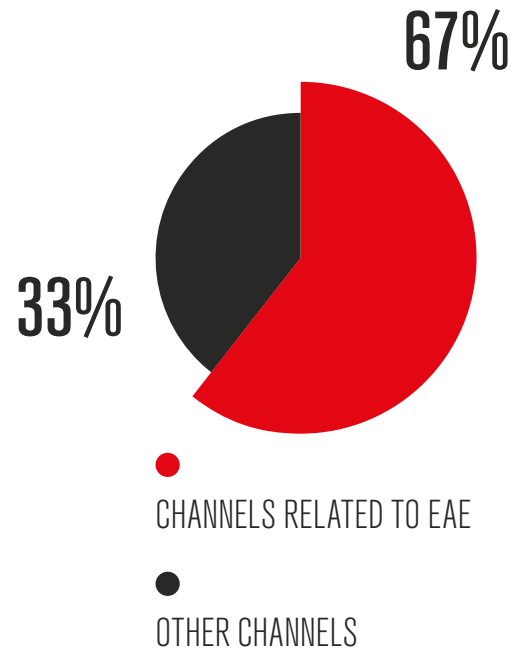
**67%** CHANNELS RELATED TO EAE

**24%**  
MASTER/POSTGRADUATE  
INTERNSHIP

**20%**  
EAE PROFESSIONAL CAREERS  
SERVICE

**19%**  
CONTACTS MADE AT EAE

**4%**  
EAE EMPLOYMENT EXCHANGE



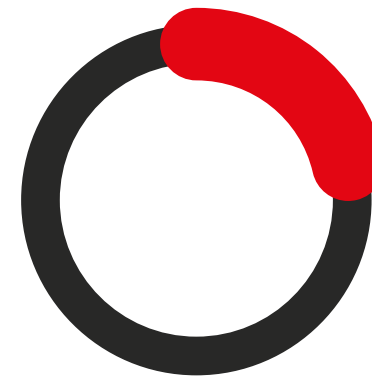
**49%**

**49% OF STUDENTS HOLD POSITIONS OF MANAGERIAL RESPONSIBILITY**  
(+2% FROM 2016)

### MOST COMMON POSITIONS:

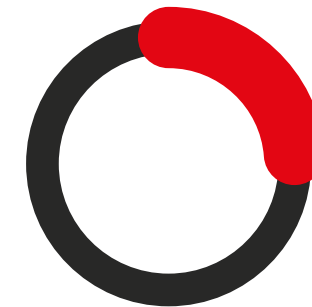
- |                               |                        |
|-------------------------------|------------------------|
| Account Manager               | Project Consultant     |
| Financial Analyst             | Financial Manager      |
| Brand Manager                 | Human Resource Manager |
| Business Analyst              | HR Business Partner    |
| Business Intelligence Manager | Project Engineer       |
| CEO                           | Marketing Manager      |
|                               | Product Manager        |
|                               | Project Manager        |
|                               | Sales Manager          |

### MAIN DUTIES HELD BY THE POSITION:



**26.1%**

CEO or General director



**23.3%**

Department Director



**27.6%**

Technician



**23.0%**

Other duties

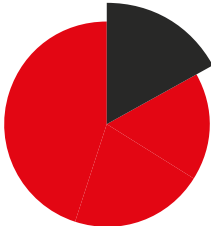


# 03 EAE STUDENT EMPLOYABILITY ANALYSIS

## 3.3 PROFESSIONAL IMPACT ON OUR STUDENTS AFTER COMPLETING THEIR PROGRAM

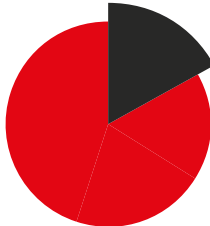
### FULL TIME PROGRAMS

84% OF THE STUDENTS STATE THAT THE MASTER HAS EQUIPPED THEM TO PERFORM THEIR CURRENT JOB



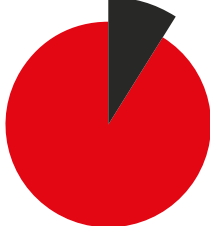
84% 16%

79% OF GRADUATES SURVEYED STATE THAT, AFTER TAKING THE MASTER, THEIR RESPONSIBILITIES IN THEIR CURRENT POSITION INCREASED.



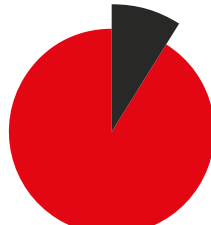
79% 21%

92% OF GRADUATES STATE THAT, THANKS TO THEIR MASTER, THEIR CAPACITY TO ACCESS EMPLOYMENT OPPORTUNITIES INCREASED



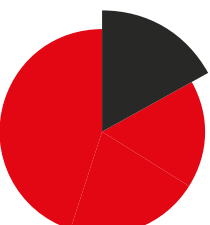
92% 8%

91% OF STUDENTS STATE THAT THE PROGRAM INCREASED THEIR LEVEL OF AUTONOMY AND DECISION-MAKING CAPACITY.



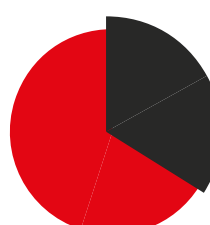
9% 91%

72% OF STUDENTS RECEIVED NEW OFFERS OF EMPLOYMENT WITHIN A YEAR OF COMPLETING THEIR STUDIES AT EAE



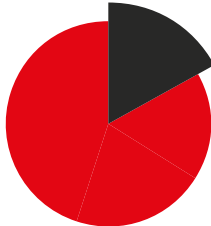
28% 72%

66% OF GRADUATES IMPROVED THEIR SALARY AFTER THEIR TIME AT EAE



33% 67%

74% OF STUDENTS STATE THAT THEY OBTAINED A NETWORK OF USEFUL PROFESSIONAL CONTACTS



74% 26%

### WHAT IMPACT HAS THE EAE PROGRAM HAD ON THE GRADUATES' PROFESSIONAL CAREERS?

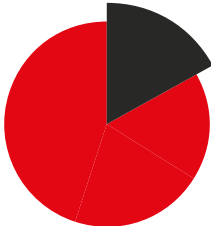
- DECISIVE 18.4%
- IMPORTANT 40.1%
- SIGNIFICANT 36.5%
- LITTLE OR NONE 5.0%



# 03 EAE STUDENT EMPLOYABILITY ANALYSIS

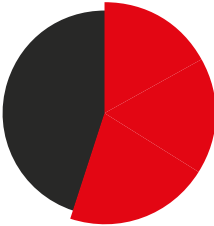
## EXECUTIVE EDUCATION PROGRAMS

72% OF THE STUDENTS STATE THAT THE MASTER HAS EQUIPPED THEM TO PERFORM THEIR CURRENT JOB



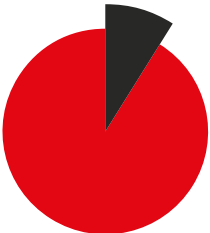
72% 28%

60% OF GRADUATES SURVEYED STATE THAT, AFTER TAKING THE MASTER, THEIR RESPONSIBILITIES IN THEIR CURRENT POSITION INCREASED



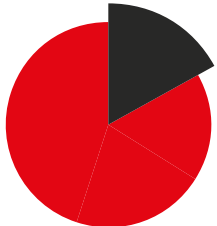
60% 40%

95% OF GRADUATES STATE THAT, THANKS TO THEIR MASTER, THEIR CAPACITY TO ACCESS EMPLOYMENT OPPORTUNITIES INCREASED



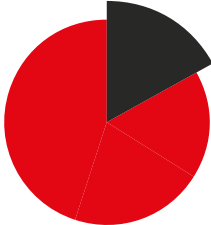
95% 5%

71% OF STUDENTS STATE THAT THEY OBTAINED A NETWORK OF USEFUL PROFESSIONAL CONTACTS



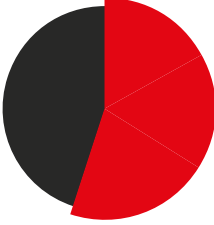
71% 29%

87% OF STUDENTS STATE THAT THE PROGRAM INCREASED THEIR LEVEL OF AUTONOMY AND DECISION-MAKING CAPACITY



87% 13%

72% OF STUDENTS RECEIVED NEW OFFERS OF EMPLOYMENT WITHIN A YEAR OF COMPLETING THEIR STUDIES AT EAE



51% 49%

42% OF GRADUATES IMPROVED THEIR SALARY AFTER THEIR TIME AT EAE



42% 58%

### WHAT IMPACT HAS THE EAE PROGRAM HAD ON THE GRADUATES' PROFESSIONAL CAREERS?

- **DECISIVE** 19.4%
- **IMPORTANT** 38.8%
- **SIGNIFICANT** 35.3%
- **LITTLE OR NONE** 6.5%

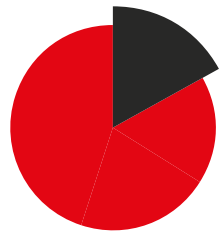




### 03 EAE STUDENT EMPLOYABILITY ANALYSIS

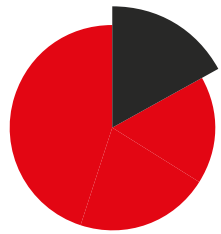
#### MBA PROGRAMS

83% OF THE STUDENTS STATE THAT THE MASTER HAS EQUIPPED THEM TO PERFORM THEIR CURRENT JOB



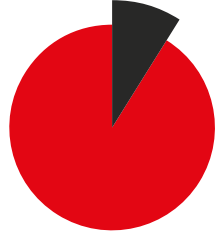
83% 17%

78% OF GRADUATES SURVEYED STATE THAT, AFTER TAKING THE MASTER, THEIR RESPONSIBILITIES IN THEIR CURRENT POSITION INCREASED



