

ANNUAL REPORT

Annual
Report 2018

Contents

01	We make it happen	Pag. 4
02	EAE Milestones	Pag. 8
03	Facts & Figures	Pag. 18
04	Annual highlights of the academic year	Pag. 40
05	Employability and Business	Pag. 64
06	EAE Entrepreneur	Pag. 136
07	Faculty & Research	Pag. 172
08	International scope	Pag. 226
09	Networking and EAE Community	Pag. 244
10	EAE Alumni	Pag. 274

01

We make it happen

1 We make it happen

Planeta Formación y Universidades, leader in the field of education in Spain

EAE forms part of Planeta Formación y Universidades, the education division of Grupo Planeta, the top publishing and communications group in Spain and Latin America, and the leader in the spheres of culture, audiovisual entertainment and education. Planeta Formación y Universidades has twelve education centres, running more than 300 Master and Bachelor Degrees all over the world. Each year, more than 100,000 students from over 100 different countries learn in the Group's classrooms.

Planeta Formación y Universidades

Planeta Formación y Universidades provides an extensive catalogue of specialist education programs ranging from university and postgraduate studies to professional training. The range of training options is highly focused on the demands of the employment market and our flexible methodology is underpinned by new technologies.

Planeta Formación y Universidades has overseen several long-term university projects: EAE Business School, one of the top 25 business schools in the world according to the ranking by América Economía, and the fastest growing business school in Spain in recent years; ESLSCA Business School, with its headquarters in Paris; OBS Business School, the first business school 100% online; UNIBA (International University Centre of Barcelona) a project in collaboration with the Universitat de Barcelona; VIU (Valencian International University), which specializes in the field

of Education; Ostelea, School of Hospitality & Tourism with campuses in Spain and Morocco; EsDesign, the Barcelona Advanced Design College, which sets the standard in the sector thanks to its innovative and international approach; EDC Paris Business School, a private French college and member of the Conférence des Grandes Écoles (CGE); Sup de Luxe (Advanced Institute of Luxury Marketing), operating in France and Switzerland; and Sport Management School, specializing in the sporting sector.

University education



Professional and lifelong training



I would like to take a moment to present the Annual Report of EAE Business School, in which we give an overview of our activity during the last academic year.



JLFM

José Luis Fernández Martínez
General Director
EAE Business School

First of all, I would like to underline our commitment to our students' professional development. This year, we have processed more than 7,000 employment offers with opportunities to work in 40 countries and 30 sectors, thanks to a network of partner companies that currently boasts more than 5,300 organizations, both in the fields of business and entrepreneurship, as well as the higher number of recruiting events held at EAE. This has enabled us to increase our students' employability and the ROI obtained after completing their Master, as has been highlighted by prestigious international rankings such as Bloomberg and QS, and improve the data in EAE's annual Employment Report. Moreover, the year has been marked by our strong commitment to entrepreneurship, with the enhancement of services such as EAE Entrepreneur, focused on training and financing for entrepreneurial ventures, and the creation of EAE Lab, the business accelerator and incubator of EAE Business School, for students with an entrepreneurial vocation. This year, with the School organizing events such as Venture Day, we are strengthening this commitment.

Secondly, I would like to highlight our international vocation, which can be seen, among other aspects, in the number of nationalities that are represented in our classrooms, both in terms of students and teachers. This international character has been a key feature of the School since its origins. The School has welcomed students from over 100 different countries from all 5 continents. In addition, our academic faculty was even more international, with 35% of EAE's lecturers holding

more than 20 nationalities more than 20 nationalities, enriching the classroom experience. In addition, in 2018, we increased the number of programs taught fully in English and we consolidated our agreements with prestigious universities such as Berkeley, one of the world's leading institutions in the field of education. Moreover, we have expanded our range of residential programs to give our students the chance to complete a stage of their studies in India.

Thirdly, it is a source of particular pride to emphasize EAE's status as a global school, offering an extensive range of methodological options in terms of in-person, hybrid learning and remote tuition. Moreover, the School goes beyond simply teaching to provide a broader experience to students outside of the classroom, thanks to our networking programs, most prominently through the series of Business Networking events, the emphasis on multicultural interaction at our Social Networking activities, the integration of training to enhance executive skills, such as the Soft Skills project, the application of the Anglo-Saxon methodology of Majors and Minors, and our Alumni activities. One such special event is our Annual Alumni Reunion, which this year was held in Madrid with the keynote speaker Jonas Kjellberg, the Co-Founder of Skype, as well as presentations by executives from companies such as Microsoft, HP, Fintonic and Just Eat.

Fourthly, this year, EAE has upheld its firm commitment to research, as demonstrated by the 7 fully active groups currently working and two scientific dissemination centres. Our teachers have produced a high

output of academic research, with the publication of papers, case studies, books and scientific articles, contributing management knowledge to the community. In addition, we have participated in several international conferences, where we have shared this knowledge.

Our most pressing yet most motivating challenge is to continue being an international business school capable of accompanying our professionals throughout their education and equipping them with the tools required to lead organizations sustainably in all fields. This is an accessible institution keen to share knowledge with its former students, lecturers and other stakeholders around the world.

We are a School that looks to the future. We believe that exchanging knowledge will revolutionize learning: we are accessible, eager to share experiences with lecturers and national and international partners, and certain of the importance of creating environments that are conducive to triggering the spark of knowledge and success. We will keep working to convey ever-more practical, applicable and updated knowledge to our community. We will strive to meet your expectations in a reliable and proactive way, accompanying you throughout the journey.

Last but not least, I would like to thank all our current and former students, lecturers, partner companies, academic institutions and other partners for their bonds with EAE and their invaluable contribution to the School's development.

Together, we make it happen.

02

EAE Milestones

1

Talent Week and Online Employment Forum, two of the biggest employability forums in the Spanish Business School sector

Once again, in 2018, EAE organized two of the biggest employability events in the field of Spanish business schools: Talent Week, in March, and the Online Employment Forum, in October. Held in Madrid and Barcelona, EAE's Talent Week brought together more than 120 companies and multinationals from all over the world, setting a new record compared to previous editions and consolidating its status as one of the largest employability forums in Spain. Alongside the School's student's and members of the EAE team, these companies took part in networking activities, conferences and other events over the course of four days.

The Online Employment Forum is a 100% bilingual event (Spanish and English) held on a platform that enables the user to interact fully with companies and other participants, with a new version adapted for tablets and smartphones. In 2018, a total of 3,588 current and former students from 59 countries registered for over 1,800 offers at EAE Business School's Online Employment Forum by 130 participating companies.



Talent Week 2018.

2

EAE climbs in national and international rankings and is classified in the Bloomberg Businessweek league table for the first time

In 2018, EAE has climbed significantly in rankings at both a national and international level. The key development in this respect last year was the School's classification in Bloomberg Businessweek's Best International Business Schools 2018 league table, which ranks EAE among the top 32 best business schools in the world, outside the USA, to take an MBA, in a ranking headed by institutions such as IMD, London Business School and INSEAD.

Meanwhile, EAE Business School's Full-Time MBA programs also rose several positions to rank among the top 150 in the world in the QS Global MBA 2019 ranking, as well as classifying as one of the 50 best European educational institutions to run an MBA program.

Once again, the QS Global Masters 2019 ranking singled out two EAE programs in the top 100 in the world in their respective fields: the Master in Project Management and the Master in Stock and Financial Markets. Moreover, for the first time, two EAE Masters have directly made it into the top 50 worldwide: the Master in Marketing Management, and the Master in Big Data & Analytics.

In addition, EAE climbed 10 places to rank among the top 25 business

schools in the world in América Economía's Best Global Business Schools 2018 league table, in a ranking headed by Stanford Graduate School of Business, followed Harvard Business School, IESE Business School, Haas School of Business and HEC Paris.

In Eduniversal's Best Masters Ranking Worldwide 2017-2018, EAE Business School achieved its best classification in its history, with 7 masters ranked among the best in the world in their respective fields. The areas in which the School's Masters received this accolade were the MBA, Communication, Stock and Financial Markets, Project Management, Business Intelligence, Human Resources and Supply Chain Management.

Last but not least, the Full-Time MBA and the Global Executive MBA were ranked among the best in the world in the Best Global MBA 2018 league table, prepared by the prestigious Mexican journal Expansión, in collaboration with CNN.

In Spain, EAE has once again been named as the second most reputable business school in Spain in the Merco 2018 ranking. Furthermore, 6 EAE masters ranked among the best in Spain in the newspaper El Mundo's 250 Masters league table, with the

Master in Corporate Communication Management celebrating its 10th year at the top of the classification.

Moreover, in 2018, EAE held on to its place among the top 200 most reputable companies in the Merco Companies Spain and Latin America 2018 ranking, which was headed by multinationals on the scale of Coca-Cola, Nestlé, Unilever, Apple and Google, among others.



2 EAE Milestones

3

EAE launches an international residential program at Berkeley University

This academic year, EAE Business School has taken a further step to strengthen its commitment to internationalizing its students' experience by signing agreements with three leading educational institutions around the world, with the aim of enabling the School's students to round off their training with a series of international residential programs that complement the knowledge and skills acquired on their Master:

- Berkeley University, with a residential program on Accelerating Leadership Agility.

- SDM Institute for Management Development in Mysore, with a residential program on Communication & Social Corporate Responsibility.

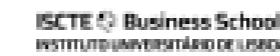
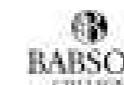
Therefore, the full list of international educational institutions place to run international residential programs are as follows:

NEW RESIDENTIAL PROGRAMS

1. Berkeley University (San Francisco, USA).
2. SDM Institute for Management Development (Mysore, India).

RESIDENTIAL PROGRAMS ALREADY RUNNING

1. La Verne University (Los Angeles, USA).
2. Hogeschool van Amsterdam (Amsterdam, The Netherlands).
3. Kean University (New York, USA).
4. Pace University (New York, USA).
5. Université du Québec à Montréal (Montreal, Canada).
6. Babson College (Boston, USA).
7. ISCTE Business School (Lisbon, Portugal).
8. University of Texas at San Antonio (San Antonio, USA).



4

EAE organizes Venture Day, the investor forum for EAE Lab

In October, EAE Business School organized Venture Day in collaboration with Keiretsu Forum, with the aim of financing the projects in its business accelerator, EAE Lab.

At this investment forum, the entrepreneurs are given 15 minutes for their presentation, 8 minutes to introduce the project and 5 more minutes to answer the investors' questions. After each presentation, contact request forms are given to investors who wish to show their interest in a company. When the presentations are completed, the members of the forum discuss the different companies presented (due diligence).

After the forum, the companies enter the due diligence phase with the interested investors. Normally, one or two members lead this process for the investing party, when various individuals show an interest.

The members can join forces for a due diligence process, but they always make their own investment decisions on an individual basis.

The EAE Lab projects selected to take part in Venture Day were Clean Tracker Box, Igenie and GLD Education.



EAE Lab session.

5

Nine projects selected for the second edition of EAE Lab

EAE Business School continued to reaffirm its commitment to entrepreneurship in 2018 with the launch of a second edition of EAE LAB, a business incubator that aims to promote the entrepreneurial mindset and competences among the School's students, alumni and lecturers, equipping them with the tools required for the evolution of their entrepreneurial projects.

In this second edition, nine innovative ideas devised by the School's students had the chance to take part in a five-month program in the incubator, from September 2018 to February 2019, to develop their project and present them to potential investors. Each project was presented to entrepreneurs in a pitch at EAE's Príncipe de Vergara 156 Campus in Madrid. The presentation was attended by mentors, entrepreneurs and investors, and featured a speech by the consultant, conference speaker and lecturer Jacobo Paragues Reverteira entitled "The Power to Achieve our Goals".

The following projects were selected:

- Smart Discovery, a personal assistant for training, development and e-learning.
- TheAring, a piece of software for entrepreneurs and mentors that enables companies to create an ecosystem for displaying products and services, getting feedback and validation, enhancing their visibility, creating new sources of revenue and developing collaborations and associations.
- QUPA is a platform that contains a directory of veterinary businesses and makes it easier to monitor your pets' health through a vet file.
- Start by ReysanTech, a platform designed to enable investors and entrepreneurs reduce the risk of investing in companies.
- The Cloud Gaming is a customizable marketing solution for companies that want to position themselves in the eSports sector.
- Lock N Roll, an on-demand storage service model for renting storage space that brings two types of user together and manages their interaction.
- Hupity is an online employability platform that connects SMEs with teams of innovative professionals.
- Tribeme, a social app that forms tribes to achieve objectives.
- SouthExperience, an online travel and experience platform.



EAE Lab session

6

EAE Business School, one of the three Spanish business schools selected by LVMH

EAE Business School (www.eae.es) is one of the three Spanish business schools selected to take part in the second edition of LVMH's Inside program, together with ESADE and IE. Forty of the most prestigious universities in Europe take part in the programs, including London Business School, the London School of Economics, Central Saint Martins and Università Commerciale Luigi Bocconi, among others.

With the Inside program of the French group, which owns brands such as Dior, Louis Vuitton, Loewe and Moët Chandon to name just a few, LVMH aims to bring academic knowledge and entrepreneurship into contact with the company's professional experience in the luxury sector. In October, the group will hold the Journées Particulières, an event to kick off the second edition, with the company presenting its good practices and the exclusivity of its products.

7

EAE expands its range of Masters, adding the branch of Law to its program portfolio

This academic year, six new programs were launched to broaden the range of academic programs offered by EAE Business School:

- Master in Big Data & Analytics, run in Madrid and Barcelona.
- Master in Design Thinking & Customer Experience, aimed at entrepreneurial profiles, taught in Madrid and Barcelona.
- Master in Communication and Corporate Social Responsibility (CSR), run in Madrid.
- Master in Financial Management, a Full-Time program that extends the range of Master run in English.
- International Master in Corporate Finance, a Global Education program that includes a residential program in Madrid.
- Official Master in Economic Analysis of Law and Public Management, run in Madrid.

Moreover, the launch of the Official Master in Economic Analysis of Law and Public Management signals the expansion of EAE Business School's portfolio to include the field of Law, enabling the School to cover its students' needs more comprehensively.

8

EAE increases its commitment to academic research

Over the course of the last academic year, EAE Business School conducted a great deal of research, teaching innovation and dissemination through a range of different initiatives.

The most significant development in this respect was the increase in the number of research groups to reach 7 groups currently active in 2018. These groups strive to promote the research activities of the faculty of EAE Business School in various fields. The following research groups are currently operating:

- EAE Teaching Innovation Group (GID-EAE).
- EAE Multidisciplinary Tourism Research Group (GRIT-EAE).
- EAE Communication Research Group (Comm.Research-EAE).
- Innovation and Entrepreneurship Research Group (GIE-EAE)
- Post-globalization Ethics Research Group (GEPOS-EAE)
- Marketing and Consumer Behaviour Research Group (MARCO-EAE)
- Law and New Technologies Research Group (DERTEC-EAE)

Meanwhile, in 2018, the important work of the EAE Case Study Centre enabled the development of 20 case studies, including:

- Netflix
- Tesla
- Skype
- Go Pro
- Banco Santander
- Impact of the Football World Cup 2018

9

EAE launches the Summer School

At the end of last year, EAE Business School launched the first edition of the Summer School, a range of two-week intensive programs run at the Barcelona Campus, designed for university profiles who want to specialize in the key trends in the field of management.

100% in English, each program combines tuition with a series of company and cultural visits that give the students the opportunity to enjoy their own EAE Experience in Barcelona.

For summer 2019, the new programs to be launched are:

- Summer program in Design Thinking
- Summer program in Big Data & Analytics
- Summer program in Agile Project Management
- Summer program in Leadership Development

10

Jonas Kjellberg, the Co-Founder of Skype, the keynote speaker at EAE's Annual Alumni Reunion

The Annual Alumni Reunion 2018 of EAE Business School was held on 5th October in the VIP box of the Santiago Bernabéu Stadium in Madrid. Organized especially for the School's former students and with strong participation by the academic faculty, partner companies and other professional profiles, the event welcomed more than 700 attendees to create a forum for analysis reflection and discussion. On this occasion, the slogan was "Making it Happen", with the event focusing on topics related to entrepreneurship, innovation and concepts such as the

Customer Experience. The keynote speaker was Jonas Kjellberg, the Co-Founder of Skype. In a presentation entitled "Social and creative innovation: new business models for a new generation", he discussed concepts such as innovation in customer acquisition to make the company grow, as well as the importance of doing so with tomorrow's pleasure in mind, the role of technology in the launch of new products, and entrepreneurship and the fear of failure.

After the Co-Founder of Skype, it was time for the EAE Talks, presentations that follow the TEDx format led by renowned professionals who helped to view the main topic from different perspectives, with the participation of professionals such as Aitor Chinchetric, the Founder & COO of Fintonic, Victor Momparler, the Digital Manager at Just Eat Spain, Miguel Ángel Turrado, the General Director of HP SCDS and Chief of Staff at HP Iberia, and Luis Montero, the Director of Data Solutions, IoT & IA at Microsoft, among others.



Jonas Kjellberg, the Co-Founder of Skype.

03

Facts & Figures

3.1 60 years making it

96%

of students
recommend us

77,000+

executives trained since
1958

15,000m²+

Facilities on two
campuses in Madrid (two
buildings) and Barcelona
(two buildings)

4,500+

students studied at our
Madrid and Barcelona
Campuses in 2018

1st

business school in Spain
running official university
Master programs

3.2 Institutional Relations

Agreements with two
of the leading Spanish
universities: **UPC** and
URJC.



UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH



Universidad
Rey Juan Carlos

34

EAE is a member of
34 professional sector
associations:

22

NATIONAL

12

INTERNATIONAL

EAE forms part of:

Academic relations



Institutional partners



International



Knowledge Partners



3.3 Faculty & Research

500+

lecturers on our academic faculty

35%
international

28

countries represented on the faculty

70%

combine teaching duties with their professional activity

9,1

(out of 10) average rating of the faculty in 2018

OUR LECTURERS' WORK IN 2018 RESULTED IN THE FOLLOWING OUTPUT:

+20
CASE STUDIES
developed, including:
NETFLIX
TESLA
SKYPE
GO PRO
BANCO SANTANDER
FOOTBALL WORLD CUP 2018

15
PRESENTATIONS AT CONGRESSES

37
ARTICLES IN INDEXED JOURNALS

19
RESEARCH ARTICLES PUBLISHED

9
SCIENTIFIC REPORTS BY FACULTY MEMBERS

22
ISSUES OF HARVARD DEUSTO JOURNALS PUBLISHED

4
NEW RESEARCH GROUPS

10
BOOKS PUBLISHED OVER THE YEAR

35
PARTICIPATIONS AND PRESENTATIONS
at national and international congresses

2
INTERNATIONAL CONGRESSES DURING THE YEAR

24
SCIENTIFIC REPORTS OF THE SRC

ACTIVITY OF EAE'S ADVISORY BOARD IN 2018

98

MEMBERS ON THE ADVISORY BOARD
IN 2018, DIVIDED INTO 4 AREAS

23 MARKETING

26 LOGISTICS

23 FINANCE

26 HR

62

ATTENDEES AT THE ANNUAL MEETING
OF THE ADVISORY BOARDS

45

ANNUAL COLLABORATIONS
BETWEEN EAE AND ADVISORY BOARDS

RESEARCH GROUPS IN 2018

- EAE Teaching Innovation Group (GID-EAE).
- EAE Multidisciplinary Tourism Research Group (GRIT-EAE).
- EAE Communication Research Group (Comm.Research-EAE).
- Innovation and Entrepreneurship Research Group (GIE-EAE)
- Post-globalization Ethics Research Group (GEPOS-EAE)
- Marketing and Consumer Behaviour Research Group (MARCO-EAE)
- Law and New Technologies Research Group (DERTEC-EAE)

RESEARCH DISSEMINATION

- Strategic Research Center.
- Editions Harvard Deusto

3.4 International Vision

82
26
103
72%

partnership
agreements with
universities and
business schools

Agreements in
26 countries on
4 continents

different
nationalities in 2018

international
students in 2018



3.5 Employability

EAE and Business

7,000+

employment and internship
offers posted in 2018

5,300+

national and international
partner companies

100+

Graduate Programs at multinational
companies for EAE students

500+

interviews with headhunters

EAE and the entrepreneurial ecosystem

10%+

of EAE students are entrepreneurs

18

projects accelerated at EAE Lab

50%+

accelerated projects now on the market

50+

entrepreneurship partners

3.5 Employability

Top 5 recruiting companies in 2018



Our students are on talent programs in companies such as:

- Inside LVMH
- Jumping Talent Universia
- Bootcamp Axa
- Crecemos Program Grupo Mahou
- Banc Sabadell London
- Uniqlo Management Candidate Program
- Burger King Business King Program
- Ikea Talent Program Ikea
- Graduate Program HP
- Mastercard Innovation Challenge
- Correos Talent Program



3.6 Networking

PARTICIPATION IN TRADE FAIRS IN 2018



EAE took part in 71 trade fairs in 2018



national trade fairs

750+

events organized in 2018

11.000+

PROFESSIONAL ATTENDEES AT EVENTS IN 2018 including current and former students



international trade fairs

95%

of students have professional experience

3.7 EAE in the media

4,600+
appearances in national and international media in 2018

999
interviews with EAE experts and professionals in 2018

294
radio and television interviews

WE APPEAR IN NATIONAL AND INTERNATIONAL MEDIA, SUCH AS:

MEDIASETespañol

Expansión ABC rtve elPeriódico

elEconomista.es

EL MUNDO LAVANGUARDIA LA RAZÓN

CincoDías

EL PAÍS

Portafolio

Frankfurter Allgemeine

ATRESMEDIA

ara.cat

20
minutos



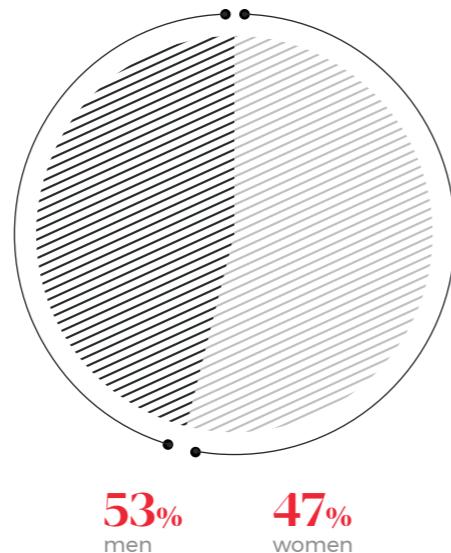
3.8 Our students' profile

MBA PROFILE

54
nationalities

6
years average
professional
experience

32
average student
age

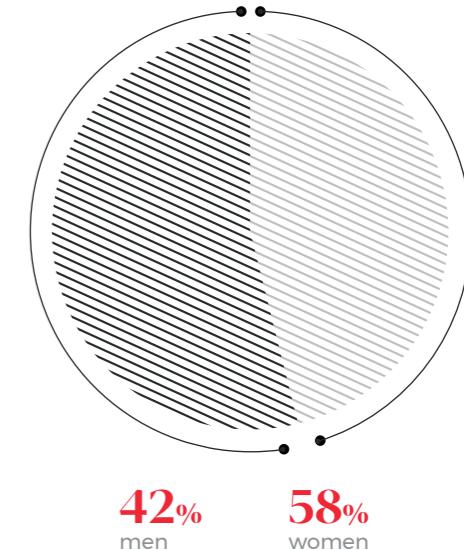


FULL-TIME PROFILE

99
nationalities

5
years average
professional
experience

28
average student
age



The Americas

51%



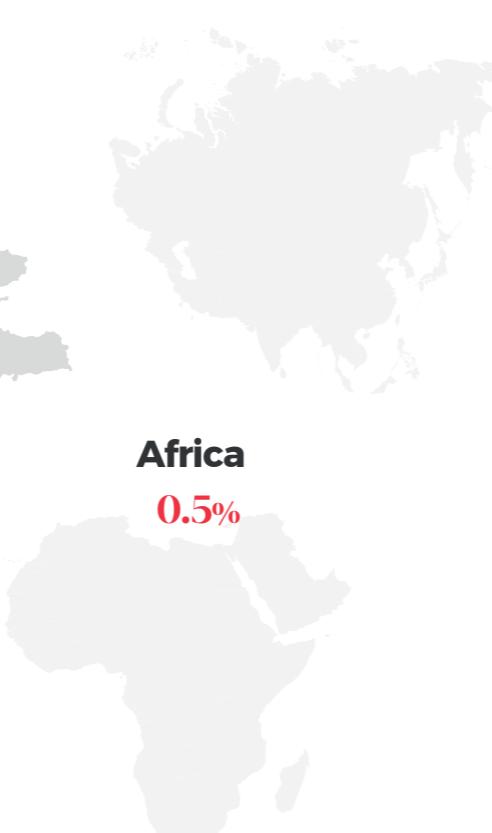
Europe

46.5%



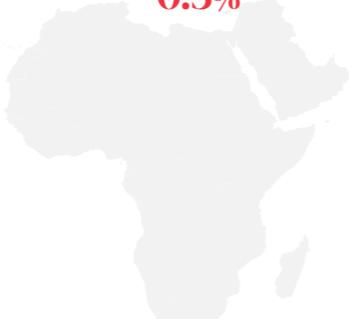
Asia

2%



Africa

0.5%



The Americas

57%



Europe

33%



Asia

7.5%



Oceania

0.5%



Africa

2%



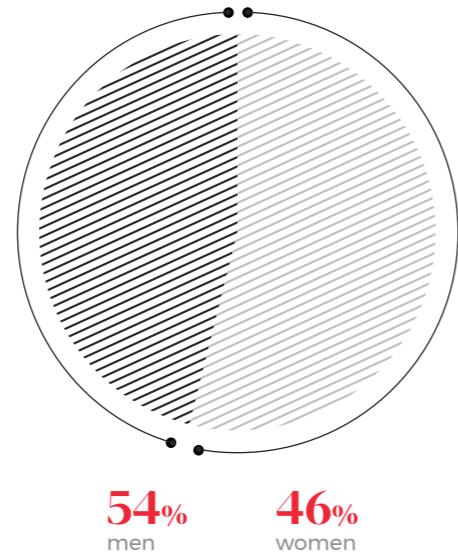
3.8 Our students' profile

EXECUTIVE EDUCATION PROFILE

42
nationalities

10
years average
professional
experience

34
average student
age



The Americas

17%



Europe

79.5%



Asia

3%

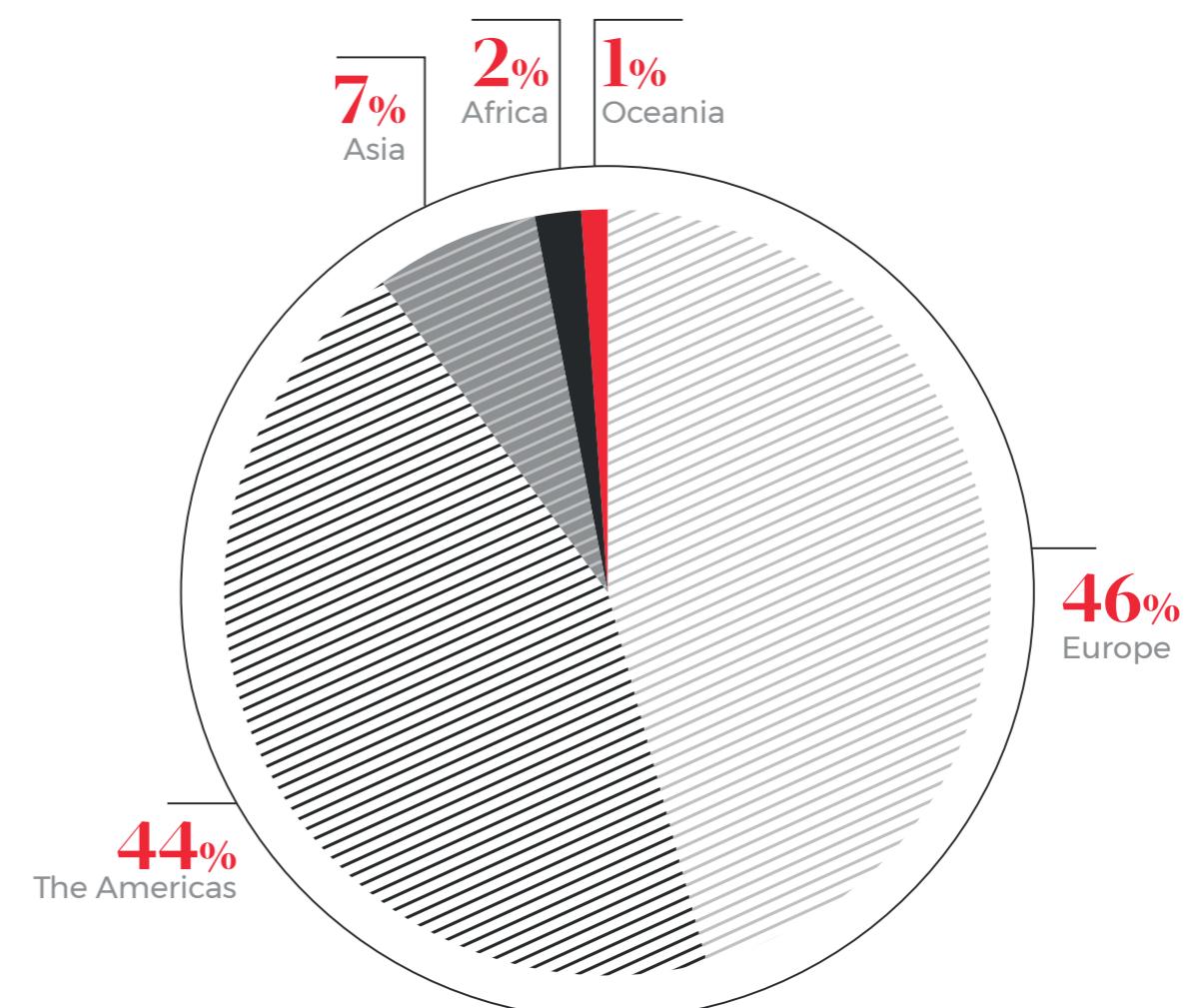


Africa

0.5%



**Students from
all 5 continents**



In 2018,
students from
103 countries
studied at EAE
Business School.

38

Europe

24

The
Americas

22

Asia

17

Africa

2

Oceania

Albania
Andorra
Austria
Belarus
Belgium
Bosnia-Herzegovina
Bulgaria
Croatia
Cyprus
Czech Republic
Denmark
Finland
France
Georgia
Germany
Great Britain
Greece
Hungary
Iceland
Ireland
Italy
Latvia
Luxemburg
Macedonia
Malta

Moldavia
Montenegro
Netherlands
Norway
Poland
Portugal
Romania
Slovakia
Slovenia
Spain
Sweden
Switzerland
Ukraine

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

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

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

Australia
New Zealand

3.9 International Rankings

Top 35

EAE, one of the top 32 places in the world to take an MBA outside the USA (Bloomberg Businessweek's Best International Business Schools 2018 ranking)



EAE Business School has been named in the prestigious Best International Business Schools 2018 ranking, prepared by the US journal Bloomberg Businessweek, as one of the Top 32 Schools in the world outside of the United States to take an MBA. For the first time, Bloomberg Businessweek highlights the School's capacity to generate networking opportunities; the return on taking the Master or, in other words, the investment made in terms of its future impact on their salary or a new job or position; the learning experience that students have in comparison to other schools, with a particular emphasis on innovation and entrepreneurship; the diversity of the students; and the transformation experienced by the students after having completed the MBA at the School.

In 2018, the Bloomberg ranking of the best business schools to take an MBA outside the USA was headed by IMD, followed by London Business School and INSEAD. IESE and Cambridge (Judge) complete the top five spots.

Top 25

EAE ranked among the Top 25 business schools in the world (América Economía 2018 ranking)



For the third year in a row, EAE Business School has been named by América Economía as one of the top business schools in the world. In the 2018 edition of the Global MBA ranking, EAE has climbed 8 places to reach the Top 25 best business schools in the world. The ranking analyses which are the most prestigious business schools for Latin American students from among a total of 51 institutions all over the world. The league table is headed by Stanford Graduate School of Business, followed by Harvard Business School, IESE Business School, Haas School of Business and HEC Paris.

Among the key figures published by the ranking, EAE Business School ranks among the Top 10 Business Schools in the world in terms of parity between men and women on MBA programs. Moreover, EAE is one of the Top 5 Business Schools with respect to the strength of its network in Latin America and offering its MBA students the best multicultural experience.

7

7 EAE masters ranked among the best in the world in their areas (Ranking "Eduniversal Best Masters Ranking Worldwide 2018-2019")



MBA Full Time, among the 40 best in Europe

Master in Corporate Communication Management, among the 30 best in Europe

Master in Human Resources Management, among the 45 best in Europe

Master in Project Management, among the 35 best in Europe

Master in Big Data and Analytics, among the 30 best in the world

Master in Stock and Financial Markets, among the 75 best in the world

Master in Supply Chain Management, among the 80 best in the world

Top 50

EAE's MBA, ranked among the top 50 in Europe and the top 150 in the world (QS Global MBA 2019)



The MBA run by EAE Business School has been named as one of the top 150 programs in the world by the QS Ranking, one of the world's most prestigious league tables. This means that the MBA has climbed 50 places in the ranking compared to the previous edition. In the European classification, EAE's MBA ranks among the top 50, climbing to 47th place. QS emphasized the return on investment of EAE's MBA and the multicultural profile of the program's students.

Moreover, for the first time, the Masters in Big Data and Marketing Management have been ranked among the top 55 in the world by QS, joining the Master in Project Management and the Master in Stock and Financial Markets, which were also ranked among the best in the previous edition. With respect to these Masters, QS also highlighted the diversity and the return on the students' investment.

The tops spots in the global QS ranking went to Stanford Graduate School of Business (United States), Harvard Business School (United States), Penn (Wharton), London Business School (United Kingdom), MIT (Sloan), INSEAD (France) and HEC Paris (France). In Europe, the classification is headed by London Business School (United Kingdom), INSEAD (France), HEC Paris (France), IE Business School (Spain) and Said Business School - University of Oxford (United Kingdom).

3.9 International Rankings

Top 100

EAE's Masters in Project Management and Stock and Financial Markets, among the Top 100 in the world (QS Masters Ranking 2019)



In its ranking of the best Masters, QS has once again named two EAE programs among the top 100 in the world in their specific areas: the Master in Project Management and the Master in Stock and Financial Markets. Moreover, for the first time, two EAE Masters have directly made it into the Top 50 worldwide: the Master in Marketing Management, and the Master in Big Data & Analytics.

With respect to these 4 Masters, QS emphasized their diversity and the return of investment for students.

Top 50

EAE's Masters in Big Data and Marketing Management, among the Top 50 in the world (QS Masters Ranking 2019)

Top 50

EAE's Global Executive MBA and Full-Time MBA ranked among the best in the world (Global MBA 2019 Ranking by CNN Expansión)



EAE Business School's Global Executive MBA has climbed four positions to rank among the top 45 in the world, according to the prestigious Mexican magazine CNN Expansión. In the category for best Full-Time MBA, the MBA of EAE Business School ranks in 63rd place, improving four places compared to the previous year. The ranking is headed by the American universities Harvard, Stanford, Wharton and MIT.

The ranking highlights the opportunity for the students to take part in EAE Entrepreneur, a program that equips them with the knowledge and tools to foster their entrepreneurial spirit, which is complemented with the EAE Lab business incubator. To prepare the ranking, CNN Expansión takes into account the composition of the academic faculty (35%); knowledge creation (15%) and the multicultural profile and regional diversity (30%). Lastly, it takes into consideration the evaluation of a group of experts (20%).

3.10 National rankings

2nd



6



EAE's Master ranked among the best in Spain for the 12th year in a row

EAE, the 2nd most reputable business school in Spain according to the Merco 2018 ranking

Moreover, the league table ranks EAE among the top 60 most reputable companies in Spain.

Six EAE MASTERS among the best in Spain

According to El Mundo's ranking of the 250 Best Masters 2018.

Master in Corporate Communication Management
Spain's best Master in the area of Communications.

Master in Marketing Management
The second best Master in the area of Marketing in Spain.

Master in Supply Chain Management & Logistic Management
Spain's second best Master in the area of Operations and Logistics.

Master in Commercial & Sales Management
The second best Master in the Sales area in Spain.

Master in Financial Management
The third best Finance Master offered in Spain

Master in Human Resources Management
Spain's fourth best Master in the area of Personnel Management

El Mundo includes an MBA guide in which the MBA Full Time, International MBA, International MBA Madrid – Shanghai, International MBA Barcelona – New York, Executive MBA and Global Executive MBA all ranked highly. The guide particularly emphasized the graduates' employability and the programs' international. It highlighted the fact that 74% of EAE's MBA students improve their professional position after graduating, while 50% increased their salary within a year of completing the Master and 9% start their own business. With respect to the programs' international character, the ranking highlighted the residential programs at Shanghai University and Pace University-Lubin School of Business in New York, and the International Talent Program, which includes interviews with headhunters and access to recruitment consultants from all over the world.

Moreover, the ranking highlighted the fact that EAE is a member of the Executive MBA Council (EMBAC), which ensures that EAE's Executive programs meet the association's academic and quality standards

EAE, one of the best Spanish companies to work for, according to the Merco Talent Ranking 2018.