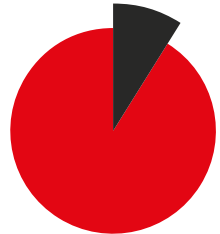
78% 22%

95% OF GRADUATES STATE THAT, THANKS TO THEIR MASTER, THEIR CAPACITY TO ACCESS EMPLOYMENT OPPORTUNITIES INCREASED



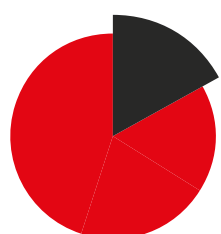
95% 5%

91% OF STUDENTS STATE THAT THE PROGRAM INCREASED THEIR LEVEL OF AUTONOMY AND DECISION-MAKING CAPACITY



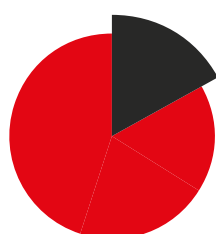
91% 9%

67% OF STUDENTS RECEIVED NEW OFFERS OF EMPLOYMENT WITHIN A YEAR OF COMPLETING THEIR STUDIES AT EAE



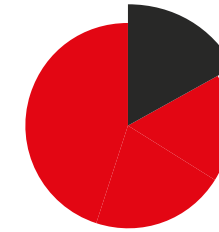
67% 33%

62% OF GRADUATES IMPROVED THEIR SALARY AFTER THEIR TIME AT EAE



62% 38%

76% OF STUDENTS STATE THAT THEY OBTAINED A NETWORK OF USEFUL PROFESSIONAL CONTACTS



76% 24%

#### WHAT IMPACT HAS THE EAE PROGRAM HAD ON THE GRADUATES' PROFESSIONAL CAREERS?

- **DECISIVE** 15.2%
- **IMPORTANT** 39.0%
- **SIGNIFICANT** 38.9%
- **LITTLE OR NONE** 6.8%



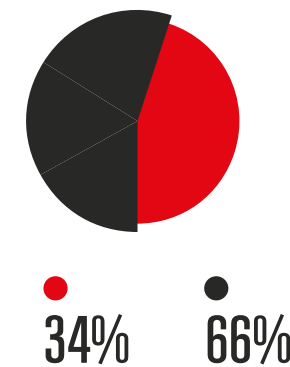
# 03 EAE STUDENT EMPLOYABILITY ANALYSIS

## 3.4 REMUNERATION STATUS

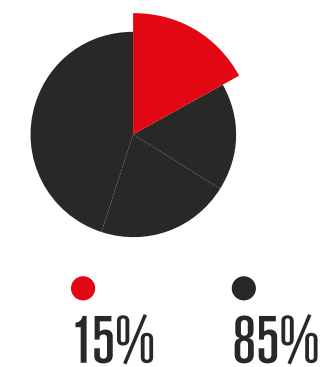
PROFESSIONAL REMUNERATION BY COMPANY SECTOR		
SECTOR	AVERAGE	MIN-MAX
Consultancy / Auditing	€37,031	€28,000 - €62,000
Banking / Finance	€44,595	€31,000 - €76,000
Logistics / Distribution / Transport	€46,333	€36,000 - €66,000
IT / Technology	€40,000	€33,000 - €67,000
Advertising / Marketing / PR	€33,600	€28,000 - €54,000
Mass Market	€38,833	€31,000 - €59,000
Food & Beverages	€42,273	€34,000 - €63,000
Sales / Marketing	€38,571	€32,000 - €59,000
Hospitality / Tourism / Restaurants	€36,000	€29,000 - €56,000
Insurance / Pensions	€58,000	€42,000 - €100,000
Education / Training	€36,947	€31,000 - €52,000
Pharmaceuticals / Chemicals	€49,474	€41,000 - €100,000
Industry	€41,053	€33,000 - €59,000
Automobiles	€43,889	€37,000 - €61,000
Human Resources Service	€36,778	€29,000 - €54,000
Information Technology	€39,231	€32,000 - €56,000
Services	€51,000	€42,000 - €73,000
Construction	€47,000	€38,000 - €66,000
Energy / Electricity	€40,000	€33,000 - €57,000
Engineering	€47,778	€41,000 - €64,000
Cultural and Sporting Activities	€38,571	€31,000 - €56,000
E-Commerce	€39,587	€32,000 - €57,000
Telecommunications	€46,200	€36,000 - €66,000
Textiles	€38,667	€31,000 - €58,000
Aeronautics	€48,333	€41,000 - €100,000
Media / Film / TV	€36,667	€29,000 - €64,000
Architecture / Design / Decoration	€44,670	€36,000 - €62,000
Public Administrations	€38,000	€31,000 - €56,000
ITC	€56,000	€46,000 - €80,000
Metal / Steel	€72,500	€54,000 - €100,000
Internet	€41,320	€33,000 - €59,000
Healthcare	€47,500	€39,000 - €67,000
Biotechnology	€53,333	€47,000 - €69,000
Export/Import	€56,667	€48,000 - €100,000
The Environment	€40,000	€33,000 - €59,000
Real Estate	€63,333	€49,000 - €100,000
Agriculture / Livestock /Fishing	€36,667	€31,000 - €52,000
Water / Sanitation	€45,000	€37,000 - €63,000
Art / Entertainment	€40,000	€31,000 - €59,000
Research / Development	€40,000	€33,000 - €57,000
Others	€40,000	€29,000 - €67,000

PROFESSIONAL REMUNERATION BY FUNCTIONAL DEPARTMENT		
DEPARTMENT	AVERAGE	MIN-MAX
Marketing	€48,264	€28,000 - €80,000
Communication	€58,161	€48,000 - €67,000
Commercial and Sales	€49,615	€34,000 - €72,000
Administration and Management	€39,524	€28,000 - €74,000
Purchasing, Logistics and Warehousing	€42,254	€30,000 - €100,000
Finance	€47,059	€36,000 - €84,000
Engineering	€43,636	€34,000 - €78,000
Quality, Production and R&D,	€53,636	€42,000 - €100,000
Human Resources	€44,444	€34,000 - €81,000
IT	€45,225	€36,000 - €69,000
Legal	€48,668	€34,000 - €73,000
Other	€38,147	€28,000 - €64,000