EAE Business School, ranked among the 200 most reputable companies in Spain and Latin America (Merco Companies Spain and Latin America Ranking 2018)

EAE Business School, one of the 90 Spanish companies selected by graduates to work for, according to the Merco University Talent Ranking 2018.



04

Annual highlights of
the academic year

4.1 Launch of new Masters and MBA

4.1.1 New programs launched by EAE

EAE Business School got the new 2018-2019 academic year off to a flying start with the incorporation of more than 4,500 new students, across all its study formats

- **FULL TIME**
- **EXECUTIVE EDUCATION**
- **GLOBAL EDUCATION**
- **BACHELOR DEGREE**

103

These students come from 103 different nationalities and study at both the Madrid and Barcelona campuses.

72%

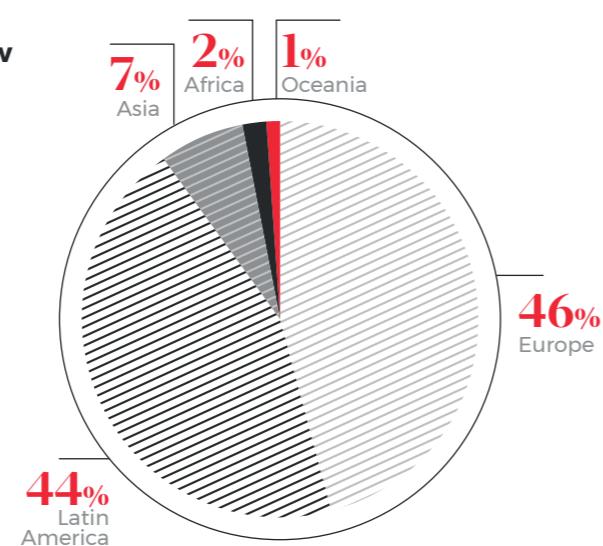
of the students are international.

95%

have professional experience.

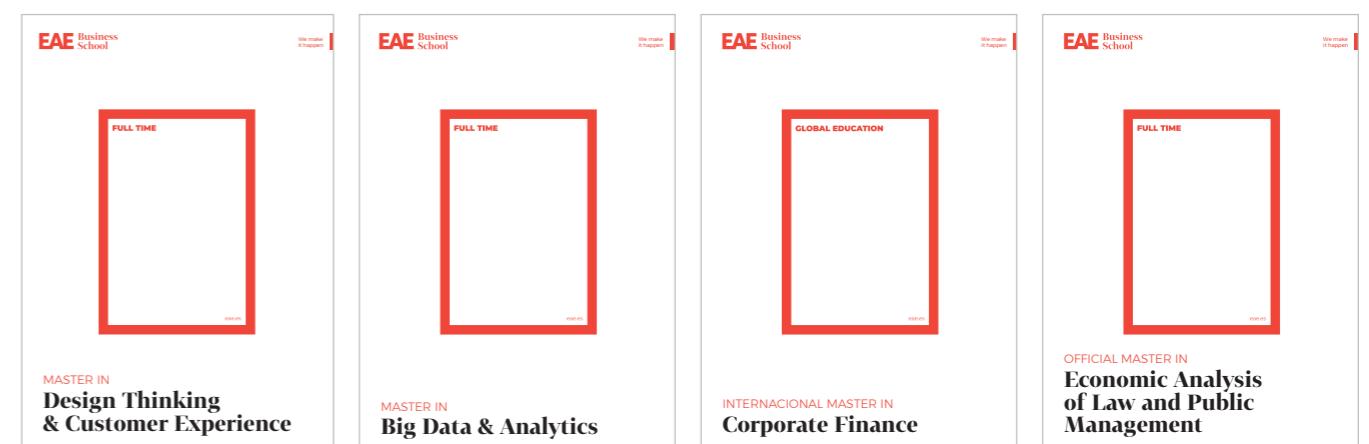
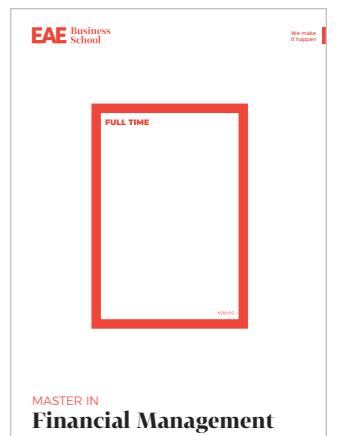
Their **professional profiles** span a diverse range including consultancy, e-commerce, engineering, finance, business administration, health sciences and communication, among others.

Of the new students:



This academic year, six new programs were launched to broaden the range of academic programs offered by EAE Business School, adding the branch of Law to its program portfolio:

1. Master in Big Data & Analytics, run in Madrid and Barcelona.
2. Master in Design Thinking & Customer Experience, aimed at entrepreneurial profiles, taught in Madrid and Barcelona.
3. Master in Communication and Corporate Social Responsibility (CSR), run in Madrid.
4. Master in Financial Management, a Full-Time program that extends the range of Master run in English.
5. International Master in Corporate Finance, a Global Education program that includes a residential program in Madrid.
6. Official Master in Economic Analysis of Law and Public Management, run in Madrid.



4.1 Launch of new Masters and MBA

4.1.1 New programs launched by EAE

EAE launches the Master in Design Thinking & Customer Experience in collaboration with Babson College

EAE Business School expanded its products portfolio with the addition of the Master in Design Thinking & Customer Experience, which aims to enable participants to master, define and manage the consumer experience effectively, both in terms of the product and the service, identifying the key factors in digital planning and the strategies for ensuring the company adapts to and succeeds in the new ecosystem, and gaining an in-depth understanding of new measuring tools, results optimization and strategy design for managing integrated logistics and customer services in B2C and B2B e-commerce settings.

The tuition plan comprises 70 credits divided into five modules. The first module focuses on contextualization to enable participants to grasp the impact of digitization in companies, systemize innovation, design a technological adoption plan and understand the key role that innovation methodologies play in these processes.

The second module focuses on Design Thinking for developing the skills and competences required to apply this methodology. Thirdly, the Customer Experience module

give participants a strategic vision in relation to the customer experience, how to perform diagnostics and improve it, and apply the essential tools. The program is developed jointly with the Advisory Board of the Marketing and Communication Department, formed by professionals from companies such as Unilever, Sony, Mango, Nielsen, Nissan, OgilvyOne, Heineken, Endesa, BP, La Caixa and Dockers, among others.

The students then take their Minor programs, elective courses not necessarily related to the main field of knowledge, designed to enhance the cross-functional profile of the program. Lastly, they have to complete their Master's Thesis, with groups of students developing a solution to a real need and challenge specified by a partner company of the Master program.

The Master also includes activities such as expert panels, visits to leading institutions and companies, lectures by special guests and real case studies presented by the people involved.

The content has a strong business focus, prioritizing a practical and experiential component based on workshops, case studies,

roleplays, group exercises, gamified competitions in which participants apply the knowledge acquired and develop their skills. In addition, participants gain a command of Design Thinking techniques and methods, such as storytelling, brainstorming, 2x2 matrix, empathy map, divergence and convergence, thinking hats and immersions, among others.



Babson College campus



EAE, a member of Babson College's Babson Collaborative program

At the end of 2017, within the framework of collaboration between EAE's Entrepreneurship and Design Thinking Departments, the School has signed a Partnership Agreement with Babson College through the Babson Collaborative program, of which EAE is a member. Babson College runs the best programs in the world in the field of entrepreneurship, according to the leading general rankings such as the Financial Times, and specialist publications such as Entrepreneur Magazine and The Princeton Review. Moreover, Babson University is accredited by the Association to Advance Collegiate Schools of Business (AACSB), the New England Association of Schools and Universities and the EFMD Quality Improvement System (EQUIS).

Our partnership with Babson generates a series benefits in all the ecosystems of the business education provided by EAE Business School, including the following:

- Providing support for teacher development:** The members of the academic faculty of EAE Business School have the opportunity to take part in the activities organized by Babson, which help them to keep up with the cutting edge of business education and entrepreneurship, participate in the creation and exchange of pedagogical materials, and start joint research projects.
- Affiliation and network building:** Networks are created through an online community, an annual global summit and exchange programs for lecturers and students.
- Student participation:** Our students have the opportunity to take part in a Master-level program created only for collaborative members.

4.1 Launch of new Masters and MBA

4.1.1 New programs launched by EAE

EAE launches the Master in Big Data & Analytics with a dual focus on business and technical competences

In 2018, EAE Business School launched the Master in Big Data & Analytics, which focuses in the key factors in one of the profiles in the highest demand on the employment market. The objective of the Master is to give participants an in-depth understanding of the main technological and business aspects within the field of Business Intelligence.

The tuition plan consists of 70 ECTS and is developed jointly with the Advisory Board of the Operations department, formed by 25 professionals from companies such as PepsiCo, Nike, DHL, Danone, Accenture, Fujitsu, Grupo Planeta, Mango and Grupo Puig, among others.

The program is divided into six large modules:

Business Transformation, which includes Big Data & Analytics for Business and Industry, Prospective Business Performance Analysis and Digital Transformation; Customer Analytics; Data Analytics & Visualization, Big Data & Data Science, Personal Skills, Minors and the Master's Thesis.

IT COMBINES BUSINESS AND TECHNICAL COMPETENCES - ACCREDITED BY THE UPC

The Master explores the functional and technical areas of IT by resolving practical case studies that occur in

modern companies. The program equips students with the tools used in the Business Intelligence market and enhances the decision-making process in complex projects, taking into account the technical, financial, quality, environmental and risk exposure aspects involved.

One of the key values of the Master in Big Data & Analytics is that it is the only program that develops more technical competences, accredited by the UPC (EAE's partner), together with the key business management skills, underpinned by EAE's extensive experience in the field.

The participants in the program are given free licences for specialist real-time software on the School's servers. Over the course of the program, they use data warehousing, analytics and machine learning technologies, including Microsoft and Qlik tools and languages such as SQL and Python.

Last but not least, through the EAE Entrepreneur service, the School provides the resources and environment required for entrepreneurial students to develop new business ideas, with constant support to meet the needs of the entrepreneurs and investors as well as the students and researchers. Key services offered to EAE entrepreneurial students include training, financing and accompaniment.



EAE Business School has launched the Master in Economic Analysis of Law and Public Management, which focuses on the legal world through the application of economic rationale in order to analyse laws and other regulatory systems, such as contracts, case law and any other kind of social regulation. The program's main objective is to achieve efficiency in legal systems and other social organization mechanisms, such as public institutions and policies. Large law firms and consultancies, public administrations and international bodies are increasingly demanding this type of multidisciplinary professionals.

The Master in Economic Analysis of Law and Public Management of EAE Business School is regulated by ANECA (National Agency of Quality Evaluation and Accreditation), which forms part of the Ministry of Education, and is accredited in the 47 countries that comprise the European Higher Education Area (EHEA).

SPECIALIZATION PROGRAM AT HARVARD LAW SCHOOL

The students on the University Master in Economic Analysis of Law and Public Management have the option of doing an intensive course on the Economic Analysis of Law run annually by Harvard Law School, sponsored by the Fundación Rafael del Pino. The course is run in October and only students who have completed the tuition period of the Master are eligible to take part.

EAE launches the Master in Economic Analysis of Law and Public Management, with an optional specialization program at Harvard Law School, thereby adding the branch of Law to the School's portfolio

Admission to the course depends on an evaluation of the students' CV and academic record, as well as their academic and professional experience related to the field of study. Completion of the course is accredited with a certificate issued by HLS.

The faculty on the Master comprises national and international university professors, as well as senior public administration executives and acclaimed professionals from the world of Law, who apply a teaching approach strongly influenced by the most prestigious universities in the world (Yale, Cambridge, Chicago, Columbia, etc.).

The tuition plan comprises 60 credits spread across 12 broad blocks: Economic Analysis of Law; Introduction to Microeconomics; Tools for strategic analysis (Game Theory); Public Management; Data analysis and statistics applied to Social Sciences; the Administration of Justice and Economic Analysis of judicial processes; and Public competition protection and industrial organization policies.

The students then take their Minor programs, elective courses not necessarily related to the main field of knowledge, designed to enhance the cross-functional profile of the program. Lastly, they have to complete their Master's Thesis, in which they apply all the knowledge, skills and competences they have acquired on the Master

EAE Business School expands its range of communication programs with the addition of the Master in Communication and CSR

EAE Business School has added a Master in Communication and Corporate Social Responsibility to its range of programs, which aims to equip executives and professionals to facilitate the integration of people in organizations and, in turn, the integration of organizations in society, embracing socially responsible, sustainable and transparent management.

The Master is designed to train professional development agents who promote business growth and competitiveness through innovation, quality, cooperation, operational excellence and socially responsible management.

The Master equips participants with all the tools required to lead Corporate Communication and CSR teams and projects, take on responsibilities and make effective decisions. Over the course of the program, participants design and implement communication and Corporate Social Responsibility strategies in line with a detailed analysis of the macro and micro factors of the environment, all aligned to the company's business strategy.

In addition, they will enhance their capacity for social analysis to conduct diagnostics of organizations in order to define plans and coherent alternatives, and correctly select and apply specific management models, techniques and tools related to corporate reputation and communication and CSR.

In addition, the program develops the skills to work effectively in multidisciplinary and multicultural teams to be able to perform different roles in group tasks.

The tuition plan of the Master is developed jointly with the Advisory Board of the Marketing and Communication Department, formed by 23 professionals from companies such as Unilever, Sony, Mango, Nielsen, Nissan, OgilvyOne, Heineken, Endesa, BP, La Caixa and Dockers, among others.

It is structured into seven large modules: responsible management and marketing; corporate image, identity and culture; integrated corporate communication management; CSR management and communication; corporate diplomacy; internship; Minors; and the Master's Thesis.

Another key feature of the program is that EAE is the member of the leading communication associations in Spain, including DIRCOM, ADECEC, CORPORATE EXCELLENCE, AM and AEA. Thanks to these affiliations, the participants on the program can take advantage of the benefits they offer.

4.1 Launch of new Masters and MBA

4.1.1 New programs launched by EAE

Master in Financial Management, new Master 100% in English to boost its international character even further

EAE Business School's Master in Financial Management was also run in English in 2018 and is designed to equip financial directors to be able to tackle economic changes with the solvency and foresight required and to enhance the students' international profile.

As well as being run completely in English, the program's international character is strengthened even further thanks to the option to round off their training with a two-week residential program at the Université du Québec (Canada). Moreover, the International Talent Program enables students who want to maximize their visibility among the multinational companies that work with EAE, with activities such as Employment Workshops, interviews with headhunters and access to international recruitment consultants around the world.

The tuition comprises 70 credits is divided into five modules: Diagnostics, planning and control; Working capital management; Corporate finance; and Financial markets and instruments. They also take Minors, elective courses based on the North American model, and complete a Financial Plan for the Master's Thesis, which is based on a current issue in the field of financial management that enables them to apply and reflect the diversity of

knowledge and skills in the financial sector that they have acquired on the program.

In addition, EAE has direct contact with the sector as a member of ACCID (Catalan Association of Accounting and Management) and AECA (Spanish Association of Accounting and Business Administration). Thanks to these affiliations, the participants can take advantage of the benefits offered by the two associations throughout the program.

EAE BUSINESS SCHOOL'S MASTERS IN ENGLISH

The Master in Financial Management is one of the range of masters run in English by EAE Business School. In the MBA category, EAE Business School offers the International MBA in English, which is run in Barcelona and includes the option of taking part in a residential program in New York, at Pace University-Lubin School of Economics. At the Madrid Campus, students interested in taking an MBA can choose to do a residential program at Shanghai University. In other areas, the English programs include the Master in Marketing & Sales, Master in Supply Chain Management & Logistics, Master in Human Resources Management and Master in Project Management.



4.1 Launch of new Masters and MBA

4.1.2 New developments in MBA programs

78% of students on EAE Business School's Executive MBA increase their responsibilities compared to their current position

The program gives participants the option to take part in a two-week residential program at the acclaimed University de La Verne (Los Angeles, California).

EAE Business School's Executive MBA underwent significant new developments in 2018. It is an executive program designed to improve and expand the business and executive competences of professionals holding positions of responsibility in top-level companies and organizations.

A total of 72% of the students on the program received a new job offer, as revealed by the Employment Report of EAE Business School, while 78% increased their responsibilities compared to their current position.

The Executive MBA program runs over the course of 10 months and accounts for 70 ECTS, divided into seven modules: introduction to global organization, environment and markets; senior management; strategic resources; strategic management; and the Business Plan. Developed over the course of the program and tutored by a lecturer, the Business Plan aims to encompass all the contents covered on the program through the project of creating a company. Throughout the program, students have access to a coach who gives them personal and professional guidance and a consultancy and professional recruitment service run by headhunters, as well as access to activities such as Company Day.

For participants keen to start their own venture, the EAE Entrepreneur service provides the resources and environment required in terms of training, financing and accompaniment for entrepreneurial students to develop new business ideas. Moreover, EAE's Soft Skills program is designed to enable students to round off their training with the strategic mobilization of their personal skills. The program consists of ten independent monthly workshops structured in line with the Emotional Competence Model.

Moreover, in 2018, among other services, participants had access to the Employment Partner Executive program, the Employment Forum, Company Day, Round Tables with Headhunters, Talent Development webinars and the Employment Exchange, with over 4,500 partner companies.

In addition, students who wish to have the option to take part in a two-week residential program at the University de La Verne (Los Angeles, California), one of the most prestigious educational institutions in the USA. EAE Business School is part of the Executive MBA Council, which requires the Executive MBA and Global MBA to meet the highest international academic and quality standards. In this respect, the program implements a business simulation learning approach, as well as a business game involving the challenge of understanding strategic planning through a practical application and execution in a real business context. In addition, the program integrates the Case Study Method, which systematically improves the decision-making process by discussing examples of real companies.

New edition of EAE's Global Executive MBA, with residential stages in Shanghai, New York and Madrid

The fifth edition of EAE Business School's Global Executive MBA got under way in Madrid. A total of 42 students from areas such as Engineering, Business Administration and Management, Marketing and Finance, all with extensive professional experience, took part in this program with residential stages in Asia, America and Europe. EAE's Global Executive MBA is one of the most reputable programs in the world in terms of aspects such as the graduates' employability and the international composition of the students, according to the Best Global MBAs 2019 ranking published by the prestigious journal *Expansión*.

The tuition plan comprises 60 ECTS and is divided into five different fields of executive knowledge: global environment and markets; people management; strategic resources; strategic management; and business plan. The development of the business plan is one of the essential elements of the Global Executive MBA and the participants present their plan in the residential stage in New York. The Director of the Global Executive MBA is Ángel del Castillo, PhD in Economic and Business Sciences from the Universidad de Santiago de Compostela and the Professor of Marketing at EAE. Dr. Castillo has over 20 years' experience in positions of responsibility in different mass market sectors within

the Commercial and Marketing areas. He is also the author of several books and has made presentations at many business schools around the world.

The first in-person stage of the Master is held in Madrid, followed by the middle stage in Shanghai (Shanghai University) and the last stage in New York (Kean University). In the first residential stage in Madrid, the students make their first contact with the program and take part in activities to enhance their integration as a group. In Madrid, participants attend lectures by guest experts specializing in a specific business issue, visits to leading companies in the Madrid business community, such as LG Electronics, to gain a first-hand insight into the business reality in the three markets. Moreover, they take part in various networking activities that foster the participants' involvement and integration.

In the second residential stage, the participants visit the companies Chinaccelerator and KJT e-commerce platform, take part in a team building activity, have a guided tour of the city and attend training sessions on executive skills, leadership and change, lectures at Shanghai University, individual coaching sessions, and working and organization sessions to develop their Business Plan. In the last residential stage in New York, among other

activities, participants visit the multinational courier FedEx, take part in a team building activity, attend lectures and present their Business Plans.

EAE'S ACADEMIC PARTNERS

Shanghai University, EAE's Academic Partner on the Global Executive MBA, was founded in 1922 and currently ranks as the fourth most important academic institution in the Municipality of Shanghai. Located at the heart of the city, the institution provides university and postgraduate tuition in different fields of knowledge related to Economics, Science, Technology and Culture. Shanghai University is a member of China's National Project 211, associated to research and development.

EAE's other Academic Partner on the Global Executive MBA is Kean University, an accredited institution in Union County in New Jersey. The University is located just a few kilometres from New York, in New Jersey's biotechnology and pharmaceutical hub. Based in a metropolitan city, Kean is a global and interactive university that provides world-class tuition.

4.2 New developments in the academic structure

4.2.1 EAE adds new agreements to its international residential program scheme



Agreements with 4 international institutions

In line with our mission to consolidate the School's internationalization, in 2018, we signed new partnership agreements with the following academic institutions:

- Ludwig-Maximilians-Universität München LMU (Germany)
- Woosong University (South Korea)
- Pontificia Universidad Católica del Ecuador (Ecuador)
- Florida International University (USA)
- UC Berkeley University (USA)
- SDM Institute for Management Development (India)
- Università di Torino (Italy)

These agreements join the other 80 already in place in 2018, in 24 countries on 4 continents, which benefit both Master and MBA students and the School's undergraduates, through the different programs EAE is involved in: Erasmus, Study Abroad and North American Undergraduate Exchange Program.

International residential program scheme

In 2018, EAE strengthened its commitment to internationalization with eight new residential programs at different universities around the world, two of which are new and scheduled for 2019.

1 "Business with Strategic Thinking" at La Verne University (Los Angeles, USA)

Associated or preferred programs:

- Executive MBA

2 "Supply Chain Solutions & Challenges" at Hogeschool van Amsterdam (Amsterdam, the Netherlands)

Associated or preferred programs:

- Full-Time Master in Supply Chain Management
- Master Full Time in Supply Chain Management
- Executive Master in Supply Chain Management

3 "Retail & Services Marketing" at Kean University (New Jersey, USA)

Associated or preferred programs:

- Full-Time Master in Marketing and Commercial Management.
- Full-Time Master in Online Marketing and E-Commerce
- Master in Marketing & Sales
- Executive Master in Marketing Management
- Executive Master in Commercial and Sales Management
- Executive Master in Online Marketing and E-Commerce

4 "Innovation and Value Creation" at Pace University (New York, USA)

Associated or preferred programs:

- MBA Full Time
- International MBA
- Master of International Business
- Executive Development Program

5 "International Finance & New Business Models" at ESG UQAM School of Management - Université du Québec à Montréal (Montreal, Canada)

Associated or preferred programs:

- Full-Time Master in Financial Management
- Full-Time Master in Stock and Financial Markets
- Master in Financial Management
- Executive Master in Accounting and Financial Management
- Executive Master in Stock and Financial Markets
- International Master in Corporate Finance

6 "Entrepreneurship Program" at Babson College (Boston, USA)

Associated or preferred programs:

- Master in Entrepreneurship and Innovation
- Master in Design Thinking and Customer Experience

7 "Human Resources in Transforming Organizations" at ISCTE Business School (Lisbon, Portugal)

Associated or preferred programs:

- Full-Time Master in Human Resources Management
- Master in Human Resources Management
- Executive Master in Human Resources Management

8 "Practical Models in Project Management" at University of Texas in San Antonio (Texas, USA)

Associated or preferred programs:

- Full-Time Master in Project Management
- Master in Project Management
- Executive Master in Project Management

9 "Accelerating Leadership Agility" at UC Berkeley University (San Francisco, USA)

Associated or preferred programs:

- Full-Time Master in Project Management
- Master in Project Management
- Executive Master in Project Management
- Master in Entrepreneurship and Innovation
- MBA Full Time
- International MBA
- Master of International Business

10 "Communication & Social Corporate Responsibility" at SDM Institute for Management Development (Mysore, India)

Associated or preferred programs:

- Full-Time Master in Corporate Communication Management
- International Master in Corporate Communication

4.2 New developments in the academic structure

4.2.2 Evolution of the Anglo-Saxon academic model: Major and Minor

For the second year in a row, EAE Business School gives its students access to the North American major and minor system, unique in Spain

In its constant quest to keep at the cutting edge of education, for the second year in a row, EAE Business School gave its students access to the North American system based on majors and minors, which replaces the traditional method of choosing elective courses.

The implementation of this new system is the result of comparing the current methods used in our country, which offers students dozens of elective courses with no link between them, and the North American method, designed to achieve greater advantages in terms of employability.

The **Majors** are Master programs, either official or institutional, comprising a set of credits divided between the tuition plan and the Master's Thesis. In other words, they are the traditional programs that EAE has run to date.

In the Anglo-Saxon system, **Minors** are short programs focused in a specific field of knowledge that may or may not be related to the branch of knowledge of the Major that the student is taking. In other words, it is a concentrated sets of courses that, all

together, comprise a secondary and separate learning program from the Master, which is the student's main field of study. In this system, Bachelor and Master Degree comprise a Major, the primary area of knowledge, and a Minor, the secondary field of study.

Students who successfully complete a Minor program will receive the corresponding specialization qualification together with the Master qualification from EAE, creating a more consistent qualification.

What is the difference between Minors and the general elective programs of the conventional system? The main difference between Minors and the specialization courses in our traditional model is that, unlike the former elective courses, the Minor does not always have to be related to the main field of knowledge. As a result, universities in the Anglo-Saxon system offer Minors that are more easily cross-matched to a wide number of Majors, enabling the acquisition of additional competences and skills that will later prove to be a clear advantage in the employment market.

To evolve the current range of Minors offered, EAE has focused on 3 lines of work:

1. A comparative study with the general elective course system and the Minor system of various North American universities.
2. Direct input from the Academic Advisory Boards.
3. The Academic Department's own experience based on the requests made by the students on previous editions.



4.2 New developments in the academic structure

4.2.2 Evolution of the Anglo-Saxon academic model: Major and Minor

THE RANGE OF MINORS FOR STUDENTS IN 2018

FULL TIME

BARCELONA CAMPUS

Area	Minor	Language
General Management	Digital and Internet Entrepreneurship	ES
General Management	International Entrepreneurship	EN
General Management	Marketing and Administration of Non-Profit Organization	EN
General Management	Pressure Groups, Lobbying and Transparency	EN
Finance	Corporate Finance	EN
Finance	Corporate Finance	ES
Finance	Fintech, Insurtech & Cryptocurrency	ES
Finance	Financial Investment Operations	ES
Marketing	E-Commerce and Revenue Management	ES
Marketing	Design Thinking	ES
Marketing	Design Thinking	EN
Marketing	e-Commerce and Revenue Management	EN
Marketing	Fashion and Luxury Marketing	ES
Marketing	Neuromarketing	ES
Big Data, Operations and Logistics	AGILE Project Management	ES
Big Data, Operations and Logistics	Big Data & Analytics in Organizations	ES
Big Data, Operations and Logistics	Big Data & Analytics in Organizations	EN
Big Data, Operations and Logistics	Project Management	ES
Big Data, Operations and Logistics	Introduction a Data Science & Machine Learning	ES
Big Data, Operations and Logistics	Project Management	EN
Big Data, Operations and Logistics	Smart Cities	ES
Human Resources	Training in Emotional Intelligence and Coaching with NLP	ES
Human Resources	Leadership and Personal and Organizational Behaviour	ES
Recursos Humanos	Liderazgo y Comportamiento Personal y Organizacional	ES

MADRID CAMPUS

Area	Minor	Language
General Management	Business in Emerging Markets	EN
General Management	Digital and Internet Entrepreneurship	ES
General Management	Digital and Internet Entrepreneurship	EN
General Management	International Entrepreneurship	EN
General Management	Marketing and Administration of Non-Profit Organizations	EN
General Management	Pressure Groups, Lobbying and Transparency	EN
General Management	Sustainable and Environmental Management	EN
Finance	Corporate Finance	ES
Finance	Fintech, Insurtech & Cryptocurrency	ES
Finance	Financial Investment Operations	ES
Marketing	E-Commerce and Revenue Management	ES
Marketing	Design Thinking	ES
Marketing	Design Thinking	EN
Marketing	e-Commerce and Revenue Management	EN
Marketing	Fashion and Luxury Marketing	EN
Marketing	Neuromarketing	ES
Marketing	Neuromarketing	EN
Big Data, Operations and Logistics	AGILE Project Management	ES
Big Data, Operations and Logistics	Big Data & Analytics in Organizations	ES
Big Data, Operations and Logistics	Big Data & Analytics in Organizations	EN
Big Data, Operations and Logistics	Project Management	ES
Big Data, Operations and Logistics	Smart Cities	ES
Human Resources	Training in Emotional Intelligence and Coaching with NLP	ES

EXECUTIVE EDUCATION

BARCELONA CAMPUS

Area	Minor	Language
General Management	Digital and Internet Entrepreneurship	ES
Finance	Startup Investment Evaluation and Management	ES
Finance	Fintech, Insurtech & Cryptocurrency	ES
Finance	Financial Investment Operations	ES
Marketing	E-Commerce and Revenue Management	ES
Marketing	Design Thinking	ES
Marketing	Neuromarketing	ES
Marketing	Retail Marketing	ES
Big Data, Operations and Logistics	Big Data & Analytics in Organizations	ES
Big Data, Operations and Logistics	Project Management	ES
Big Data, Operations and Logistics	Smart Cities	ES
Human Resources	Training in Emotional Intelligence and Coaching with NLP	ES

MADRID CAMPUS

Area	Minor	Language
Finance	Startup Investment Evaluation and Management	ES
Finance	Fintech, Insurtech & Cryptocurrency	ES
Finance	Financial Investment Operations	ES
Marketing	E-Commerce and Revenue Management	ES
Marketing	Design Thinking	ES
Marketing	Neuromarketing	ES
Marketing	Retail Marketing	ES
Big Data, Operations and Logistics	AGILE Project Management	ES
Big Data, Operations and Logistics	Big Data & Analytics in Organizations	ES
Big Data, Operations and Logistics	Project Management	ES
Big Data, Operations and Logistics	Smart Cities	ES
Human Resources	Training in Emotional Intelligence and Coaching with NLP	ES
Human Resources	Leadership and Personal and Organizational Behaviour	ES

4.2 New developments in the academic structure

4.2.3 Updating the Soft Skill models

In 2018, EAE evolved the range of Soft Skills it offers

With the aim of enabling the students on the various Master programs to round off their tuition, EAE focused on updating one of the biggest demands from companies when hiring executive profiles: Soft Skills.

The term Soft Skills refers to the set of personal skills that form part of our Emotional Intelligence and enable us to conduct our lives effectively in society.

EAE's Soft Skills program consists of independent workshops at which students cover each of the topics. As a result, each unit contributes to the program as a whole, which is organized in line with the Emotional Competence Model. This format has a completely pragmatic approach and strives to ensure that the self-reflection and development achieved by the student goes beyond in each of these workshops. In other words, each student is accompanied in an environment characterized by lifelong learning.

Soft Skills available students during 2018

The Soft Skills tuition is structured into six large groups:

1. Communication skills
2. Interpersonal skills
3. Adaptability
4. Problem-solving skills
5. Hard work ethic
6. Process improvement skills

4.2.4 Business Networking Program



Business Networking events in 2018.



The topics discussed in the sessions include:

- The power of business control and new technologies
- Digital solutions of the future: Are we ready?
- The impact of artificial intelligence on the world of Marketing
- Project management through the prism of the PMI
- Adapting to the new General Data Protection Regulations
- The future of Bitcoins and cryptocurrencies
- Managing happiness in companies
- Fintech and alternative financing
- Professional competences and skills for business digitization
- New internal communication formats with YouTubers and bloggers
- Female leadership
- Coolhunting. Innovating to detect trends
- Smarter Supply Chains
- Geomarketing and business: Using maps to design your strategy
- The key relationship between finance and technology in an increasingly collaborative world
- Branding Observatory 2018

Launched by the School in 2018, EAE's Business Networking Program is a series of activities that focus on generating meeting points for students, professionals and lecturers with a dual objective:

1. Maximizing the exchange of competences, fostering lifelong learning and the development of powerful professional relationships.
2. Giving students an insight into the experience of top executives at an international level.

Some of the participating companies:



Asociaciones colaboradoras:



4.3 Academic excellence

EAE rewards the academic excellence of its students: Dean's List 2018



Awards dinner for the Dean's List, Campus Barcelona.



Awards dinner for the Dean's List, Campus Madrid.

In February and March, EAE announced the Dean's List 2018, in recognition of its students' academic excellence. The Dean's List is an initiative that began three years ago as a demonstration of how EAE Business values and fosters academic excellence among its students and rewards the best academic records.

Each year, at the end of the academic year, the School picks the best student on each Master based on their average weighted score (which must be at least 8.5). The highest scoring student overall is named EAE's brightest student. In addition, the best student in Barcelona and Madrid is also acknowledged. In 2018, the top 20 students were chosen from among all the 4,500 students

taking on of the 42 masters run on the two campuses. The top three students, one from each campus and the best overall, have the opportunity to take part in a two-week residential program at a university abroad, free of charge.

In 2018, the student with the best academic record was once again from the Global Executive MBA.

STUDENTS DEAN'S LIST - MADRID CAMPUS:

J. Álvarez	Executive MBA
J. L. López	Global Executive MBA
A. Arampatzis	International MBA
F. Arminio	Master in Commercial and Sales Management
S. Arrufat	Master in Corporate Communication Management
G. Salto	Master in Marketing Management
M. F. Leotta Vedia	Master in Human Resources Management
K. A. Araujo	Master in Online Marketing and Digital Commerce
C. Velandia	Master in Online Marketing and E-Commerce
L. A. Cure	Master in Project Management
J. L. Vázquez	Master in Project Management
Y. Domke	Master in International Business
N. Harakopidis	Master in Marketing and Sales
C. Gómez-Cuétara	Master in Supply Chain Management & Logistics
J. P. Antequera	Executive Development Program

STUDENTS DEAN'S LIST - BARCELONA CAMPUS

A. Schwartzman	International MBA
C. Riera	Master in Stock and Financial Markets
R. Froment	Master in Accounting and Financial Management
P. Ranald	Master of International Business
M. A. Hussein	Master in Marketing and Sales

4.3 Academic excellence

EAE presents the 4th High School Baccalaureate Award: “Ideas for the new economy”

EAE rewards the entrepreneurship and creativity of High School Baccalaureate students

El campus de Barcelona de EAE fue el escenario de la entrega de la cuarta edición de los Premios Bachillerato “Ideas para la Nueva Economía”, que fomenta la investigación entre los estudiantes. El premio recayó sobre Joan Barbancho, seguido de Laura Mestres y Christian Llobat.

Los 3 finalistas de los Premios Bachillerato EAE fueron elegidos entre un total de 12 trabajos presentados por alumnos de Bachillerato, todos ellos de muy alto nivel académico. Estos aspirantes han sido seleccionados por una comisión formada por Josep Maria Galí, vicedecano de programas de grado; Cristina Tomàs, vicedecana de planificación estratégica y administración. Todos ellos coinciden en señalar que cada vez se presentan más trabajos y de mayor calidad, por lo que resulta más complicado elegir a los finalistas y al ganador.

La entrega de los premios se celebró en el campus de Barcelona de EAE, donde los finalistas presentaron sus trabajos brevemente (un resumen

de 10 minutos) y, posteriormente, la comisión y el tribunal que fallaban el premio dio sus conclusiones. “Además de premiar la excelencia académica, estos premios nos ayudan a atraer y captar talento a la Escuela”, apuntó Mariona Vilà, responsable de programas de excelencia académica. Los miembros del jurado reconocieron que cada vez hay mejores trabajos para los que se requiere un alto nivel de exigencia. “Se valoran temas como la calidad académica, la investigación, que el tema sea novedoso, la manera como lo tratan y presentan o la profesionalidad”, remarcó Cristina Tomàs, vicedecana de planificación estratégica y administración. Todos ellos coinciden en señalar que cada vez se presentan más trabajos y de mayor calidad, por lo que resulta más complicado elegir a los finalistas y al ganador.



Presentation of the High School Baccalaureate Awards 2018.