THE SALARY OF **34%** OF STUDENTS ROSE BY UP TO **30%** WITHIN A YEAR OF COMPLETING THE MASTER



THE SALARY OF **15%** OF STUDENTS ROSE BY MORE THAN **30%** WITHIN A YEAR OF COMPLETING THE MASTER

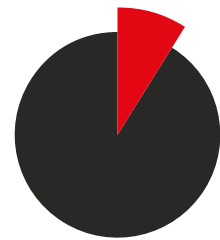


## 03 EAE STUDENT EMPLOYABILITY ANALYSIS

### 3.5 ENTREPRENEURIAL PROFILES AND NEW POSITIONS



**9% CHOOSE TO START UP THEIR OWN COMPANY**  
(+4% FROM 2016)



**9%**  
ENTREPRENEURS

**91%**  
EMPLOYEES

**64%**  
MEN

**36%**  
WOMEN

**34**  
AVERAGE AGE

**6 YEARS**  
PROFESSIONAL EXPERIENCE

**95**  
NATIONALITIES

**23**  
NATIONALITIES

**55%** THE AMERICAS

**37%** SPAIN

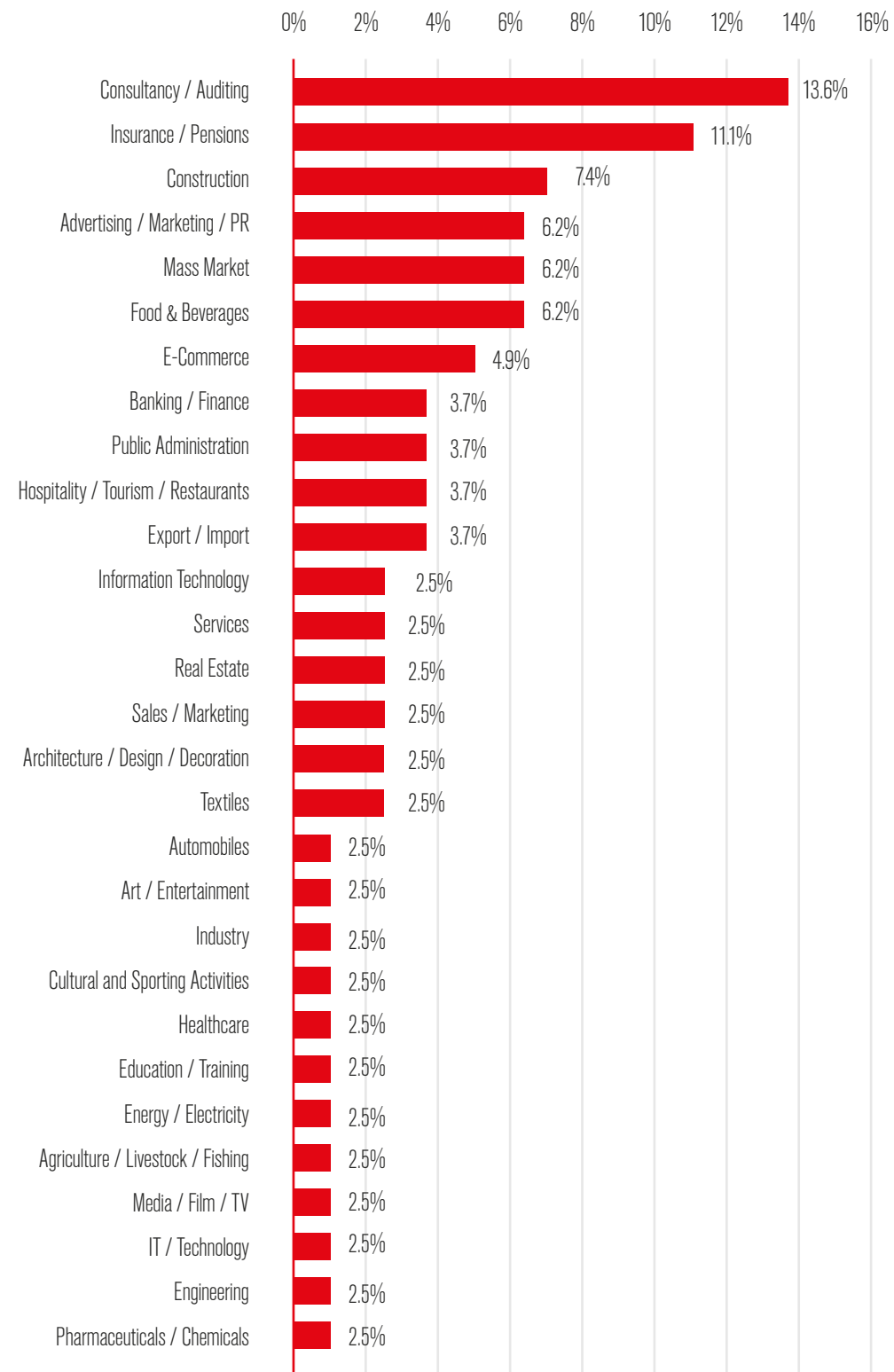
**6%** EUROPE

**2%** ASIA



# 03 EAE STUDENT EMPLOYABILITY ANALYSIS

## MAIN AREAS IN WHICH EAE STUDENTS START UP THEIR OWN COMPANIES:



## NEW APPOINTMENTS FOR EAE STUDENTS:

- A. ZACCARO**  
Sales Manager B2C Italy - Spain – LATAM at **Grupo Mercantis**
- N. TEJEDO**  
Performance Specialist at **El Corte Inglés**
- S. CABAÑAS**  
Entrepreneur & Agronomist Engineer
- A.TOSKA**  
E-commerce Management at **Regatex**
- L. CAMPO**  
Marketing, SEO and Social Media Management at **Infoempleo**
- P. ARNALDO**  
Big Data Consultant at **Séntisis**
- L. MARÍN**  
Customer Solutions Leader – Customer Care and Marketing at **Media Markt**
- M. CABRERA**  
Customer Experience at **CACT Lanzarote**
- L. MÁRQUEZ**  
Learning Experience, Corporate Training – Talent & Culture at **BBVA**
- J. CABEZAS**  
People Experience Director at **Incipy**
- E. RODRÍGUEZ**  
Experience Manager at **Google**
- E. PINEDA**  
Project Leader - Digital Experience at **Everis**
- D. SANTAMARÍA**  
Brand Experience Iberia at **Philip Morris International**
- M. THEPAUT**  
Customer Experience Advisor / Digital Transformation / Iberia Sales Team Leader at **Oracle**
- A. GALLARDO**  
Business Intelligence Analyst & Project Manager at **Mapfre**
- E. SAAVEDRA**  
Senior Digital Marketing at **Deloitte**



## 03 EAE STUDENT EMPLOYABILITY ANALYSIS

EAE STUDENTS WHO HAVE IMPROVED THEIR PROFESSIONAL SITUATION OVER THE COURSE OF THE YEAR INCLUDE:

NAME	PROGRAM	POSITION	COMPANY
S. Giné	Executive MBA	Business Manager	<b>Carver Advanced Systems</b>
M. López	Executive MBA	Financial Director	<b>Alphatron Marine</b>
J. Jiménez	Executive MBA	Head of Social Media & Digital Communications	<b>Legálitas</b>
A. Chirila	Master in Accounting and Financial Management	Accounting Administrator	<b>TrafficStars</b>
E. de Miguel	Master in Accounting and Financial Management	Business Controller	<b>Logista</b>
L. Tornay	Master in Human Resources Management	Human Resources Director	<b>AKO Group</b>
J. Benavides Rodríguez	Master in Human Resources Management	HR Recruiter	<b>Altran</b>
M. Conde	Master in Human Resources Management	Human Resources Technician	<b>Primark</b>
A. Espizua	Master in Human Resources Management	Human Resources Technician	<b>Altran</b>
J. Jordà	Master in Human Resources Management	Process Specialist	<b>Ayesa Ingeniería</b>
G. Borzi	Master in Human Resources Management	Barcelona Coordinator	<b>Amigo Tours</b>
C. Llodra	Master in Human Resources Management	Human Resources Director	<b>Corporació Roselló</b>
C. Pitiliga	Master in Human Resources Management	Global HR Consultant	<b>Elements Holding Group</b>
S. Romero	Master in Human Resources Management	Director of Selection, Training and Development	<b>Grupo Sifu</b>
E. Ulles de Santiago	Master in Business Intelligence and Innovation	Market Data Analyst	<b>HMR</b>
L. Casanova	Master in Business Intelligence and Innovation	Business Data Analyst Scientist	<b>CBRE España</b>
F. Cervantes	Master in Business Intelligence and Innovation	Business Data Analyst Scientist	<b>Leads Origins</b>
M. Martínez	Master in Corporate Communication Management	Corporate Communications Manager	<b>Deloitte</b>
J. Saura	Master in Executive Development, Emotional intelligence and Coaching	Commercial Director	<b>Avantza</b>

NAME	PROGRAM	POSITION	COMPANY
D. Busquets	Master in Commercial and Sales Management	Commercial Director for Spain and Portugal	<b>Audax Energía</b>
C. Silva	Master in Commercial and Sales Management	Process and Application Technician	<b>Vueling</b>
R. Abella	Master in Commercial and Sales Management	Regional Large Account Manager – Top Employer	<b>Lyreco Iberia</b>
K. Rudzik	Master in Commercial and Sales Management	Consultant	<b>Wyser</b>
M. Salmerón Uribes	Master in Marketing Management	Digital Communications & Social Media Specialist	<b>Telefónica</b>
S. García Lázaro	Master in Financial Management	Financial Department, Control Specialist	<b>Europcar</b>
D. Lainez	Master in Online Marketing and Electronic Commerce	Account Manager	<b>Vueling</b>
O. de Berranguer	Master in Online Marketing and Electronic Commerce	Investment Manager	<b>La Financière de l'Échiquier</b>
L. Jurado Lara	Master in Online Marketing and Electronic Commerce	Product & Digital Manager	<b>Bandai Spain</b>
I. Mayans	Master in Online Marketing and Electronic Commerce	Analytics Business Development Consultant – Retail Industry (South EMEA)	<b>SAS</b>
R. López González	Master in Project Management	Oil & Gas, Energy and Engineering Consultant	<b>Robert Walters</b>
J. Ballesteros	Master in Project Management	Project Manager en EyM Instalaciones	<b>Grupo OHL</b>
A. Marina	Master in Supply Chain Management & Logistics	Supply Chain Operations Manager	<b>Ingenico Group</b>
M. García Belinchón	Master in Supply Chain Management & Logistics	Demand Planner	<b>Oysho</b>
M. Martínez	Master in Supply Chain Management & Logistics	Supply Chain Manager	<b>Mango</b>
J. M. Camús	MBA	Product Manager & Business Development	<b>Telefónica</b>
F. Sánchez	MBA	Iberia SW Business Development (Spain &	<b>Diebold Nixdorf</b>
J. Acevedo	MBA	Executive Director	<b>Advantage Service</b>
R. Vila	Executive Development Program	CEO	<b>Vision Communication Consultancy</b>

4

THE PROFESSIONAL CAREERS SERVICE

## 04 THE PROFESSIONAL CAREERS SERVICE

THE PROFESSIONAL CAREERS SERVICE STRIVES TO GUIDE AND ACCOMPANY STUDENTS TO REACH NEW PROFESSIONAL OBJECTIVES, AS WELL AS ACHIEVING BETTER ALIGNMENT BETWEEN THEIR PROFESSIONAL EXPECTATIONS AND INTERESTS AND THE EMPLOYMENT MARKETS.

WE HAVE TWO OBJECTIVES:

- 1. STRATEGY.** DESIGNING A STRATEGY TO ENHANCE THE STUDENTS' PROFESSIONAL DEVELOPMENT AND GOALS.
- 2. IMPACT.** HAVING AN IMPACT ON THE STUDENTS' PROFESSIONAL PROJECT, WHICH REQUIRES US TO ANALYSE THEIR PROFILE AND ADAPT THE SERVICE TO THEIR PERSONAL AND PROFESSIONAL NEEDS.

### THE PROFESSIONAL CAREERS SERVICE INVOLVES THREE CAREER PHASES:



#### READY

Initial stage in which the strategy is prepared, to achieve professional objectives and meet future challenges.



#### SET

Training through Consultancy and Careers Workshops to ensure that students are well prepared and positioned on the employment market.



#### GO

Enhancing the students' professional visibility among the recruiting companies that work with EAE's Career Service through the Opportunity Bank, Company Meeting, networking events and Talent Week specifically held throughout the year, giving students the opportunity to meet the recruiters directly.



### READY

First phase. Preparing the candidate to set a professional strategy, plan their career and define their professional objectives. The activities involved in this phase include:

- **Identifying strengths and points for improvement.**
- **Defining the professional objective.**
- **Competence action plan.**
- **Register: Start your Career Journey.**



### SET

Second phase. This training phase ensure that students are well prepared and positioned on the employment market. We adapt the careers service to our students depending on their professional objective, which determines which of the three routes they take, in view of their professional background and challenges, and which route best suits their professional profile and expectations.

The three main phases are:

- Start my career
- Boost my career
- EAE Entrepreneur

This phase is supervised by the Professional Careers team and external specialists. The objective is to have an impact on their professional project.

### START MY CAREER

The aim of this phase is to analyse and select the most suitable strategies for enhancing the professional careers of junior profiles with a maximum of 4 years' experience in management areas.

The objective is to improve their value proposition, positioning and differentiation with respect to other candidates, equipping them with tools underpinned by the latest trends and opportunities related to employability.

The activities involved in this phase include:

#### 1. Professional career guidance

The objectives are:

- Identifying the candidate's professional objectives: who they are and what they want professionally as a starting point from which to approach the market.
- Analysing the market to detect their objectives more effectively and focus their active search.
- Giving guidance on the most effective measures and means for positioning themselves on market and setting themselves apart from the other candidates.
- Adapting their CV and brand personal to the sector in which the candidate wants to specialize.
- Perfecting communication and interview skills.
- Understanding the key factors evaluated in a selection process.

#### Employability Workshops

These workshops cover issues such as:

- Strategies required to adapt a CV to a specific professional sector.
- Search and monitoring strategies for recruitment processes.
- Assessment Center.
- Employability and Personal Branding.
- Key factors of the current professional market.
- Personal Communication Plan.
- Persuading: Elevator Pitch and Storytelling.
- Digital identity and reputation.



## 04 THE PROFESSIONAL CAREERS SERVICE

### BOOST MY CAREER

We develop the students' Career Plan with the aim of adapting their profile to the search for professional growth opportunities. To this end, we draw up an action plan based on their professional career route, which is formed by two main tools:

#### Expert panel

Specialised guidance by industry, designed for Executive students, which aims to optimise the real chances of success with respect to the student's professional career. To achieve this, we give them a deeper insight into the key tools required to design and implement a personalized strategy to ensure differentiation.

The objectives include:

- Identifying the candidate's professional objectives: who they are and what they want professionally as a starting point from which to approach the market.
- Analysing the market to detect their objectives more effectively and focus their active search.
- Giving guidance on the most effective measures and means for positioning themselves on market and setting themselves apart from the other candidates.
- Adapting their CV and brand personal to the sector in which the candidate wants to specialise.
- Perfecting communication and interview skills.
- Understanding the key factors evaluated in a selection process.

#### Executive Employment Partner (Executive profiles)

The main objective of these programs is to ensure the constant update of executive profiles' knowledge, skills and professional competences with the aim of enhancing the professional projection.

It is divided into three phases:

- Profile identification.
- Career Advice.
- Recruiting, conducted by EAE's Partner Headhunters.

### EAE ENTREPRENEUR

In this block, we offer students cross-profile training on entrepreneurship and accompany the most innovative projects through various training activities.

The main aim of EAE Entrepreneur is to awaken EAE students' interest in entrepreneurship and help students that are already entrepreneurs to achieve success.

The programs include the following tools:

#### Entrepreneurial Workshops

We cover concepts and issues including:

- Entrepreneurial ventures are hard: passion as the driving force behind entrepreneurship
- Lean Startup.
- Without a market, there's no startup: Customer Discovery.
- The Holy Grail: Traction.
- The final test: the elevator pitch and exit

#### Workshops for Responsible Entrepreneurs

The objective of this series of workshops is to raise the entrepreneurs' awareness of the need for responsibility, ethics and professionalism when launching their venture. The specific components of the programs include:

- The value proposition.
- The sustainability as a part of the business.
- Customers and market.
- Building and communicating sustainability.
- Sustainability metrics.
- Financing.

#### Legal Workshops

In this series of workshops, the entrepreneurial students of EAE Business School find out about the key legal factors involved in setting up a new entrepreneurial venture. The specific components of the programs include:

- Commercial considerations.
- Tax considerations.
- Employment considerations.
- Considerations related to the right to new technologies.
- Considerations to take into account during a project internationalization process.

#### Business Angels Academy

The objective is to provide training and information to both professional investors and less experienced newcomers in relation to the latest trends and variations regarding investment in startups, their evolution and the most suitable types according to investors profiles and business projects.

#### Financing

A series of sessions with expert investors with the aim of providing the resources required to draft financial projections, search options and obtaining financing. The sessions include:

- Institutions that provide financing for projects.
- Searching for financing in Europe.
- Hits and misses.
- Essential financing.
- Investor partners.



## 04 THE PROFESSIONAL CAREERS SERVICE

### EAE LAB

One of the key pillars of the entrepreneurship project is EAE's quest to find innovative projects for its new acceleration programs. Known as EAE LAB, through this program, EAE enables entrepreneurs to develop their business venture and identify its competitive advantages in order to make it grow.

The incubator offers services during the first ten months of incubation, including:

- Physical spaces with equipment
- Legal, Administrative, Accounting and Employment advice
- Specific training and workshops every two weeks
- Monthly coaching sessions.
- Mentor. Each project has a content mentor and a monitoring mentor.
- Networking. The incubator will create networking platforms for the entrepreneurs involved in the various projects, as well as with companies and institutions through project presentations, conferences and meetings.
- Talks from successful entrepreneurs.
- Monitoring: Throughout their time in the incubator, the projects will receive personalised business consultancy service from the mentor/tutor and the incubator team.



Welcome Week for students, October. Príncipe de Vergara 156 Campus (Madrid)



Third phase. In this final phase, we focus on the students' professional visibility with the recruiting companies that work with EAE's Professional Careers Service, thereby giving students the opportunity to meet the recruiters directly.

The tools available during this phase include:

#### **EAE's Online Employment Forum**

An annual meeting point between students and recruiters, which attracts the most prestigious companies and consultant searching for the brightest talents at EAE Business School. In 2017, more than 80 companies took part, posting almost 2,000 employment offers to work all over the world.

#### **Opportunity Bank**

Current and former EAE students have access to EAE's Employment Portal, with more than 4,000 partner companies that posted over 6,000 employment and internship offers in 2017.

#### **Company Meeting (Full Time profiles)**

Meetings with companies and multinationals looking for more senior profiles, primarily for executive positions and international managerial posts.

#### **Talent Week**

Employability Week for Full Time profile, involving different activities such as Company Meetings and Employability Workshops, which put students in direct contact with leading companies in their sector. In 2017, more than 70 companies took part in the various employability activities and workshops held at the Madrid and Barcelona Campuses.

#### **International Talent Program (Full Time profiles)**

Programs aimed at students who want to gain international professional development, with the aim of giving them the maximum visibility among the multinational companies that work with EAE. To this end, activities are organised such as Employment Workshops, interviews with headhunters and access to international recruitment consultants in different parts of the world.

#### **Company Day (Executive Education profiles)**

An annual meeting between Executive students and a pool of headhunters, recruiters and leading talent selection professionals with the aim of facilitating the different profiles' access to the employment market.

#### **Round table with Headhunters (Executive Education profiles)**

A meeting with headhunters with different profiles, which aim to give senior and international participants an insight into the key factors in relation to the steps to take in their employment search, as well as information on the most successful professional opportunities with respect to their professional level and experience.



# 04 THE PROFESSIONAL CAREERS SERVICE

## PROFESSIONAL CAREERS DEPARTMENT

### MADRID CAMPUS

- Jorge Saiz**  
Career Advisor
- Patricia Panero**  
International Careers Advisor
- Federica Assandria**  
Career Advisor
- Antonia Muriel**  
Senior Career Advisor
- Pilar Llacer**  
Senior Career Advisor

### BARCELONA CAMPUS

- Laura Boldu**  
Career Advisor
- Lidia Bonvehi**  
Career Advisor
- Pilar Mestre**  
Senior Career Advisor
- Ana Salgado**  
Careers Trainee
- Ethel Reaño**  
Careers Trainee

### BARCELONA AND MADRID CAMPUS

- Carmen Martos**  
Director of Professional Careers at EAE Business School



Professional Careers Team, Barcelona Camps



Team de Professional Careers, Madrid Campus

## PANEL OF EXPERTS

- **Raul Benítez**  
Consultant at Michael Page
- **Carmen Caro**  
HR Business Consultant at Catenon
- **Santiago Casanueva**  
Managing Partner - Headhunter at GT Linkers
- **Nuria González**  
International Recruiter at IHR Consultancy
- **Raúl Herrero**  
Director at Robert Walters
- **Mauricio Jiménez**  
Senior Manager at Wyser
- **Roderick Lewis**  
Career Strategist at VJS Careers Consultancy
- **Rafael Puerto**  
Director at Wyser
- **Maribel Rodríguez**  
Head of HR Division & Added Value Services at Robert Walters
- **Blas Segarra**  
Digital & eCommerce Senior Consultant at Michael Page
- **Pablo Soria**  
Senior Consultant Finance & Tax at Michael Page
- **Jaime Scott**  
Senior Advisor of Marketing, Sales and Digital, Executive Associate at BPM.
- **María Toral**  
International Recruitment at International Career
- **Javier Uruburu**  
Partner at Prinzpal Partners
- **Gadea Zumarraga**  
Associate at Prinzpal Partners
- **José Canseco**  
Managing Director at The Human Touch
- **Álvaro Cuesta**  
Founder and President at Sonar Ventures
- **Sergio Farré**  
CEO at Prohireme
- **Carolina Harvey**  
Owner en Cure the Clutter
- **Óscar Izquierdo**  
General Director at Ray Human Capital España
- **Marco Laveda**  
Director at Robert Walters
- **Álex López**  
Professor of LinkedIn & Social Selling
- **Marc Llobet**  
Consultant at GRP
- **Xavier Marquès**  
Partner and Director at Grupo BLC
- **Josep Ollonarte**  
Executive Director at Brain Hunters.
- **Jaime Ozores**  
Partner at Odger Bertson
- **María Pizzuto**  
Partner and Director at Reskilling Grupo BLC
- **Marta Puig**  
International Career Developer at International Career Development
- **Paco Ramos**  
Partner at Sarrió Asociados
- **Victoria Redondo**  
Expert in Employability
- **Marta Saavedra**  
Director of talent Acquisition and Selection HRBP at Experis
- **Immaculada Tena**  
Chairwoman at Listengap
- **Enrique Umbert**  
Partner at Headhunting & Selection at Attitud
- **Carlos Utanda**  
Partner and Director at Ad-Hoc Executive Search
- **Pedro de Vicente**  
Author of the book "Exprimiendo LinkedIn"
- **Noemí Vico**  
Sub-Director at The Bold Choice
- **Cristina Villanova**  
Director at Catenon