05

Employability and Business

5.1 Professional Careers in Figures

EAE and companies

7,000+

employment and internship
offers posted in 2018

5,300+

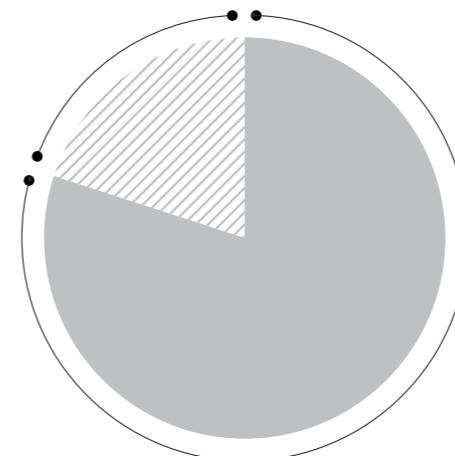
national and international
partner companies

100+

Graduate Programs at multinational
companies for EAE students

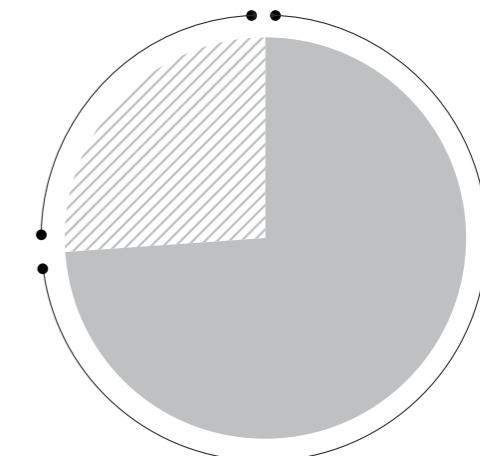
500+

interviews with headhunters



80%

of our students improve their
professional situation after
completing the Master



74%

of our students improve
their salary after their time
at EAE

Our students

85%

received new job offers after completing
the Master

76%

identified new professional opportunities
after completing the Master

87%

built a useful network of contacts during
the Master

92%

improved their decision-making capacity

Access channels to the employment market:

62%

get a job through EAE
Business School's Professional
Careers Department

98%

get an internship through EAE
Business School's Professional
Careers Department

Professional experience:

51%

have more than 5 years' experience

51%

hold an executive position

61%

work in a multinational
company

92%

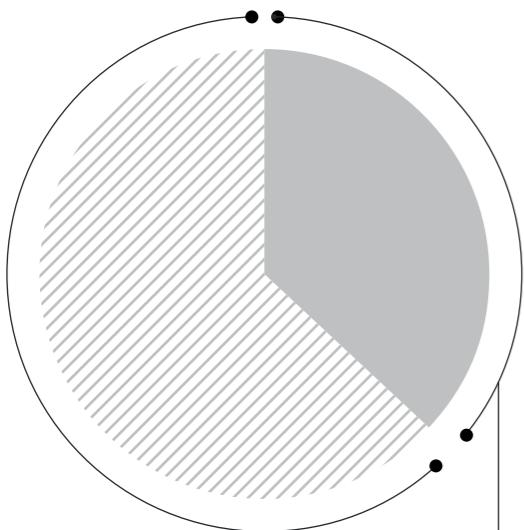
work in the private sector in Spain

35%

work outside Spain

5.1 Professional Careers in Figures

Access to internships:



2,474

(+36% vs 2017)
students did an internship
in 2018

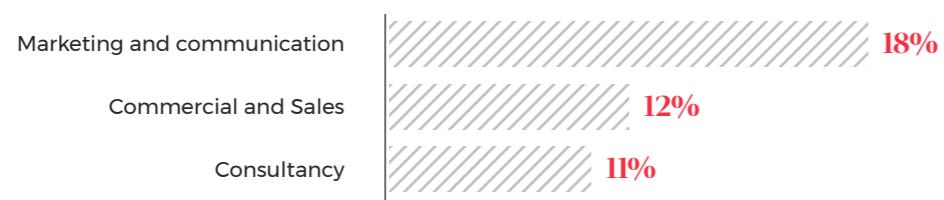
37%

are contracted after
an internship

Salary progression on Full-Time programs, by area:



Main departments that our students work in:



Main areas in which our students work:



Salary progression on Executive programs, by area:



Salary progression: salary at the start of the Master
compared to after completing the Master

5.1 Professional Careers in Figures

Top Recruiter EAE 2018

At EAE Business School's Professional Careers Service, we enhance our students' professional visibility thanks to the School's more than 5,300 partner companies.

Company	Sector
Abbott	Pharmaceuticals
Almirall	Pharmaceuticals
Astrazeneca	Pharmaceuticals
Atrevia	Communication
AXA	Insurance
Bacardi	Mass market
Banco Inversis	Banking
Banco Sabadell	Banking
Banco Santander	Banking
Bankinter	Banking
BBVA	Banking
BDO	Consultancy
Burger King	Food
Burson	Communication
CACESA Iberia	Transport
Capgemini	Consultancy
Cargill	Industry
Carrefour	Retail
Catenon.	HR Services
CHEP España	Logistics
CNMV - National Stock Market Commission	Investment banking
Coca Cola	Mass market
Correos	Transport
Coty	Mass market

Company	Sector
Daimler Chrysler	Automobile
Deloitte	Consultancy
DHL	Transport
Disney	Entertainment
Dufry	Retail
Edelman	Communication
Europcar	Tourism, hospitality
Everis	Consultancy
FCA	Automobile
Ford	Automobile
Grupo Planeta	Publishing, audiovisual and education
Grupo Vips	Hospitality
Henkel	Mass market
Hilton	Hospitality and tourism
IBM	Technology
Ikea	Trade, retail
Indra	Consultancy
Kraft Heinz	Mass market
L'Oréal	Mass market
Leroy Merlin	Retail
LG	Technology
LVMH	Luxury
Manpower	Human Resources
Meliá	Tourism, hospitality
Natexo	Services
Nestlé	Mass market
NH Hoteles	Tourism, hospitality
Ogilvy	Advertising
Pepe Jeans	Textiles
Repsol	Energy
Samsung	Electronics
Sanofi	Pharmaceuticals
Schneider Electric	Industry, manufacturing
Siemens	Industrial, energy
Telefónica	Telecommunications
Vueling	Transport

5.2 The Future of Work according to EAE

The Future of Work: Global and Sustainable Employability

Authors:

Pilar Llácer
Senior Careers Advisor.
EAE Business School

Ana García-Arranz
Director of the Strategic
Research Center.
EAE Business School

Magalí Riera
Academic Director for
Graduate Programs (Madrid
Campus).
EAE Business School

Juan Manuel Delgado
Director of Talent &
Development Europe &
Southern Africa. BP

EAE Business
School



INTRODUCTION

“Acciona is running the first trials for machinery with operators”

“Alibaba lays off all its stewards”

Neither robots nor machines are going to take our jobs. They are just going to have an impact on how we do them.

Ask yourself what percentage of your job could already be automated? For sure, everything that can be automated, will be. My leisure choices are based on recommendations from Netflix, TripAdvisor... etc.

Your rival is no longer who you thought it was. Hotels never expected their biggest competition would end up being a platform with zero hotel rooms (Airbnb).

The emergence of robots, automation processes and Artificial intelligence have already started to transform the world of employment in certain sectors such as automobiles, industry, services and entertainment, and this trend will continue in force over the coming years. However, according to research by the consultant PwC (“Will robots really steal our jobs?”, 2018), the impact of these changes will not be significant until the 2030s, when one in every three jobs will not be performed by a worker, but rather it

will be fully automated or, in other words, it will be done by a machine.

Meanwhile, in its report on employment predictions, the OECD estimates that 11.7% of jobs in Spain are highly likely to be automated in the next few years. But are we prepared to compete with machines or for an algorithm to do our job?

We have to start talking about the transformation of employment rather than the creation or destruction of jobs. This is a process that has always happened and we have adapted more quickly than we may have realised.

In the Big Data sector alone, 112,000 jobs will be created by the end of 2020, which does not mean that only

technology-related professions will grow. Somebody has to identify the data we need to compile in order to then predict behaviours, and that involves a diverse range of profiles with extensive knowledge of varied disciplines and designing different solutions for distinct problems.

Grabbing the attention of customer, students, employees and all our stakeholders on a sustained basis is one of the biggest challenges facing all institutions. Not only do we need innovation, but constant and disruptive innovation with the power to surprise an increasingly demanding audience.

In 2014, Amazon decided to automate its staff hiring and human

resources processes to optimize its talent acquisition and find the ideal candidate for each position. The philosophy behind this project was simple: using the same automation processes that had led the company to the pinnacle of global ecommerce to select its employees. However, they discovered that this artificial intelligence **systematically discriminated against women**.

Therefore, we need professionals with values and ethics throughout the entire value chain, who do not replicate a system of inequalities. The person who designs an algorithm has to work in an ethical, multidisciplinary team. New competences are needed, such as the capacity to make an impact.

CEOs who are active on social media attract talent and increase sales.

A new leadership style in organizations is needed based on setting an example, being digital and inspirational, adapted to all the generations that work together in a company and with a large helping of ethics and social impact.

Only if we place education and lifelong learning at the heart of our strategy will we be able to design a sustainable and ethical future for employment.



5.2 The Future of Work according to EAE

DIAGNOSTICS FOR THE FUTURE OF EMPLOYMENT: ANALYSIS OF THE CURRENT STATUS AND THE FUTURE

Our diagnostic forecast of the future of employment is based on research carried out on critical issues rated to employability and the experiences of our students and the companies that take part in our activities. The results show increasing volatility, uncertainty and constant change in a global and digital environment.

More than 4,700 students from 102 countries, with junior and executive profiles, pass through our classrooms each year, as well as more than 5,300 companies that participate in the extensive range of activities we organize, such as Talent Week, Recruiting Day, Company Meetings and the Employment Forum.

As a business school, we are keen to gain an in-depth insight into what the future of employment will be like in order to achieve more sustainable and responsible employability for our students.

With this in mind, we strive to identify the nature of future of employment by observing the following factors:

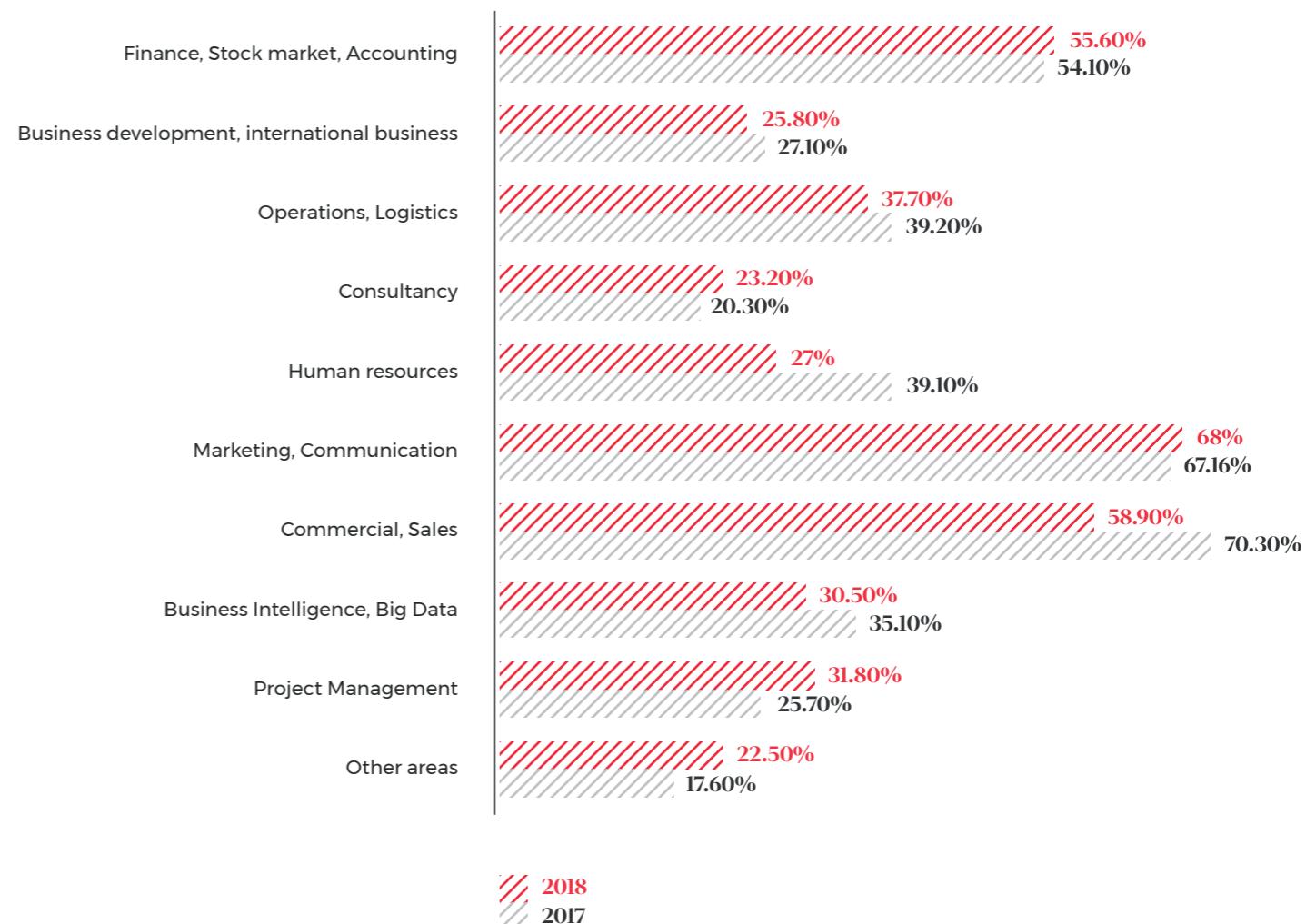
1. What functional areas are talents specializing in and what department are they going to work in?
2. What type of training is in the highest demand in an environment of lifelong learning?
3. Where is the talent and how can I find it?
4. How versus what: competences in the highest demand that are required depending on experience.
5. Show, don't tell: what factors make companies attractive to work for.
6. We need a new leadership style

What functional areas are candidates specializing in and what department are they going to work in?

Current status

With respect to the functional profile of the candidates, in the same way as recent years, the results and the companies that hire our students tell us that the profiles in highest demand on the current employment market are those in Marketing and Communication, the Commercial area and Sales, and Finance and Administration.

Graph 1. Functional areas in the highest demand. Source: Online Employment Forum 2018. EAE Business School.



5.2 The Future of Work according to EAE

Outlook

The outlook for all profiles is aligned to the increase in the positions in the highest demand, not only with respect to positions in the technological sphere but also those that incorporate the digital dimension in their functions.

There is currently a significant rise in positions related to project management. In the case of professionals in all specialist areas, the trend is characterized by adaptation to the technological scenario (Big Data, Social Media, Artificial Intelligence) in a global, sustainable and circular economy.

Trends

To do things differently in a highly competitive and changing market, companies are going to need professionals with extremely cross-disciplinary training and a high capacity for lifelong learning.

The traditional structure of organizing by departments will be replaced by a more efficient organization. Working on projects that enable us to generate an experience for the customer with a more personalized and integrated approach. This will enable the creation of highly motivated teams who add value beyond just their own area of specialization.

This innovative work methodology prioritizes responsiveness and flexibility. Are we going to be working in Marketing, Finance, Human Resources or IT departments, or are we going to be working on cross-departmental projects that require a profile of professionals who contribute value working in a team with professionals from other areas?

Current status

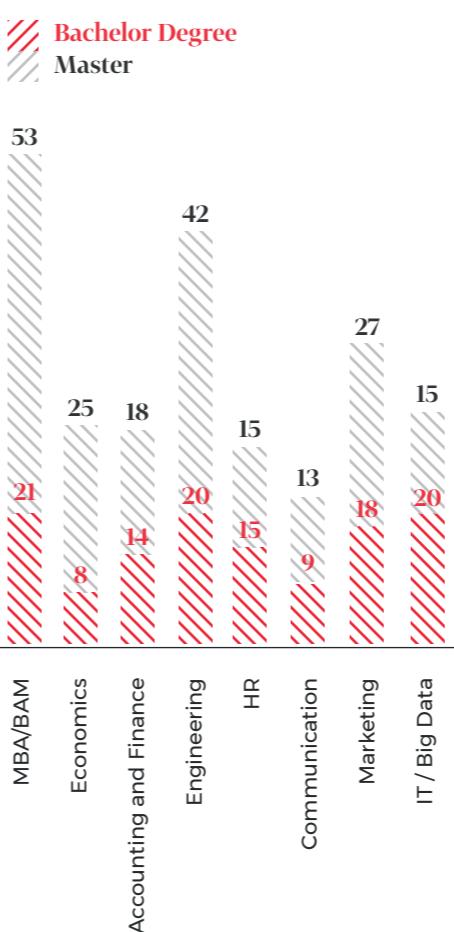
In terms of the training that is most sought after with respect to the candidates, the Bachelor Degree in Business Administration and Management, and Engineering and Technology programs are currently in the highest demand from companies.

What type of training is in the highest demand in an environment of lifelong learning?

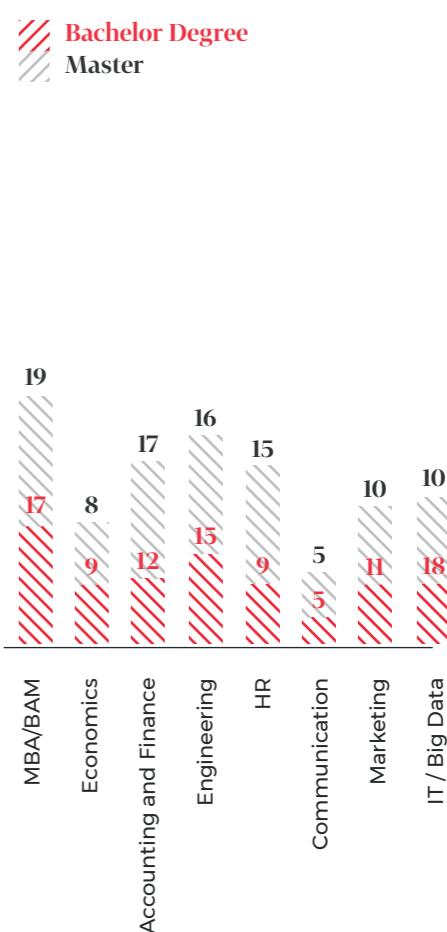
Graph 2. Fields of training in the highest demand

Source: DCH Observatory: Talent management in Spain 2017. EAE Business School

2016 Fields of training in the highest demand



2017 Fields of training in the highest demand



5.2 The Future of Work according to EAE

Where is the talent and how can I find it?

Outlook

The most difficult positions to fill include profiles related to the technological sphere. Year after year, this development highlights the fact that every educational discipline has to incorporate digital competences. Most organizations still pay too much attention to academic Bachelor Degrees and qualifications. Tuition plans have to adapt to a changing and international business setting.

Trends

If we are going to work on a project basis rather than by departments, education has to adapt to a different environment, to train professionals equipped to:

1. Manage their own training, displaying initiative and a proactive approach.

2. Use social media to obtain the best, most up-to-date information, and keep up with the latest news and trends in their sector.
3. Become an influencer.
4. Use formal and informal tools for their training.
5. Transform their training into a lifelong learning process that has an impact on their day-to-day work.
6. Learn new things that may not be related to the work they usually do.

In a professional world subject to such constant change, where we are yet to scratch the surface and still don't know what the professions of the future will be nor the competences they will entail, traditional education systems have to be transformed. We will need constant transformation and lifelong learning systems.

Current status

Alongside LinkedIn and headhunters, business schools are the most widely used resource for talent search used by companies, in the case of senior profiles.

With respect to junior profiles, business schools share the field with a greater variety of recruitment sources depending on the functional profile, with a particular emphasis on technological channels.

Graph 3. Sources of recruitment. Source: Online Employment Forum, 2018. EAE Business School.