## EMPLOYABILITY PARTNERS

- OTROS
- Talent Search People
  - Universia
  - Antares Relocations
  - Global Research Professionals





**EAE'S COMPANY RELATIONS**

# 05 EAE'S COMPANY RELATIONS

## 5.1 COMPANY ACTIVITIES

At the Professional Careers Department, we strive to enhance the professional visibility of EAE students through our network of more than 4,000 partner companies of EAE's Professional Careers Service.

This visibility is achieved through various initiatives, such as the Employment Exchange, Company Meeting, networking events, EAE's Online Employment Forum and Talent Week, among others, which are held throughout the year.

In 2017, more than 200 companies have taken part in the four large employability events organised by EAE:

1. TALENT WEEK
2. COMPANY MEETING
3. ONLINE EMPLOYMENT FORUM
4. COMPANY DAY

EAE'S PROFESSIONAL CAREERS SERVICE HAS:

**4,417**  
PARTNER COMPANIES, 915 MORE THAN 2016.  
THESE COMPANIES HAVE PUBLISHED

**6,126**  
EMPLOYMENT AND INTERNSHIP OFFERS  
WITH OPPORTUNITIES TO WORK ALL OVER  
THE WORLD

**510**  
OFFERS PER MONTH ON AVERAGE, 11 %  
MORE THAN IN 2016

**4,4**  
EMPLOYMENT AND INTERNSHIP  
OFFERS PER STUDENT

### TALENT WEEK 2017: 74 PARTICIPATING COMPANIES IN MADRID AND BARCELONA

During the second edition of the Talent Week de EAE, the Madrid and Barcelona Campuses welcomed a total of 76 companies, offering their programs and employment opportunities in various areas to the School's students.

Organised and planned by EAE's Professional Careers Service, the aim of the initiative is to enhance networking opportunities with the participating companies, putting students who are finishing their Master with organisations that are looking to incorporate young talent on their teams.

Adecco, ALD Automotive, Altran Innovation, Atrápalo, Atresmedia, Banco Mediolanum, Bizneo, Brico Deport, Bricomart, Burson Marsteller, Caixabank, CBRE, Coty, Decathlon, Deloitte, ElTenedor, Enagas, Europe Language Jobs, Ernst&Young, Eurostars Madrid Tower, FUE, Global Talent, Grant Thornton, Grupo Planeta, Grupo Vips, GT Linkers, Hilton, Hotusa, Huawei, IBM, Inditex, Indra, Juguetronica, Leroy Merlin, Loop Unique Companies, L'Oréal, Lyra, Manpower, MCR International, Michael Page, Nationale Nederlanden, Nestlé, O&S Consultantes,

Oesia, Ogilvy, Pepe Jeans, Prosegur, Randstad, Recruiting Erasmus, Revibike, Schneider Electric, Selectra, Siemens, Simon, STEF, Talent Search, Tech Data, Tonibike, Whirlpool Corporation and Winche Redes Comerciales were the companies participating in this second edition of Talent Week. Students took part in the Company Meetings and workshops run by these companies, giving them the opportunity to make contact with the recruitment managers and human resources technicians at the market leaders in their sector.

The company representatives all congratulated the School for the great initiative. For some of them, including Manpower, Deloitte, Burson Marsteller and Grupo Vips, this was the second year in a row at Talent Week, while, for others, such as Nationale Nederlander, Tonibike and Juguetronica this was their first experience of EAE Business School's event. "It enables us to let people know about our company and values", "it facilitates the incorporation of the best young talent in companies", and "it acts as a sort of trial run for students, who learn how to approach real selection processes" were some of the feedback comments received from the companies after their conferences.

### COMPANY MEETING 2017: MEETINGS WITH 40 COMPANIES IN MADRID AND BARCELONA

This initiative is designed to put EAE students in touch with companies and multinationals that offer them different options in terms of Graduate Programs, which aim to high-potential students from the best universities and business schools

- |                |                      |
|----------------|----------------------|
| Adidas         | In Hours             |
| AIESEC         | JoBarcelona          |
| Amaris         | Jumping Talent       |
| Atrevia        | Llorente&Cuenca      |
| BP             | Manpower             |
| Burger King    | Pernod Ricard        |
| Criteo         | Pepsico              |
| Deutsche Bank  | Proarcaí             |
| DXC Technology | SGS                  |
| ElTenedor      | Sellbytel            |
| Epson          | Servantrip           |
| Europcar       | Siemens              |
| Hartmann       | Stef                 |
| HP             | Vodafone             |
| Huawei         | Talent Search People |
| Hotusa         | Telefónica           |
| Ikea           | The Key Talent       |





# 05 COMPANY RELATIONS

## EAE'S ONLINE EMPLOYMENT FORUM 2017: MORE THAN 80 PARTICIPATING COMPANIES FROM ALL OVER THE WORLD

<b>A</b> adidas ALTRAN Amaris AUXADI AVIS	<b>B</b> Baccus Barceló BIMAC Boehringer Ingelheim mediolanum	
<b>C</b> Captio CONDOS HOTELS COTY	<b>D</b> Deloitte dhr global	
<b>E</b> ENGEL & VÖLKERS Expertis EY ezzing solar	<b>F</b> FIBONAD FOLLI FOLLIE FORCEMANAGER FOA CAPITAL FLIXBUS F&A ASSOCIADOS	
<b>G</b> GE gesdocument Glovo GO Grant Thornton	<b>H</b> HARTMANN Hilton COTTON-HOUSE	
<b>I</b> IN <sup>2</sup> Interbank itnig	<b>L</b> LA CASA LEROY MERLIN	<b>N</b> nae NH HOTELS Nestlé
<b>M</b> marfeel MSD ESPAÑA MSD MEXICO MEDIASET españa MELIÁ	<b>O</b> OPINATOR	<b>P</b> PHILIPS PRYSMIAN PRIMARK Pepi Jeans The Ritz-Carlton
<b>R</b> randstad RICOH ROBERT WALTERS Ria		
<b>S</b> SALTOR Sipay simon Schneider Electric Selectra SIEMENS Signatureit STUD & GLOBE		
<b>T</b> Telefonica the cocktail Total Wine Pack turijobs		
<b>V</b> VINO PREMIER VOLKSWAGEN	<b>W</b> Weekendesk	<b>Z</b> ZURICH

## COMPANY DAY 2017: 24 PARTICIPANT COMPANIES

More than 80 companies all over the world posted more than 2,000 job and internship offers in 2017, tripling the number of opportunities posted at the last edition. The participating companies included Deloitte, EY, Leroy Merlin, Meliá Hotels, Nestlé, Carrefour Property, Ogilvy, Boehringer Ingelheim, Siemens, Ricoh, Avis, Carrefour, Engel & Völker, Everis, Primark, Telefónica, Pepe Jeans, Interbank, Philips, Mediaset, Randstad and Volkswagen, among others.

A 100% bilingual event, in Spanish and English, the Forum had a version adapted for tablets and smartphones, enabling students to access live chats with the recruitment managers of the various companies, submit their CVs, find out about the experience of employees who have built their careers in the companies, watch company videos and get employment tips.

With the increasing number of participating companies, there has also been a rise in the number of chat sessions run with the companies, reaching a total of 153. In these sessions, students and companies talked to each other directly in order to find out more about the vacancies on offer, long-term opportunities and details of the selection process.

The objective of the event is to get a more in-depth insight into companies' selection processes and the professional profile that is in the highest demand. To this end, the first part consisted of a workshop to enhance the employability of the professionals, while the second part focused on a presentation of the employment opportunities and profile positioning with the participating companies.

In 2017, the participating companies included:





# 05 COMPANY RELATIONS

## EAE TOP RECRUITER 2017



Carlos Giménez, General Manager of Planeta Formación y Universidades presents the Top Recruiter Award 2017 to Telefónica.

THE TOP RECRUITER OF COMPANIES WORKING ALONGSIDE EAE BUSINESS SCHOOL IN 2017 IS FORMED BY THE FOLLOWING MULTINATIONALS:

RANKING	COMPANY	COMPANY	RANKING	COMPANY	COMPANY
1	Banco Santander	Banking and Finance	26	Indra	Technology
2	Grupo Telefónica	Telecommunications	27	INECO	Engineering and Infrastructure
3	Nestlé	Mass Market	28	ML Components	Electronics
4	Everis	Consultancy	29	Phillips	Technology
5	Banco Popular	Banking and Finance	30	Danone	Mass Market
6	Seat	Automobiles	31	Deloitte	Consultancy
7	Accenture	Consultancy	32	Fujitsu	Technology
8	BBVA	Banking and Finance	33	Beiersdorf	Mass Market
9	Banc Sabadell	Banking and Finance	34	Grupo Vips	Restaurants and Hospitality
10	Deutsche Bank	Banking and Finance	35	Henkel	Mass Market
11	Europcar	Automobiles	36	Hilton	Restaurants and Hospitality
12	Lactalis	Mass Market	37	Prosegur	Security
13	AXA	Insurance	38	Tech Data	Technology
14	Acción contra el hambre	NGO	39	Volotea	Travel and Leisure
15	Grupo Planeta	Publishing and Communications	40	Inversis Banco	Banking and Finance
16	L'Oréal	Mass Market	41	Burson Marsteller	Public Relations and Communications
17	Ikea	Retail	42	Caixabank	Banking and Finance
18	Ogilvy	Advertising and Communications	43	Canon	Technology
19	Manpower	Consultancy	44	Chep España	Logistics
20	Auxadi	Financial Services	45	Coty	Mass Market
21	Randstad	Human Resources Consultancy	46	Cuatrecasas, Gonçalves Pereira	Despacho de Abogados
22	Repsol	Energy and Oil	47	Hotusa	Hospitality
23	Schneider Electric	Energy	48	ING	Banking and Finance
24	Atresmedia	Communications and Entertainment	49	Medtronic	Technology
25	DHL	Logistics	50	Volkswagen	Automobiles

# 05 COMPANY RELATIONS

## 5.2 HUMAN RESOURCES ADVISORY BOARD

The EAE Business School Advisory Boards are comprised of directors of companies and institutions at a national and international level. The objective of these consultative bodies is to provide advice and accompaniment to the School in relation to defining the most suitable strategy to ensure continuous improvement in the quality and innovation in management training.

<p><b>CARLOS UTANDA</b> Partner and Director AD HOC Executive Search</p>		
<p><b>RICARDO ALFARO</b> Sub-General Director at Asepeyo and Chairman at AEDIPE Cataluña</p>		
<p><b>JAIME RAMOS</b> Director of Regional Logistics Decathlon</p>		
<p><b>MARC NICOLA</b> HR Development Manager Eurofragance</p>		

**ALICIA SÁNCHEZ**  
Director of Human Resources  
Altran

**JOAN PAU FISAS**  
People Director  
Bodas.net

**DAVID CAMPOS**  
Human Resources Director  
Volkswagen Group Retail Spain

**MARIANO CAÑAS**  
Director  
Experis España

**HELENA BORBÓN**  
General Director  
Fundación Cares

**MAITE MORENO**  
CEO  
Monday Happy Monday

**MATEO BORRÁS**  
Chief Human Resources  
Officer  
Grifols

**SUSANA GUTIÉRREZ**  
Human Resources  
Director  
General Óptica

**MANEL SALCEDO**  
Director of Human  
Resources  
Hospital Sant Joan  
de Déu

**ANTONIA ARÉVALO**  
HR Director  
Laboratorios Ordesa

**JOSEP SENAR**  
Human Resources Manager  
Kostal

**MIREIA VIDAL**  
Talent Acquisition  
& HR Director Digital  
L'Oréal

**BEGOÑA GONZÁLEZ-BLANCH**  
Partner  
Ackermann Beaumont Group

**DANIEL FERREIRO**  
Director of HR, Selection and  
Training  
Sanitas

**MANEL GIMÉNEZ**  
People & Organization Director  
GAES

**NATALIA FERNÁNDEZ**  
HR Business Partner  
HILTI

**CRISTINA MARQUÉS**  
Recruitment Leader  
IBM

**ÓSCAR IZQUIERDO**  
General Director  
RAY Human Capital España

**JUAN TINOCO**  
Director of HR  
LG Electronics

**JUAN DE HOCES**  
HR Senior Director  
Viacom



## 05 COMPANY RELATIONS

### 5.4 EMPLOYABILITY PROGRAMS

The objective of these programs run by multinational companies is to recruit high-potential candidates from the best universities and business schools. The selected candidates join the company and take part in a rotation program that can last up to 18 months in various offices of the company, with the aim of familiarising themselves with the company's different geographical markets and departments, in preparation to take up a position of responsibility.

In 2017, thanks to the Professional Careers Department, EAE students have taken part in 46 Graduate Programs, with 13 students joining these programs.

## L'ORÉAL

· Javier Mateo Delgado  
Pepiniere L'Oréal Programs.

## Sabadell

· Javier Zamora Almendros  
Banco Sabadell Programs.

· Marta Herraiez  
Banco Sabadell Program  
London.

## KYOCERA

· Ignacio Martín Hernández  
Graduate Program Kyocera.

· María Rodríguez Fernández  
Graduate Program Kyocera.

## Schneider Electric

· Karla Salgado  
Graduate Programs Schneider  
Electric.

## LEROYMERLIN

· Oriana Aveledo Ascanio  
Graduate Talent Program Leroy  
Merlin.

## IBM

· Martin Muguruza  
IBM Consulting Programs by  
Degrees.

## uni>ersia

red de universidades. red de oportunidades

· Lea Wehbeh, Almudena Muñoz,  
Ivet Anoro, Carlos Seoane y  
Fernando Francés  
Jumping Talent Universia 2017

### CARLOS SEOANE, A STUDENT ON THE MASTER IN HUMAN RESOURCES MANAGEMENT



“At Indra, we are looking for digital natives who want to identify with their job and leave their mark on society”

The former student of the Master in Human Resources, Carlos Seoane, is working with the School to present the international company that he works for, which is accepting applications at the Employment Forum 2017. We discuss Indra, one of the leading global consultancy and technology companies, for which Carlos works as a personnel recruitment and talent acquisition technician.

In this interview, Carlos explains that type of profiles they are looking for at the Employment Forum and the essential competences for joining the company. He

emphasises that, first and foremost “at Indra, we are looking for digital natives who want to identify with their job and leave their mark on society”, an opportunity that Indra offers its future employees. Taking part in the development of technological solutions, developing professionally in a head office, forming part of the company's teams with a mentor and an ambitious training plan are some of the key features of the company that the Human Resources technician highlights about the company.

Moreover, as a former student, Carlos takes advantage of the opportunity to talk about his time at the School and, above all, how he managed to join the company thanks to initiatives in which EAE takes part, such as Jumping Talent. In his opinion, from a student's perspective, the Employment Forum “gives you the chance to get to know leading companies in person and position yourself on the employment market”, while, for the companies, it is an excellent opportunity to “meet students with extremely interesting profiles, raise awareness of our brand and attract the best talent.

**First of all, tell us what profiles you are looking for at EAE's Employment Forum**

At Indra, our objective is to attract the best talent. Therefore, we are looking for young university students taking Bachelor Degrees and Master, recent graduates or students coming to the end of their programs, to incorporate them in all of Indra's business areas.

In the case of EAE's Employment Forum, we are particularly looking for profiles that match well with Minsait, Indra's unit specialising in the challenges of digital transformation.

**What vacancies or internship programs do you have open?** As we are in the full throes of a growth process, the company has launched the Smart Start programs to incorporate young people from university with the aim of fostering their passion for digital transformation and the development of new technological solutions.

To guarantee their training and development, these young professionals join teams in Indra that oversee innovative projects and that set the standard at a global level.

Regardless of whether they join us as a junior or an intern, they will get the support of experienced professionals who act as mentors, as well as a comprehensive training plan. Moreover, they will form an active part of the new innovative culture that Indra drives forward.

Any young people interested can choose of the positions offered by the company on the website, as the selection process is still open.

**What set of competences or skills are essential for anyone joining Indra?**

At Indra, above all, we are looking for computer technicians, engineers, mathematicians, physicists and even chemists, but we don't rule out any other qualifications, such as graduates in Business Administration and Management or any other Bachelor Degrees, with a good level of English. Moreover, we are looking for motivated, energetic, curious, creative and innovate people who have good analytical powers, the capacity for lifelong learning and adapting to new contexts, as required in the environment of accelerated change in which we live. Good communication skills and being able to work in a team are other essential traits.

In short, at Indra, we are looking for digital natives who want to identify with their job, develop and leave their mark on society, in contact innovation and alongside top professionals.



## 05 COMPANY RELATIONS

### What are the selection processes like for joining the company?

They consist of three steps: technical and language tests, knowledge and skills interviews, and personal interviews with us in HR.

**What advice or recommendations would you give students who want to apply in order to be successful in these processes?** As we are looking for candidates to join our digital transformation unit, on the Minsait website, they can find the five tips that we always give for our processes:

- Relax: at Minsait we want to meet the real you.
- Be informed: what do you know about what we do at Minsait?
- Think before you answer.
- Be yourself. At Minsait we love diversity.
- All power to creativity.

**What does Indra offer young talents that choose to develop their professional career in the company?** Candidates that want to join Indra have the opportunity, within a leading company at a global level in the full throes of a growth process, to take part in the development of technological solutions designed for the key projects of large companies and institutions. Indra has clients on all five continents.

Moreover, as Indra is based in Spain, they can develop professionally in a head office, where key decisions are made in areas such as analysis, consultancy and the project execution, and where a large proportion of the solutions and products are developed that the company implements all over the world.

New career plans adapted to each professional's profile will place them in the most suitable part of the organisation, according to their knowledge, capacities and aptitudes. Indra will also contribute to their development, ensuring that they are integrated in teams alongside the company's professionals who manage innovative projects that set the standard internationally, with leading technological solutions for different sectors. To facilitate this integration, they are assigned a mentor, a professional with experience within the company who will guide them as they develop their career.