5.2 The Future of Work according to EAE

**How versus what:
the competences
in the highest
demand that I need
depending on my
experience**

Outlook

The search for talent is one of the greatest challenges for companies today. Faced with a variety of functional profiles and depending on the experience required, companies deploy all the channels available to reach a broad spectrum of candidates with their offers. The search process underwent a drastic transformation a few years ago with the arrival of social media. Great changes have taken place both in the tools and the messages used to attract candidates.

It is worth highlighting the difficulty faced to recruit technology-related profiles. All companies are looking for the same profile of professionals, which makes them one of the profiles in the highest demand. For this kind of profiles, continuing to use the same offers or channels is simply not good enough.

Trends

In terms of recruitment, one trend that is gathering pace is companies working on their employer branding as a competitive advantage to attract talent. Exponential levels of innovation will take place in relation to both the channels and the messages used to attract talent. Hackathons, gamification processes and Escape Rooms are some of the latest initiatives used to attract and select increasingly diverse and global talent.

Current status

The competences currently in the highest demand in terms of junior profiles are initiative, commitment, teamwork, flexibility and languages. In the case of senior profiles, key competences include leadership capacity, strategic vision and adaptability to change. In recent years, greater emphasis has also been placed on the capacity to manage cross-departmental projects.

Outlook

Certain competences are still considered to be soft, in a highly volatile project-based professional world. However, the way we deal with things under these circumstances is what will set us apart.

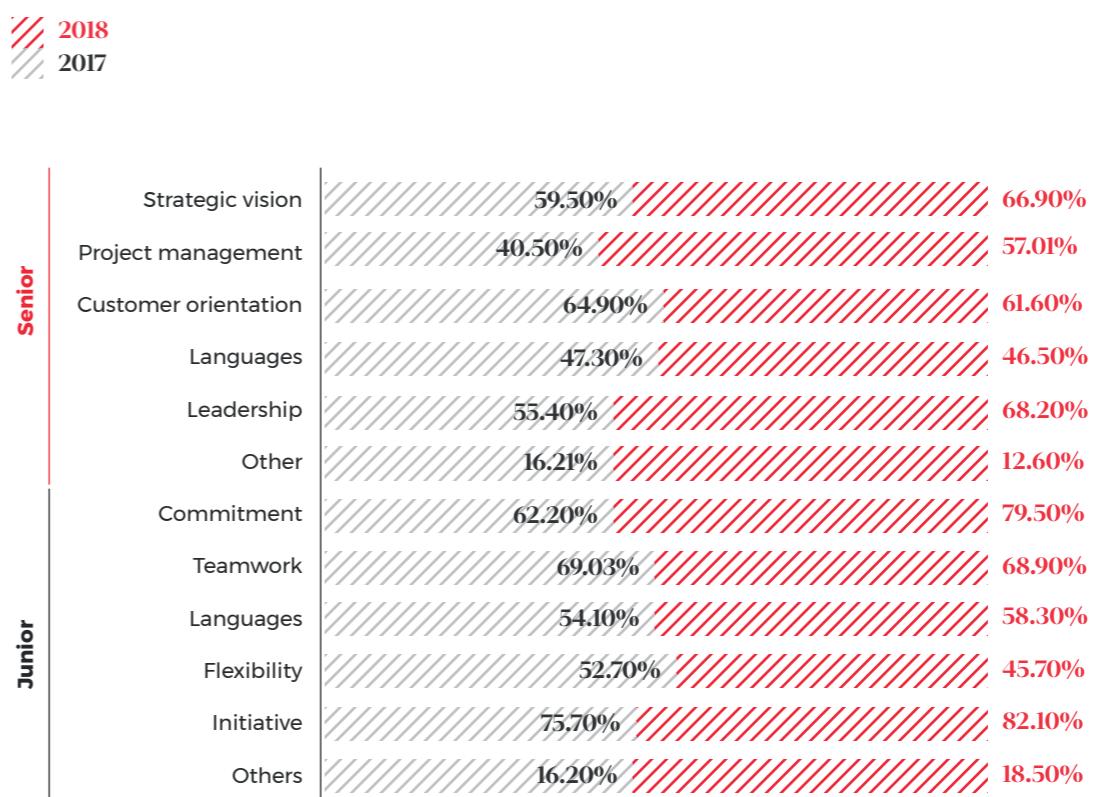
Just like in the case of functions, there is a blank slate as far as competences are concerned, without any pre-established route to follow, where uncertainty is the only compass we have to guide our professional development. Traditional competences such as proactiveness, change management, autonomy, leadership, commitment, teamwork and project management, among others, take on a new dimension: how to make an impact and influence in a digital and global setting.

Trends

It is impossible to know how many jobs are going to be destroyed, nor how many are going to be created, but we have to bear in mind at all times that many of our work processes can already be automated and that anything that can be automated will be. In Spain, 55% of jobs can already be automated with existing technology. Against this backdrop, we have to embrace two certainties: all educational institutions have a responsibility to train professionals with a great capacity to adapt to change, and our competences will determine our employability. Knowledge changes and our capacity for learning will enable us to adapt quickly. People will have to develop new skills, re-learn and retrain. They will also need to learn to live with uncertainty and get used to changing job, which they will have to do at least 16 times over the course of their career.

Technology, the impact of climate change and increasing life expectancy will open up a host of new job opportunities for young people, requiring extreme talent based on different competences and knowledge that is constantly updated.

Graph 4. Competences in the highest demand. Source: Online Employment Forum, 2018. EAE Business School.



5.2 The Future of Work according to EAE

“Show, don’t tell”: what factors make companies attractive to work for

Current status

Based on the research conducted, it is clear that the factors that now make a company attractive to work for are primarily the professional career opportunities, a more approachable leadership style and the company brand. Our experts underline the importance of active branding, as well as the potential to build a professional career, especially for junior profiles. They also emphasize that senior profiles place particular value on the possibility of a better work/life balance and the opportunities that the company can offer them, as well as the stability that it can provide.

Trends

Attracting talent and building employee loyalty has now become a strategic priority for organizations. Success depends on having a solid culture throughout the organization and developing a real attractive value proposition for the employees.

This proposition has to be segmented and personalized depending on the age of the talent. Most importantly, to ensure that it remains attractive, it has to be consistent and renewed each year.

Outlook

Companies are much more aware of the need to have a value proposition for employees which, in turn, enables them to improve the employees' commitment to the company. It is essential to have such a value proposition and create an attractive atmosphere for candidates and employees.

Graph 5. Factors that make a company attractive to work for.

Source: DCH Observatory: Talent management in Spain 2017. EAE Business School.



5.2 The Future of Work according to EAE

We need a new leadership style

Current status

In companies, there are many kinds of leadership. It may be argued that the leadership style depends on the situation that the organization currently finds itself in. Companies acknowledge the need for a collaborative approach with a hierarchical style.

Outlook

The leadership model of companies is one of the aspects undergoing the greatest evolution. We have shifted from an authoritarian, hierarchical, distant model, in which there was no place for emotions, to a more approachable, collaborative, adaptive leadership style focused on leading by example.

Trends

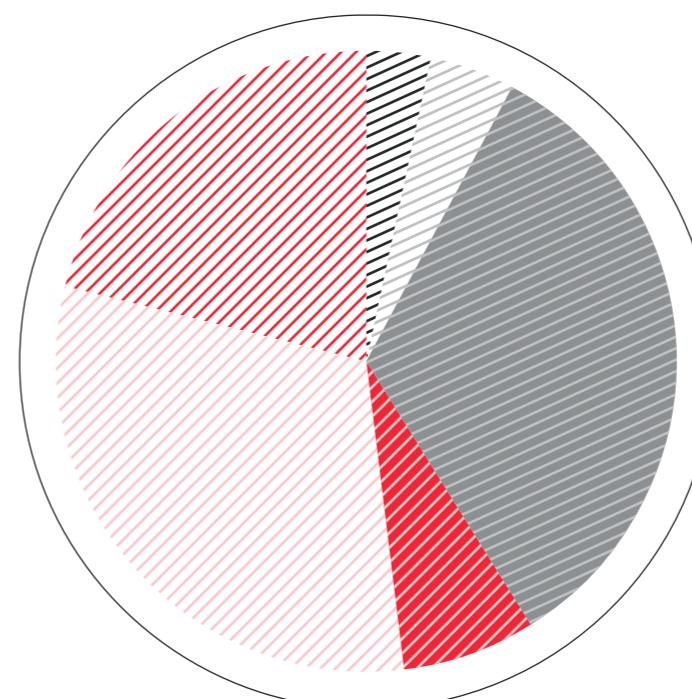
Living by example is becoming increasingly important, especially when we are talking about values and principles.

In the near future, experts believe that the trend towards collaborative leadership will become more consolidated. However, companies are not expected to change completely so that they can still capitalize on the advantages that leadership styles such as a hierarchical model may offer in certain situations. An organization's leadership style is the cornerstone of the change required to place people at the heart of the company's strategy.

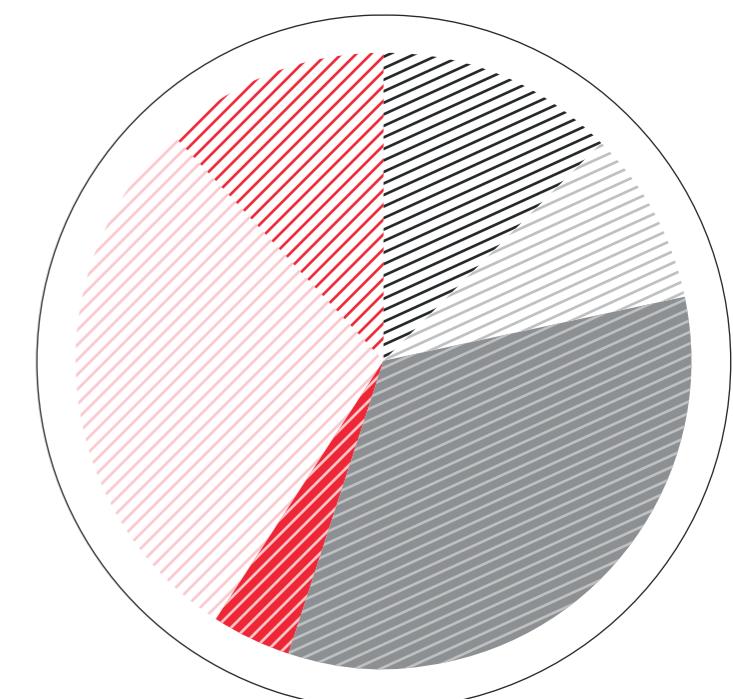
Graph 6. Leadership style that best represents your company.

Source: DCH Observatory: Talent management in Spain 2017. EAE Business School

2016



2017



/// Paternalistic

/// Hierarchical

/// Authoritarian

/// Collaborative

/// Transparent

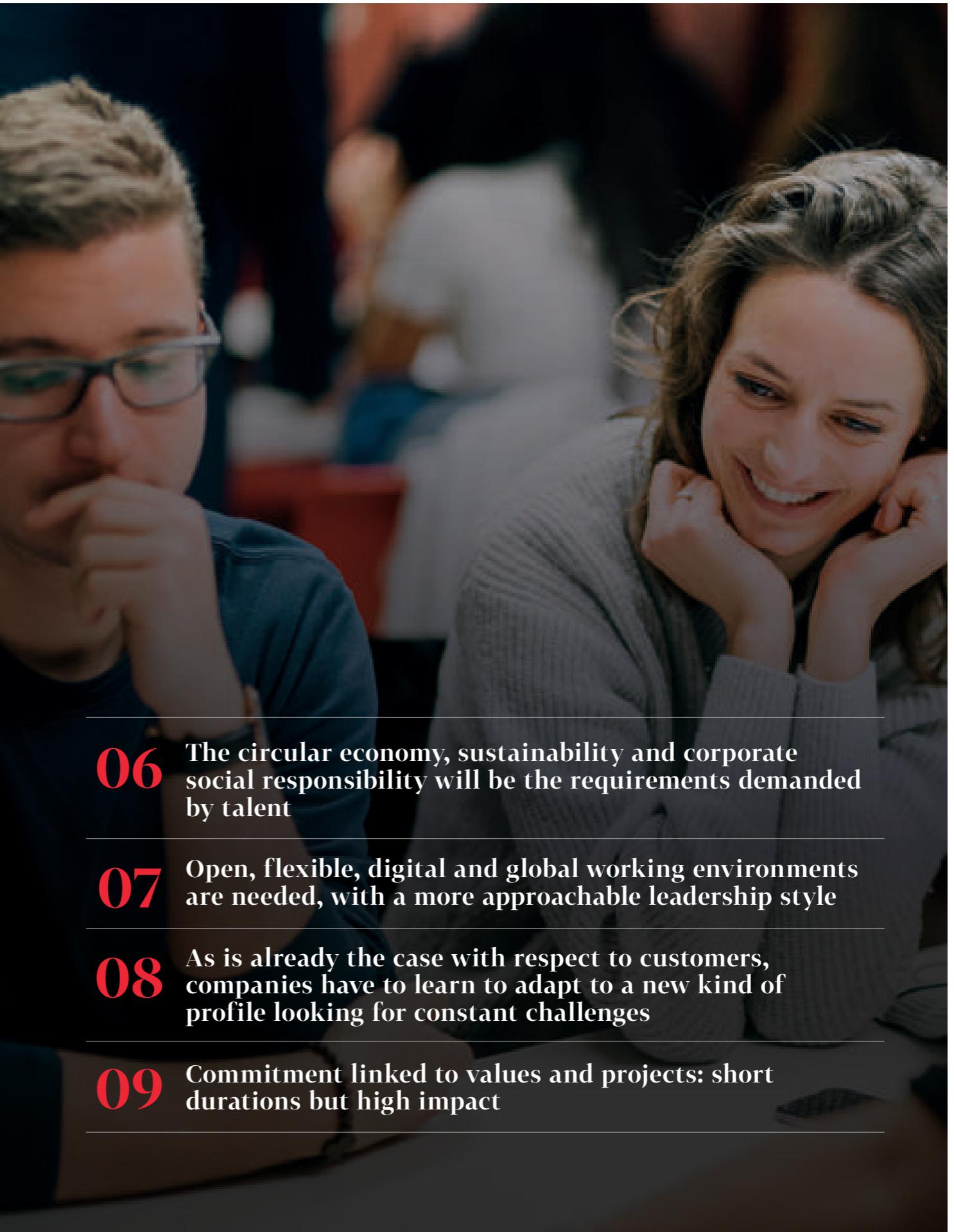
/// Leading by example

5.2 The Future of Work according to EAE

CONCLUSIONS: TRENDS FOR THE FUTURE OF WORK

“Business schools face the challenge of quickly personalising the content of the masters and MBAs and thereby adapting to the demand that is changing at an exponential rate. The Minors methodology is a step in this direction”.

- 01** Professionals that make the difference and profiles with different experiences
- 02** The traditional distinction between junior and senior profiles is no longer valid
- 03** Professionals need the capacity for lifelong learning in a highly changeable environment
- 04** The project-based work methodology requires professionals who can adapt fast to multidisciplinary work teams
- 05** Jobs are neither created nor destroyed, simply transformed



- 06** The circular economy, sustainability and corporate social responsibility will be the requirements demanded by talent
- 07** Open, flexible, digital and global working environments are needed, with a more approachable leadership style
- 08** As is already the case with respect to customers, companies have to learn to adapt to a new kind of profile looking for constant challenges
- 09** Commitment linked to values and projects: short durations but high impact

5.3 Where EAE students work

EAE Business School presents the fifth edition of the Employment Report, which analyses the students' professional careers after graduating

EAE Business School presented the fifth edition of the Employment Report, an analysis of the students' professional careers after their time at the School. The report reveals that 85% of the students of EAE Business School receive new employment offers after completing their Master and improve their annual salary in 74% of cases.

Taking a Master is also synonymous with increasing professional responsibilities in the case of 90% of students, while 75% also detected new professional opportunities. For 38% of our students, taking the Master at EAE has had a "significant" impact on their careers, and the key areas of knowledge acquired are strategy and leadership (39%) and marketing and sales (31%).

According to the report, EAE's Professional Careers Service is the most common route for accessing new jobs, with 61% of students using this platform, followed by professional networks (15%) and contacts made at EAE (14%). Meanwhile, 10% of students opt to set up their own company. In total, 75% of students access new professional opportunities through EAE.

These professional opportunities also arise beyond our borders: 68% of students work in their country of origin, while 32% work abroad. 65%

of students develop their professional career in Spain, while 35% take up a job internationally. Private companies (92%) are by far the most popular choice for our students, with just a small percentage working in the public sector (8%). Companies with more than 1,000 employees (41%), primarily multinationals, attract the most talent, compared to firms with between 101 and 250 employees (13%) and from 251 to 500 employees (12%). The smallest companies with less than 25 employees account for 6%.

The sectors in which most students find professional opportunities are consultancy and auditing (15%), banking (11%), mass market (10%) and sales (8%). Within the companies, the main departments that our students work in are marketing and communication (18%), commercial and sales (12%) and consultancy (11%).

51% of our students hold director positions, 29% have a technical post, 17% perform a management role and 3% are executives.

In this respect, EAE's Professional Careers Service enhances our students' visibility in our 5,300 partner companies, including market leaders in the pharmaceutical sector such as Almirall, financial institutions like Banco Sabadell and Banco Santander, leading retailers such as Carrefour, mass

market brands like Coca Cola, Nestlé, L'Oréal and Coty, technological multinationals such as LG and IBM, leading consultancies like Everis and Deloitte and telecommunications giants such as Telefónica, to name but a few.

All these companies take part in the various employment and networking initiatives organized by EAE, such as Talent week, Company Meetings, the Online Employment Forum, Recruiting Day and the Round Tables with Headhunters.

SALARY EVOLUTION AFTER COMPLETING A MASTER

One of the key factors in deciding to take a Master is the impact it has on students' salaries. In terms of analysing the evolution of their salaries, students on EAE's Full-Time MBA report a 28% increase in their annual salary compared to the year before starting the Master, to reach 50,083 euros. For graduates of the Executive MBA, the rise is 45%, to reach 61,500 euros per year.

For students on the Full-Time Masters in Human Resources and Coaching, the increase is 47%, to reach total annual earnings of 27,541 euros average. In the case of the Executive program, they report a salary of 31,800 euros, equivalent to a 24% increase compared to before the program. In the case of the Full-Time Master in Supply Chain Management & Logistics, students' salaries rise by 30% up to 23,400 euros on average, while graduates of the Executive Master in this field report a 41% increase, to reach 38,000. In terms of the Masters in Finance, Accounting and Stock Market, Full-Time students can expect a salary increase of 49%, to reach 25,421 euros, while their Executive counterparts report a 17% rise, with total earnings of 34,286 euros per year.