Another of the differential factors of our Smart Start programs is an ambitious comprehensive training plan for people joining Indra's Open University, which covers the technical knowledge and professional skills, as well as the specific knowledge of the functional area that professional is joining and the company's culture and procedures. Moreover, young professionals have the opportunity to develop their full potential and being an active part of the new innovative culture, contributing their ideas to the challenges that Indra gives to its professionals in order to provide a response to the needs of the various markets.

**During the 1st Connected Industry 4 Congress, Fernando Abril-Martorell, the President of Indra, lamented the "scarcity of digital talent". Which of the initiatives that you have mentioned focus on attracting and retaining young talent?**

As I mentioned, young professionals that come to Indra are really integrated within the working teams right from their arrival, with responsibilities that they contribute to the projects from the very beginning. The objective is to enable them to take full advantage of the company and vice versa, creating a fertile ground to mine, not only in terms of incorporating these new professionals in the company but also retaining them and helping them to develop their professional career in Indra.

As well as working alongside the company's expert who supervise internationally acclaimed innovative projects with leading technological solutions for different sectors, Indra offers a flexible working environment, with a commitment to equal opportunities and diversity. Indra gives its professionals access to various volunteering programs and initiatives such as Accessible Technologies, to develop innovative solutions and services that promote the social and professional integration people with disabilities.

**As well as participating in the Employment Forum, you are a former student on the Master in Human Resources Management. How did you get the opportunity to join Indra?** During the program, I had the chance to take part in one of the programs offered by the Professional Careers Service, Jumping Talent. Once I started the process and during the final event, I had the opportunity to meet the Director of Talent Acquisition at Indra, who decided to offer the option of doing an internship.

**How valuable are the networking opportunities in the classroom?** Essential. Working together in the classroom gives you the chance to meet people with whom not only do you share unforgettable moments, but they also keep you up-to-date with any opportunities that come up in the companies they join and work in.

In fact, I am working with a classmate because I mentioned to him that Indra had new positions available.

**To finish off, what do you think of this kind of initiative for bringing companies and future professionals together?** From a student's standpoint, it is a really great initiative that gives you the chance to get to know leading companies in person and, at the same time, position yourself on the employment market with ease, thanks to EAE's Online Employment Forum.

It also gives companies the opportunity to meet students with extremely interesting profiles, which helps us to cover vacancies quickly. We can also raise awareness of our brand and attract the best talent.

### MARTÍN MUGURUZA, A FORMER STUDENT ON THE MASTER IN MARKETING AND COMMERCIAL MANAGEMENT, TAKES PART IN IBM'S EMPLOYABILITY PROGRAM



"Forming IBM represents a qualitative and quantitative leap forward in terms of my professional and personal future"

Joining IBM, the acclaimed multinational technology and consultancy company, is no easy task and it involves tackling daily challenges. This is the experience of Martín Muguruza, a former student on the Master in Marketing and Commercial Management, who, after completing his training in the classrooms of EAE Business School, has taken up a position in the company's hardware section.

In this interview, Martín tells us about the challenge involved in the responsibility of working for IBM and the trust that his new colleagues have placed in him. His short-term objective is clear: learning from this opportunity that has arisen. Moreover, Martín wanted to thank two lecturers on the Master and a long list of classmates and friends.

**First of all, tell us why you were interested in the vacant position at the company IBM.** Being able to work for a company like IBM is always a luxury. The impact and responsibility that goes with the job is always a challenge and so my desire to keep on learning in the right place led me to apply for the position at IBM.

**What was the selection process like?**

They brought together around ten students. There were two vacancies that they wanted to fill. I applied for the job in labour relations, based on my training. The other vacant position was in the company's hardware section. After a group exercise that lasted around two hours, in which we presented and resolved a case together, the Hardware Manager offered me the job that I hadn't applied for. I didn't hesitate to accept. As such, I would like to thank Domin for the trust she placed in me. It was the right decision, I have no doubt.

**How did you feel when they told you that you had been selected?** Once we had finished the group activity, Domin asked me to meet up with her. She offered me the job and, the next day, I had a meeting with her and Rafael.

The two of them helped me to understand what my role at IBM would be. I had achieved my goal and I felt satisfied and a great sense of responsibility. I wanted to get started right there and then. I should also thank the person who hired me. I will always be grateful.

**What is your role and what are your daily tasks?** S&D, IBM Systems HW Sales. Every day, I am responsible for providing support to the Director of Hardware Systems for the organization in Spain, Portugal, Greece and Israel.

My duties include help this Director in supervision of everyday business, preparing his management meetings at both at a regional level (Spain, Portugal, Greece and Israel) and with other European Vice-Presidents.

**What do you hope to learn from this experience?** Training, learning to work with new colleagues, gaining different points of view, observing the professionals working

around me every day. They constantly help me and treat me just like another member of the team. They place their trust in me and I am very grateful to them for that. Right from the first day, I have been able to work with my colleagues and that is helping me to improve my training and knowledge.

**Now you are in the company, what aspects of IBM would you highlight?**

Above all, the human quality of its team. Good colleagues, committed to their work, who always find time to help you. I would personally like to mention Pati and Rafael in this respect, as they have really helped me to improve in my job.

Moreover, I have meetings with the managers almost every day and they also teach me and give me confidence to keep motivated in my work.

**In your opinion, what impact will forming part of IBM have on your future?** In terms of my professional and personal future, it represents a qualitative and quantitative leap forward. Having this experience at IBM gives me the opportunity to work in a multinational company operating in 200 countries, with thousands of employees whom I can learn from to continue my training. This is an opportunity that doesn't come up every day and I intended to make the most of it in terms of developing professionally.

**What are your objectives in the short and long term?** My short term objective is clear: learning. Keeping my eyes open and learning from my colleagues. It is a unique opportunity and I am surrounded by great professionals who, in addition, are willing to help me.

In the long term, I would love to continue working for the company. I am aware that, to do so, I will have to give it my very best. Apart from my training at IBM, I am continuing to study, specifically in sociology, so that I can keep developing both professionally and academically.

## 05 COMPANY RELATIONS

This is one of the premises I live by. I can't imagine my training with the university aspect as a complement. As such, I continue combining work and university studies.

**You took the Master in Marketing and Commercial Management. Why did you choose this EAE Master?** I came from a Bachelor Degree in Human Resources. Over the four years, on the elective courses, I was lucky enough to discover marketing and I found it fascinating. Driven by the interest it triggered in me, I started looking for the best masters in the country in this field. Somebody told me about EAE's Master in Marketing and Commercial Management and it was the right decision.

**What aspects of the program and your faculty would you highlight?** Frankly, it is not the programs that set the school apart. I have colleagues who have taken a master in marketing and the programs are similar. In fact, it is the teaching faculty that makes the difference. The lecturers at EAE are professionals with successful business careers from which their share insights with the students at the Schools. Their knowledge and experience enable us to get a better understanding of the world that we will be joining at the end of the Master. My experience with the teaching faculty was excellent and I would particularly like to mention Joan Roca and Javier Ramos, probably two of the best teachers that I have been lucky enough to study with.

**Would you say that you are putting the knowledge acquired on the Master into practice?** The knowledge I gained on the Master was varied. The door to this employment opportunity was opened thanks to the fact that we have management-level competences. Everything I learned at EAE has been useful

to me both in terms of my specific job and to understand the habitat in which I now operate.

The Master's Thesis that they do helps them to gain a better understanding of how a company operates and, even though IBM is a multinational company, the fact that I had that background training helped me to see the business and my functions within the company from another perspective.

**Beyond the academic side of your year at the School, what other experiences at EAE would you highlight?** I have already mentioned the faculty and the project with which we finished our training but, above all this, the best thing I have gained from EAE is the friendships that will stand the test of time. My classmates helped me to drive different projects forward and we have built a great friendship. For sure, this is the best thing that I will take away with me from the School. I would like to list them all, but I'll give a particular mention to Rodry, Bruno, Carlos, Estela, Altea, Riks, Sabela, Máximo, Altea, Dani, Lucía, Lorena, Noelia and Miguel.

EAE Business School also strives to offer contents and events with professionals from leading brands, as well as having a very active academic faculty.

**Do you think that you made the most of your time at the School to network and develop a list of contacts?** Of course, I met some great entrepreneurs, including Carlos Falagán. I also met lots of new classmates and friends, all of whom are now working in different companies in various sectors. The School gives you the opportunity to meet people from countries and it has been a pleasure to get to understand and know the characters of each of the members of the class, all from different places. Without a doubt, my address book has doubled in size.

**Would you recommend EAE? Why?** Of course, I would recommend EAE. My experience at the School was rewarding and, thanks to the year I spent training in its classrooms, I now form part of IBM.



Organised by Universia, on 30th March, the Universidad Europea de Madrid (Villaviciosa de Odón Campus) was the venue for the new edition of Jumping Talent.

Jumping Talent facilitates the best university talent's access to the employment market, in a different, more dynamic way that does away with conventional protocols such as job interviews and sending curriculums. Twelve large leading companies took part in the event on this occasion: Banco Santander, Vodafone, Saint Gobain, KPMG, Mediaset, EY, LG Electronics, J&J Family of Companies, Leroy Merlin, Verallia, Hilti and Indra. The companies interacted directly with the 96 candidates selected from across Spain.