Students on the Full-Time Master in Marketing and Sales saw a salary increase of 59% to reach 35,911 euros per year, while graduates of the Executive program reported a rise of 41% to a total of 52,231 euros. For Full-Time Digital Marketing students, the increase was 38% up to 25,210 euros, while the Executive students saw a rise of 50% to 35,733 euros. For Project Management students, the increase was 34% to 32,330 euros per year in the case of Full-Time students, and a 30% for executive students compared to before the Master, to reach 41,568 euros. For full-time students of Big Data, Analytics & Business Intelligence, their salary climbed by 49% up to 31,460 euros, while their Executive counterparts reported a rise of 33% to reach an average of 48,710 euros. The average salary of graduates of the Executive Development Program is 46,667 euros, equivalent to a 14% increase compared to before the program. Students on the Master in Communication reported a rise of 21% to reach 32,000 euros, while graduates in International Business saw an increase of 44% to reach 32,017 euros.

98% OF STUDENTS DO AN INTERNSHIP

98% of the students who apply to do an internship are placed on a program, with 86% of interns finding their program through the Professional Careers Service, 12% through the EAE Employment Exchange and just 2% through other channels. The main sectors in which the companies offering internships operate are consultancy and auditing (11%), finance (7%), mass market (7%) and sales (6%), among others. In 37% of cases, the internship led to an employment contract after the program.

5.3 Where EAE students work

74%

of EAE students improve their annual salary after completing their Master

75%

of our students get a new job through EAE Business School.

10%

of EAE's students start their own business.

85%

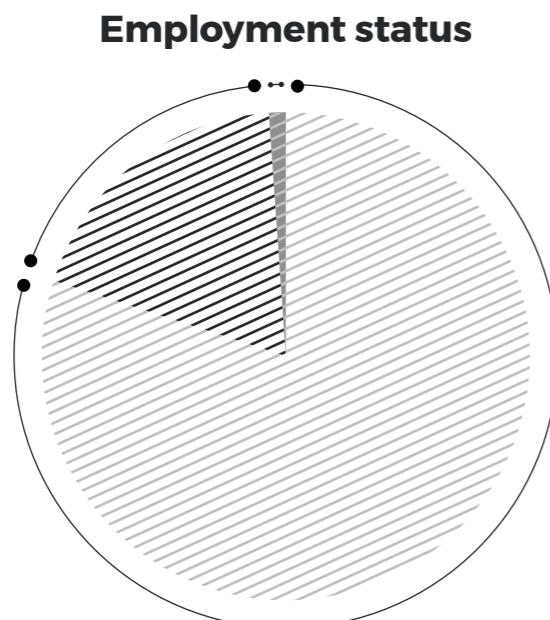
of the students access a new job through EAE Business School.



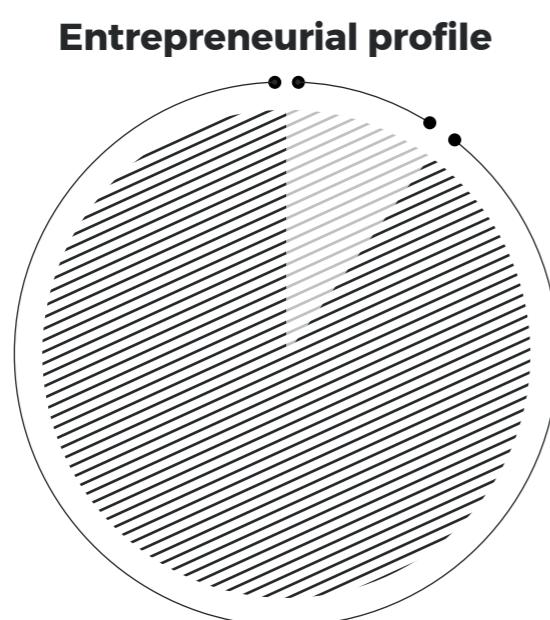
5.3 Where EAE students work

Where do our students work?

PROFESSIONAL PROFILE

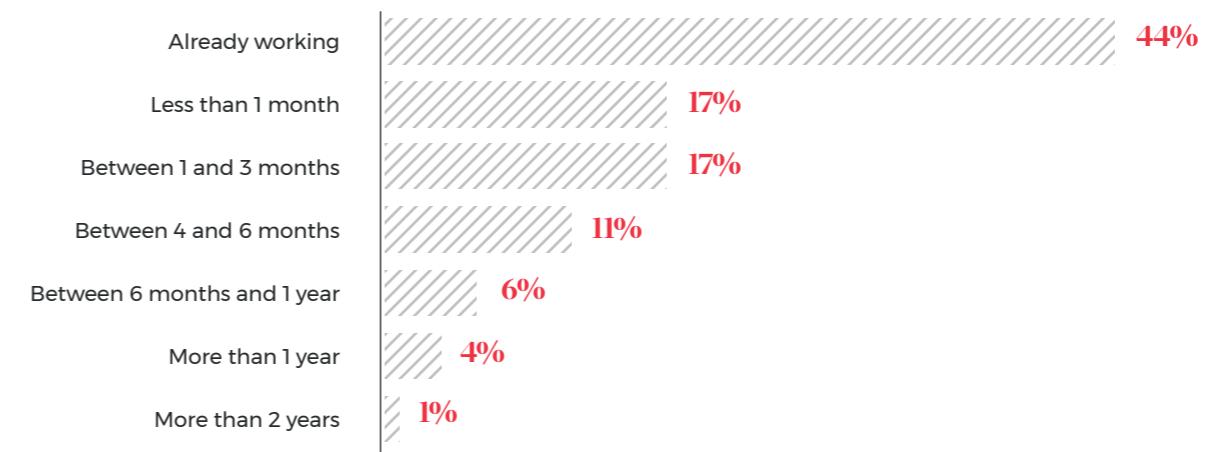


1% Not working nor searching for employment
18% Not searching for employment
81% Yes



10% Entrepreneurs
90% Employed

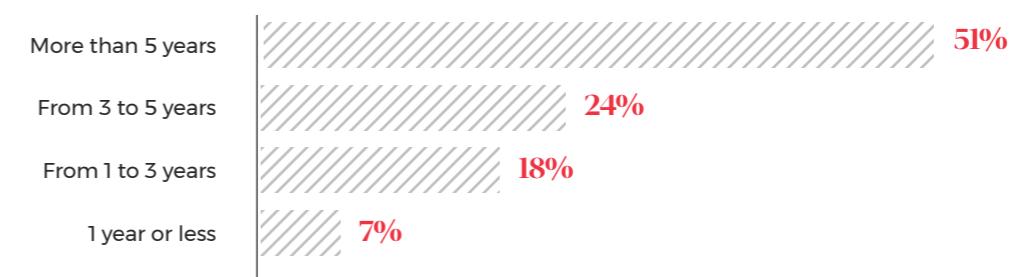
Time taken to find employment



Channels for accessing employment



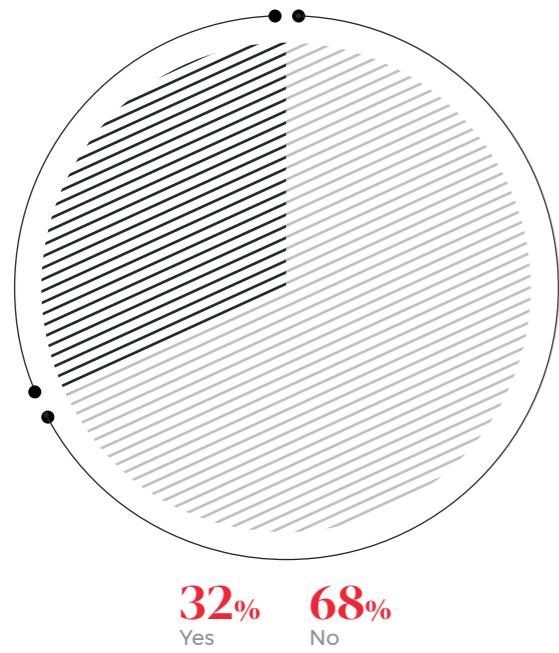
Professional experience



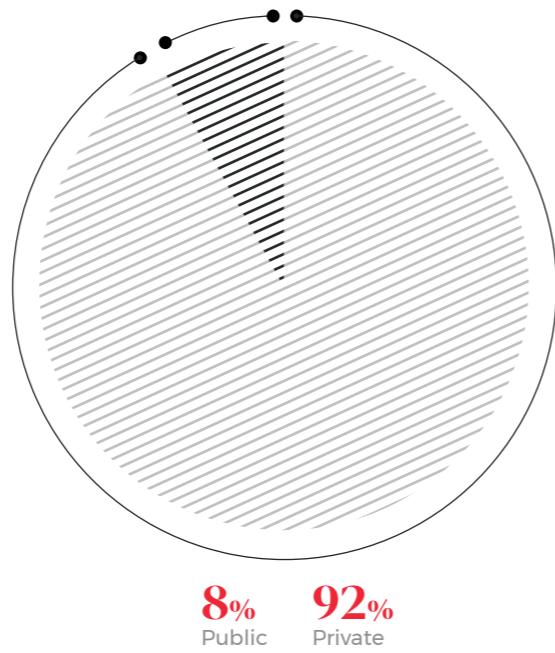
5.3 Where EAE students work

WHERE DO EAE PROFESSIONALS WORK?

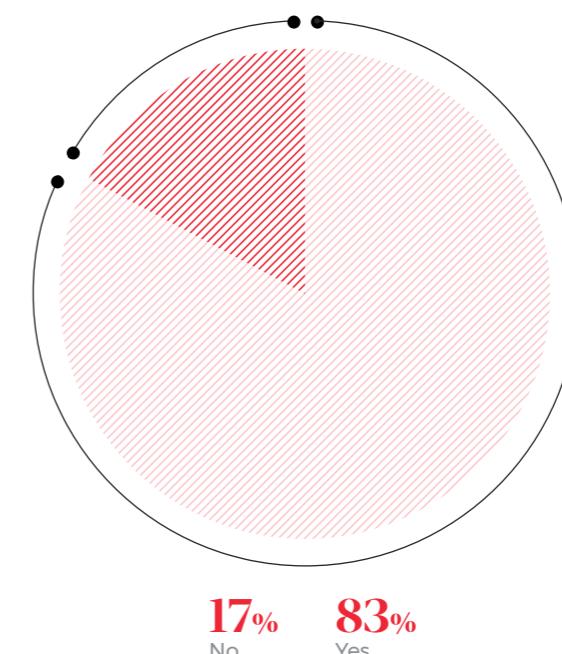
Working outside their country of origin



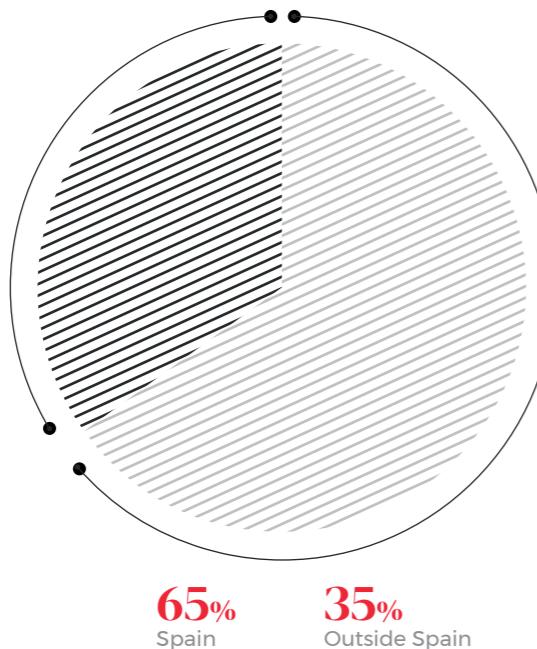
Type of company



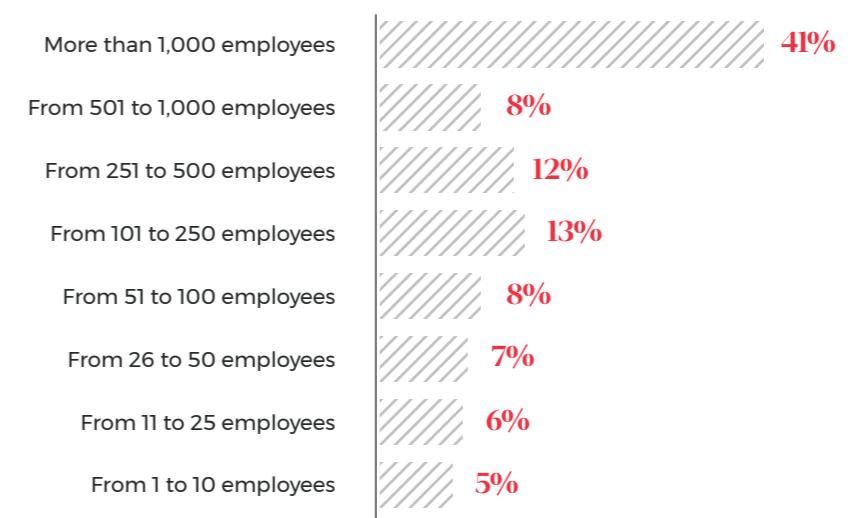
Working in the same area as their studies



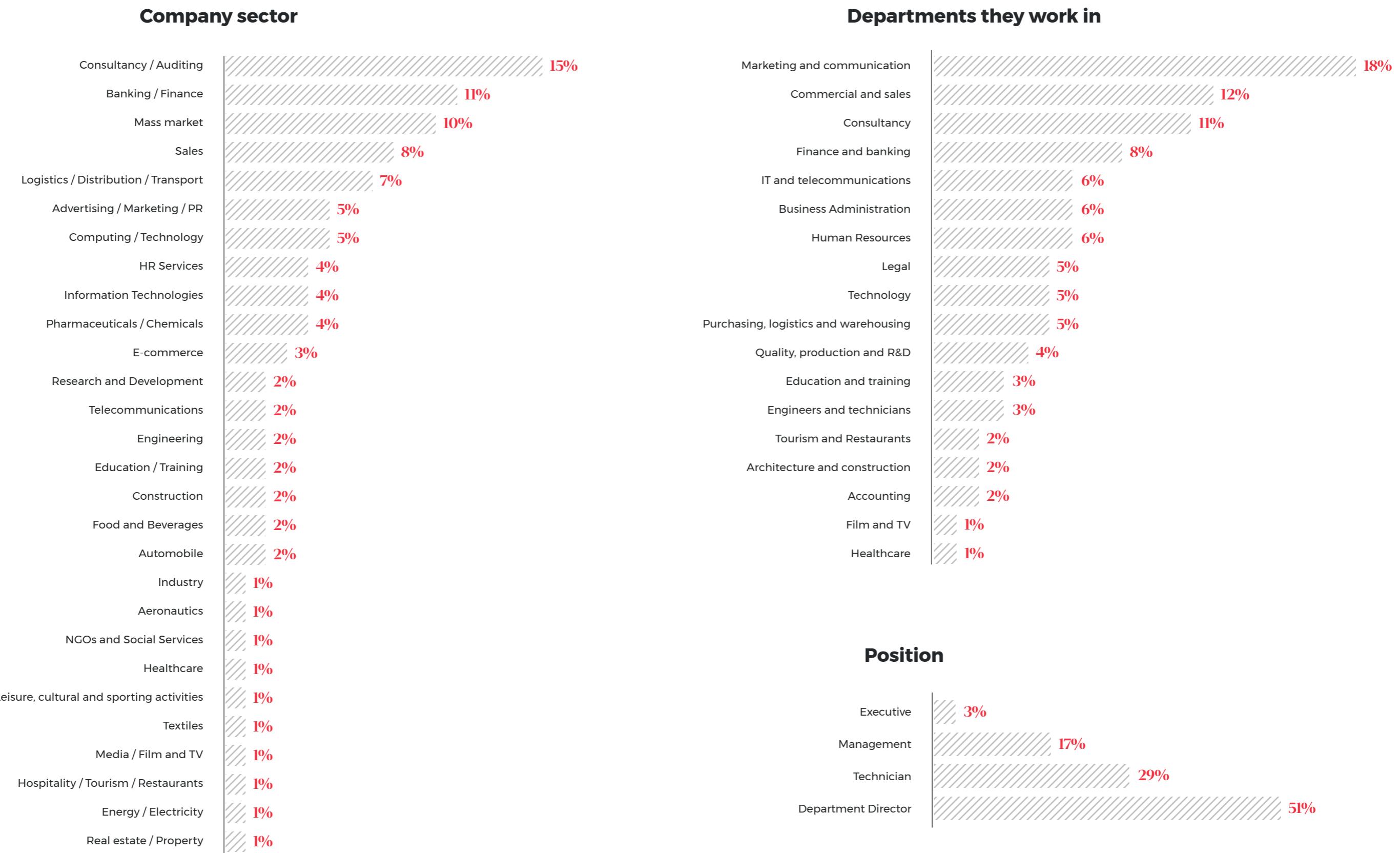
Where our professionals work



Company size



5.3 Where EAE students work



5.4 Key developments in the Professional Careers Service

What does the Professional Careers Service offer students?

Enhancing students' employability is the primary objective of the Professional Careers team.

Students are given guidance on defining both strategies and objectives aligned to their interests and expectations with respect to the employment market, thereby increasing the likelihood of effective positioning and success. The service offered to students is personalized and all the guidelines given to them are preceded by an individual study of each student's professional profile.

The Professional Careers Service consists of three phases:

READY > SET > GO!



READY



SET

The initial phase in which we focus on preparing the candidate. At this stage, tools, defining their professional strategy and building a career plan plan with the aim of aligning their profile to their professional objectives and goals.

Based on the student's experience, challenges and professional expectations, this phase focuses on training them to improve their positioning and set themselves apart from the other candidates, equipping them with tools based on the latest trends and opportunities related to employability through workshops and personalized guidance.

Personalized guidance

Individual sessions with the student with the aim of:

- Identifying the candidate's professional objectives: who they are and what they want professionally

as a starting point from which to approach the market.

- Giving guidance on the most effective actions and resources for positioning themselves in the market and setting themselves apart from the other candidates.
- Adapting their CV and personal branding to the professional environment.

Expert panel

Specialist guidance for different industries, designed for senior students, with the objective of optimizing the real opportunities for success in the student's professional career.



5.4 Key developments in the Professional Careers Service



Recruitment Day session at EAE

To do this, we give them an in-depth insight into the key tools available for designing and implementing a personalized strategy to achieve differentiation.

During the session, the advisor guides participants on the following issues:

- 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 identify their objectives more effectively and focus their active search.

• Giving guidance on the most effective actions and resources for positioning themselves in the market and setting themselves apart from the rest of the candidates.