### FIVE STUDENTS OF EAE BUSINESS SCHOOL TAKE PART IN JUMPING TALENT 2017

In the 2017 edition of Jumping Talent 2017, five EAE students took part, representing the School:

- Ivet Anoro from the Master in Corporate Communication Management
- Lea Wehbeh from the Master in Marketing & Sales
- Fernando Francés from the MIB
- Almudena Muñoz from the MBA
- Carlos Seoane from the Master in Human Resources Management

The event took the form of a series of games, starting with 'The Wheel', a mental agility test, followed by 'The Voice – Storytelling' and, thirdly, the 'Employer Branding Workshop'. The students took centre stage in all these activities, interacting directly with the company representatives. This fun networking day included some surprises, such as a visit from the Olympic Taekwondo medallist, Nicolás García Hemme.

Carlos Seoane highlighted the support of EAE Business School in his presentation, specifically thanking Jorge from the Professional Careers Service and "Esther González, the lecturer from the Master in Human Resources Management for her willing support".

For Fernando Francés, Jumping Talent is a source of pride. "After having worked hard throughout the Bachelor Degree and Master, being selected for this event has made me realise that I can achieve anything that I set my mind to".

#### Learning and networking

Carlos Seoane "did not expect the great repercussions that Jumping Talent would have. As well as feeling happy and grateful, there was also a great feeling of surprise".

For Lea Wehbeh, the event "is an enormous opportunity to meet and talk with professionals who have a great wealth of knowledge". In short, it is a great learning experience on which "I have learned the value of networking and of showing my aptitudes within a limited time" added the student Ivet Anoro.

From the television studio to the gymnasium of the Universidad Europea de Madrid. The second test of the day recreated the program 'The Voice', in which the candidates has 30 seconds to impress the companies and be picked to join their teams. Fernando Francés and Lea Wehbeh chose Indra's team. "It was one of my top three companies" explained Lea.

All the students agreed that the final test "Employer Branding" was difficult. "We had to resolve a business case by proposing solutions and a specific improvement plan" explained Lea, with Fernando adding that "we were tired from the previous two tests but, working as a team with great classmates, we had a fantastic time". He shares these good sensations with Carlos, who said that "the proposal we developed with LG was really interesting and viable, which makes me feel good about the work we have done".

#### Wasted talent

Lea Wehbeh, a student on the Master in Marketing & Sales, emphasised that "the finalists were people with a great deal of talent, students with loads of potential, skills and knowledge". "The talent that we have in Spain is incredible. We are the best prepared generation ever and this amount of talent has to be exploited more often in our own country, promoting a greater number of opportunities for us to grow as professionals", reflected Fernando Francés, a student on the MIB.



## 05 COMPANY RELATIONS

### 5.4 OUR RECRUITERS' OPINIONS

**T** At Telefónica, internships act as a way to bring students into the professional environment, drawing on the classes on their Master program, giving them the opportunity to tackle real situations and a unique experience in an international and globalised setting.

In our opinion, EAE's selection of its students is essential. The School's students bring us a multicultural approach, new ideas and ways of doing things, as well as a great desire to learn.

In short, we build a mutually beneficial relationship for both the company and the student as an intern. It is very rewarding!



#### TELEFÓNICA ON THE SPOT

TERESA GONZÁLEZ  
HEAD OF GLOBAL HR

**A** At Alphabet, we are committed to the new generations and, with this in mind, every year, we work with students on internships in different departments of the company.

Without a doubt, this kind of partnership is beneficial both for the students and for the company. In the case of the students, the internship gives them an opportunity to discover how a multinational operates and round off their professional competences. For Alphabet, it enables us to work with committed students who come with new ideas and most importantly, a great desire to learn, which is certainly the case with EAE students.



#### ALPHABET (GOOGLE)

ROCÍO PÉREZ  
HUMAN RESOURCES COORDINATOR

**S** At Schneider Electric, we have a very comprehensive internship program that, in many cases, acts as an entry route into the company, as we have a good number of students who have ended up staying with us after an internship period.

We are a global company in which an international profile and the capacity to adapt are crucial. EAE students offer both qualities, as well as being highly motivated and very keen to learn.

Our partnership with EAE is very fruitful and we hope to be able to continue helping its students join the employment market.



#### SCHNEIDER ELECTRIC

INÉS SCHVARTZMAN  
EMPLOYER BRANDING LEAD SPAIN

**I** The key to the success of the partnership between EAE and IKEA's Young Talent programs is underpinned by two pillars.

Firstly, IKEA's selection process ensures that the students that join us have values that are 100% aligned with the company's, which facilitates their day-to-day integration and makes it much more likely that we will enjoy working with them.

Secondly, IKEA's internships are project-based. Each student is assigned a project that they are the leader of and responsible for. In this way, we challenge them while, at the same time, offering them support and guidance. They develop a series of extremely valuable competences in a professional environment, such as self-leadership, commitment, problem-solving capacity, etc.

EAE students make this process easy for us because, both in terms of attitudes and aptitudes, they come to us with a large part of the work already done! We are really proud to welcome EAE students and give them the opportunity to put everything they have learned in their months of tuition into practice in a professional setting.



#### IKEA

VERÓNICA GONZÁLEZ  
HR GENERALIST



## 05 COMPANY RELATIONS

**S** Our alliance with EAE is essential for the development of our Internship Programme. The students that come to us on internships at Banco Sabadell from EAE have always proven themselves to be up to the challenges that we have given them.

Moreover, EAE students always bring us a fresh approach and generate a positive impact in the different departments in which they do their placements.

For Banco Sabadell, developing our future leaders is extremely important right from the start and our Internship Programme strives to accompany the students as they embark on their journey towards excellence.


**BANCO SABADELL**

NURIA PERNIAS  
HUMAN RESOURCES, TALENT AND COMPENSATION

**I** At Ingram Micro, we are extremely pleased with the EAE students that have come to us, as they are hard-working, multiskilled students with a desire to keep learning in their sector, which makes the help that they provide a real asset for us.

The objective of the internships that we offer is to enable students to implement the theoretical knowledge acquired in their Bachelor Degree and/or Master on their professional internships. This enables us to give them guidance and support on the first steps of their professional journey. As such, we believe that we help students in their professional development as much as they help us with our everyday tasks.


**INGRAM MICRO**

DAVID RUÍZ  
HR ASSISTANT

**W** At Whirlpool, we are committed to diversity, as well as attracting and retaining the best talent. In this respect, the candidates from EAE fulfil a set of characteristics that are closely aligned with our company's culture, combining the technical training with the aptitudes and attitudes that we are looking for at a professional level.

Most of the students that join us are from a diverse range of countries, which enhances the contribution of new ideas. Moreover, almost all of them end up taking a permanent position in the company, as our policy is underpinned by a commitment to take young talents and develop them within the company.


**WHIRLPOOL**

ANNA DONATE  
HR MANAGER SPAIN & PORTUGAL

**I** At Banco Inversis, our internship students fulfil an extremely important role in each department. As we see it, although they do not have the same responsibility as an employee on our workforce, we are equally demanding of them and train them as if they were. As we are a small institution but with a significant market presence, in the field of banking, we are considered to be an excellent training ground and place to work.

Working with EAE students is a pleasure because, as well as coming with an academic training aligned with the needs of the market, they generally have professional experience in a range of areas, which enables them to apply their knowledge empirically and bring a fresh approach to the business. Thank you very much for including Banco Inversis in your observatory. We are glad to help in whatever way we can.


**BANCO INVERISIS**

NICOLE BARTEAU  
HR MANAGER

## 05 COMPANY RELATIONS

**A** At Addingplus, we believe in the importance of the first contact with the business world. The training given by EAE and the internship programs offered give participants this first experience before embarking on the quest to find the place where they will develop as professionals, enabling students to go full circle before setting out on their professional career.

Above all, having students working with us at Addingplus brings us creativity, contagious enthusiasm for learning and an ideal platform for our HR Department, as it enables us to meet people and evaluate capacities first hand.

 addingplus services®

**ADDING PLUS**  
FRANCISCO SOLÍS  
MANAGER

**V** At Grupo Vips, we are committed to facilitating employability and, in this respect, the internship programs in hospitality and in our offices are a key factor.

Our objective is to ensure that people who do internships in our restaurants or office have a successful experience, get their first job or continue developing their career through a valuable employment opportunity that enables them to grow. Without a doubt, our challenge is to help them map out their professional path.

We have been working with EAE Business School for the last four years and many of the School's students now form part of our teams. Helping them develop and seeing their professional evolution is a source of great pride for all the people that make these programs possible. Moreover, our partnership with EAE goes beyond this, bringing us into contact with its students through various events such as Talent Week, which we have taken part in for the last two years and which gives us the opportunity to present our culture, values and future opportunities to its community of students.

 Grupo  
VIPS

**GRUPO VIPS**  
ARIANA GARCIA-FERNANDEZ  
SELECTION MANAGER FOR SUPPORT UNITS AND PROFESSIONAL  
EVALUATION SYSTEM

**A** At Acción Contra el Hambre, the objective that we set is for students to gain an insight into the global operations of an international organisation and for them to join professional teams. For us, the study internships are a real source of recruitment and, as such, the training that the students as a foundation, the competences they show and the motivation for cooperation and humanitarian aid are essential factors.

EAE students are multicultural by nature, which is always a big plus in an international organisation. In this respect, 80 % of the students that have come to Acción Contra el Hambre in recent years come from abroad. The degree of satisfaction of the students and the tutors that guide them are a clear demonstration of the benefits that internships generate for everybody involved.

 ACCIÓN  
CONTRA EL  
HAMBRE

**ACCIÓN CONTRA EL HAMBRE**  
ROSANA RODRÍGUEZ  
DIRECTOR OF EXTERNAL TRAINING AND ACADEMIC RELATIONS

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