- Adapting their CV and personal branding to the sector in which the candidate wants to specialize.
- Perfecting their communication and interview skills.
- Understanding the key factors that recruiters value in a selection process

Employability workshops

The objective is to identify different strategies for improving the positioning on the market and achieving professional success.

These workshops focus on issues such as:

Personal branding

- Brand: What is it? How do we create it? – Authenticity, Consistency, Visibility
- Objectives: What I want and have, What I want and don't have, What I don't want and have, What I don't want and don't have
- Vision, values, priorities, professional goal
- Strengths, markets, differential value, relevance, bestsellers
- Real cases

CV and cover letter

- Basic employment tools
- Authenticity, credibility, projection and evolution, focus on the objective
- Key CV factors
- Most common errors and examples
- Videos, infographics, biowebs
- Cover letters + examples

LinkedIn and digital reputation search strategies

- Extract, photo, keywords (the most commonly used)
- SEO positioning – aptitudes, abilities
- Importance of social media profiles
- Big errors on digital profiles
- Different online platforms (blog, FB, Instagram, multimedia, virtual business card)
- Networks and HR apps
- Vertical networks

Personal communication plan

- Elevator Pitch
- Storytelling
- Effective networking

Roleplay

- Interviews
- Assessment Center and group activities

5.4 Key developments in the Professional Careers Service



GO!

MBA CAREER PATH

The third and final phase of the service offered by the Professional Careers Department aims to enhance the student's professional visibility among recruiting companies, using a range of activities including the Online Employment Forum, Talent Week, monthly Company Meetings and Round Tables with Headhunters, among others.

The Professional Careers Service has designed a program focusing on students on MBA programs.

Through the Career Success Plan, we offer a range of training and follow-up activities to enable students to define their professional objective and accompany them as they work towards achieving it.

The program consists of a series of phases in which we firstly identify the student's profile and background. We then equip them with the tools, personalized guidance and training required to enhance their development in terms of managing their professional career. Lastly, we organize platforms and initiatives that put them in contact with leading companies, giving them the chance to implement their action plan to strengthen their visibility and positioning on the employment market.

The exclusive services for MBA students include the following:

Market Understanding Session & After-class Networking

This event is held at the start of the Master program, with HR Consultants and headhunters being invited to give participants an overview of the current status of the Spanish employment market, the positions in the highest demand nowadays and sectors on the rise. They also give tips for optimizing the participants' employment search process from the recruiter's perspective.

After the session, an after-class social evening is organized to give students from the various MBA programs the chance to network with each other and the guest speakers.

MBA Recruiting Day

The Professional Careers Service organizes regular in-person sessions to which we invite multinational companies to present their company and the professional opportunities and Talent Programs available for our students. In addition, they can carry out individual interviews and group activities with the students.

Coffee Chats

The Professional Careers Department give companies the chance to take part in a Coffee Chat, an event that puts companies in direct contact with our EAE students.

The Coffee Chats give students the opportunity to meet HR teams, department professionals and

directors in an informal setting. It is the ideal platform for gaining an insight into the company's culture, discuss their experiences as a member of the company and find out about the internship or employment opportunities currently available.

MBA International Recruiting Partners

At the Professional Careers Department, we offer students interested in working or doing an internship abroad the chance to benefit from specialist advice on the market in question.

A set of collaborating international advisors and experts in various sectors and business areas give MBA students guidance during face-to-face or online interviews.

MBA Career Path: timeline

STAGE I

Defining your career vision

STAGE II

Job search
Training strategies

STAGE III

Executing your career
action plan

CAREER SUCCESS PLAN

Employability Programs

EMPLOYMENT PORTAL

Current and former EAE students have access to EAE's employment platform, with more than 5,300 partner companies that posted over 7,000 employment and internship offers in 2018.

COMPANY MEETING (FULL TIME PROFILES)

Conferences with multinational companies in search of potential profiles with the aim of training them through rotational programs to learn about the company's core business and, subsequently, take up managerial and international positions in the future.

TALENT WEEK (FULL TIME PROFILES)

An employability week for Full Time profiles with various activities including Company Meetings and employability workshops, which puts student in direct contact with companies in different sectors. In 2018, more than 100 companies took part in the activities and employability workshops held at the Madrid and Barcelona Campuses.

INTERNATIONAL TALENT PROGRAM (FULL TIME PROFILES)

This program is designed for students who want to achieve international professional development, with the aim of equipping them with the tools they need to adapt their profile to the target market.

RECRUITING DAY (EXECUTIVE EDUCATION PROFILES)

An annual conference that brings together Executive students, headhunters and recruiters with the objective of facilitating each profile's access to the employment market.

ROUND TABLE WITH HEADHUNTERS (EXECUTIVE EDUCATION PROFILES)

A discussion panel with headhunters to give senior students an insight into the steps to take with respect to their employment search, as well as the professional opportunities with the greatest chance of success in view of their professional status and experience.

EMPLOYMENT PORTAL

COMPANY MEETING (FULL TIME PROFILES)

TALENT WEEK (FULL TIME PROFILES)

INTERNATIONAL TALENT PROGRAM (FULL TIME PROFILES)

RECRUITING DAY (EXECUTIVE EDUCATION PROFILES)

EAE BUILDING LEADERS

A program designed to identify candidates with the potential to take part in the selection processes for the Talent Programs of multinational companies.

Our objective is to anticipate the needs of the market and the key factors in talent acquisition and incorporation, thereby increasing the conversion rates of candidates applying with respect to those selected. The key features of the program are:

- Developing our internal talent.
- Having a pool of talent ready and prepared to offer companies running Graduate Programs.
- Offering a platform to rehearse and prepare in a real context for student applying to Graduate Programs.
- Generating added value in the market and offering a Professional Careers Service that really makes a difference.

Program phases:

1. Initial phase:

- Communication campaign and Masterclass Program.
- Inviting applications from candidates with the following profile:
- An excellent academic report, languages, some international experience (academic or professional) and a drive and passion to present your profile to companies in a different way.
- Final selection of the Building Leaders group.

2. Competence and Talent

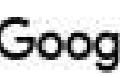
Identification Phase

- English test
- Competence testing
- EAE Hackathon

3. Follow-up and networking phase

- Guidance and accompaniment
- Networking with companies
- Training activities

Companies that took on students on Graduate Programs processed by EAE in 2018:



5.5 Co-branding: collaborations between EAE and companies

LOUIS VUITTON MOËT HENNESSY AND SCHNEIDER ELECTRIC, EAE TOP RECRUITER AWARDS 2018

Every year, in recognition of the work that companies undertake with the School's students to enrich their institutions, EAE Business School highlights the corporations that have recruited most EAE students over the course of the academic year. This year, **Louis Vuitton Moët Hennessy (LVMH)** earned this accolade at the Madrid campus, as the company that has taken on 32 students on its Inside program and 6 on a permanent basis at the company. The award was collected by Carmen Salamero, the Human Resources Director at **LVMH Perfumes & Cosmetics** for Spain & Portugal on behalf of Louis Vuitton Moët Hennessy (LVMH) at the Madrid Arena.

Meanwhile, **Schneider Electric** won the title of the top recruiting company at the Barcelona Campus, with the award being collected by Eva Roca, the **Talent Acquisition & Mobility Manager at Schneider Electric** at the Graduation Ceremony 2018 held at Palau Sant Jordi.

One of the key features of EAE Business School is the employability that the Masters give its graduates. With this in mind, the School focuses much of its effort on building a bridge between the human capital needs of companies and its students' professional profiles to ensure that they are better aligned to the market demand.



Carlos Giménez, General Director of Planeta Formación and Universidades, presents the Top Recruiter Award 2018 for Madrid to Carmen Salamero, the Director of Human Resources at Louis Vuitton Moët Hennessy (LVMH).



Carlos Giménez, General Director of Planeta Formación and Universidades, presents the Top Recruiter Award 2018 for Barcelona to Eva Roca, the Talent Acquisition & Mobility Manager at Schneider Electric.

5.5.1 Big employability events

Networking opportunities with companies and professionals were organized with initiatives throughout the year, including Talent Week, Company Meetings, the Online Employment Forum and events with headhunters, among others. In 2018, more than 340 companies took part in the 5 large employability events organized by EAE:

- 1. TALENT WEEK**
- 2. COMPANY MEETING**
- 3. ONLINE EMPLOYMENT FORUM**
- 4. RECRUITING DAY**
- 5. ROUND TABLE WITH HEADHUNTERS**

1. Talent Week

This employability week designed for Full Time profiles runs over the course of 4 days, with conferences with leading national and international companies, with the aim of enhancing the visibility of their profiles. In 2018, 122 companies took part in the event in various activities and employability workshops held at the Madrid and Barcelona Campuses.

This initiative aims to promote networking between the School's students and the participating companies, providing a bridge between the students who are just about to finish their Master program and companies looking to add talent to their workforces.



5.5 Co-branding: collaborations between EAE and companies

5.5.1 Big employability events

The companies that took part in Talent Week 2018 included:

Almirall	EY	Manpower Group
Banco Mediolanum	Grifols	Melia Hotels International
Boehringer Ingelheim	Grupo Hotusa	Nestlé
Burger King	Grupo Planeta	NH Hotel Group
Burson Marsteller	Hays	Ogilvy
Carrefour	Huawei	Pepe Jeans
Danone	IBM	Randstad
Decathlon	Ikea	Schneider Electric
Deloitte	Indra	Siemens
Desigual	Kraft Heinz Company	Volotea
DHL	LG	Whirlpool
Everis	L'Oréal	

Participating companies:



Online Employment Forum

The Online Employment Forum is a service organized by the Professional Careers Department of EAE Business School with the aim of guiding and accompanying students towards achieving new professional objectives, as well as aligning their expectations and professional interests more effectively to the employment market.

In 2018, a total of 3,588 current and former students from 59 countries signed up for more than 1,800 offers published on EAE Business School's Online Employment Forum by the 130 companies that participated in this edition.

Since the Forum was launched, the number of participating companies and offers published have increased

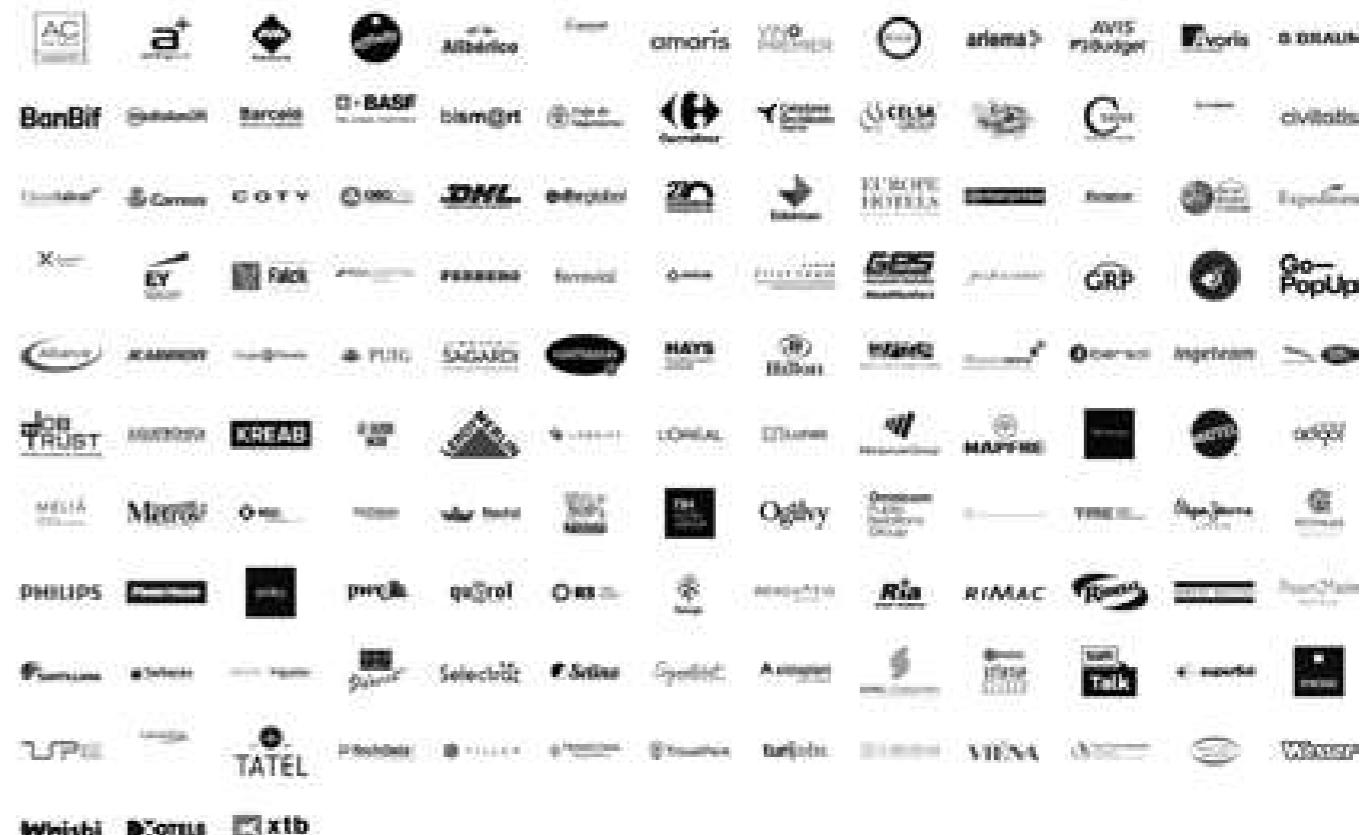
steadily and significantly. In the latest edition, the number of companies taking part rose by 54.76%, and 13.2% more offers were published.

Over the course of the Online Employment Forum, 161 chats were organized with the Directors of Human Resources of the participating companies., which included market leaders such as L'Oréal, Fiat, Grupo Puig, Schneider Electric, Nestlé, Mapfre, Almirall, Pepe Jeans, Tech Data, Phillips, Ogilvy, Leroy Merlin, Carrefour, PWC, Mattel, BASF México, Ferrero, Meliá Hotel International, Alliance, DHL and Coty, among many others. The sectors that were recruiting the most human capital at EAE were Technology, Human Resources and Tourism

The offers published were not limited to Spain, but rather positions were advertised at an international level. Specifically, 208 offers were posted for opportunities in 40 different countries, including Peru, Mexico, USA, Argentina, Dominican Republic, Colombia, Ecuador, Denmark, United Arab Emirates, United Kingdom and Japan.

According to the Director of EAE's Professional Careers Service, Carmen Martos, "the increase in the number of companies and offers year after year confirms the Forum's status as an excellent tool for bringing talent in touch with the best opportunities, without barriers in terms of location or time, thanks to its online format"

Participating companies:



5.5 Co-branding: collaborations between EAE and companies

5.5.1 Big employability events

Recruiting Day

The objective of this event is to give students a more in-depth insight into the selection processes of the participating companies, putting them in contact with our partner companies with processes currently ongoing and that are looking to incorporate new talent in their teams.

Over the course of the day, the School organizes two kinds of activities: firstly, employment workshops and

round tables with the employers; and secondly, Company Meetings with the participating companies, which give a presentation of the company and an overview of the vacant positions they are currently looking to fill, as well as conducting selection processes with potential candidates.

Between the Madrid and Barcelona Campuses, 42 companies took part in the latest edition, including:

Participating companies:

DECATHLON Wyser Adecco ALTRAN Sabadell

STEF AUXADI Ria Talant Cepsa

3M Eurostars expertia HAYS

adeas Carrefour MAPFRE MediaMarkt MELIÀ

Talan Cuatrecasas principal partners O&S ManpowerGroup

stefanini Schneider Electric selesca

UP VOLOTEA Catenon SAP KONE

Wyser
Prinzipal Partners
Expertia
Catenon
Carrefour
Mapfre
Eurostar Hotels
Securitas Direct
Schneider Electric
Stef Ibérica
Stefanini
Kone
Manpower
Audaxi
Adecco
Robert Wolters
Talan
Talent Search People
Ria Financial
Hays
Melià
Media Markt
Adeas
Volotea
Decathlon
Cuatrecasas
Banc Sabadell
SAP
Cepsa
Altran
3M



5.5 Co-branding: collaborations between EAE and companies

5.5.1 Big employability events

Company Meeting

An initiative organized by the Professional Careers Service, with the objective of providing a meeting point with companies and multinationals, which offer EAE students places on their internship and graduate programs, designed to recruit high-performing candidates from the best business schools.



In 2018, we organized meetings with the following companies, among others:

Madrid
Atrevia
Manpower
FUE
Amaris
Beiersdorf
Vodafone
JOB Madrid
LVMH
CBRE
Enterprise
Talent Tower
Manpower
Jumping Talent
Schneider Electric
SAP
Burger King
Vodafone
Grant Thornton
Llorente & Cuenca

Barcelona
Epson
Amaris
Hotusa
Manpower
EF
NH Hoteles
JOB Barcelona
GT Linkers
Schneider Electric
Mind Analytics
Burguer King
General Electric
Lodgify
Hays
Tiller Systems

Round Table with Headhunters

The aim of these sessions is to give the participating students, with senior and international profiles an overview of the steps to take with respect to their employment search, as well as the professional opportunities with the greatest chance of success in view of their professional status and experience.

The guest headhunters share their insight into the following areas:

- The most successful strategies and critical factors for professional career management.
- The profiles currently in demand in companies, both in Spain and further afield.
- Effective preparation and dealing with headhunters.

The event culminates with a networking session, giving students the opportunity to interact with the headhunters.



Participating companies:



HEIDRICK &
STRUGGLES

Sabadell

CUATRECASAS

principal
partners

talman

wyser

5.5 Co-branding: collaborations between EAE and companies

5.5.1 Big employability events

PANEL OF EXPERTS

In 2018, the following professionals were on EAE's Expert Panel:

Name	Position	Company
Alessia Maggiuli	Freelance Consultant	--
Angela Garrido	Director of Human Resources	Banco Santander Merchant Services
Begoña González	Managing Partner USA	Ackerman International
Berta Requeno	Senior financial Consultant	Michael Page
Blas Segarra	Marketing and Digital Marketing Consultant	Page Personnel
Carmen Caro	HR Business Consultant	Catenon Worldwide Executive Search
Cristina Herrera	IT Consultant	Robert Walters
Gustavo Martín	Director of Consultancy	Dots Consulting Group
Ignasi Rovira	Freelance Recruiter, International Change Management Deputy	--
Jaime Scott	Partner and Director	BPM Executive Search
Javier Uruburu	Headhunter	Prinzipal Partners
Kristina Álvarez	Consultant for Colombia and Venezuela	Catenon Worldwide Executive Search
Laia Martín	Consultant	Catenon
Laura Ibáñez	Consultant	Grupo Norte
Liliana Villatoro	Managing Director	Working Mexico Headhunter
María Bustos	Senior financial Consultant	Robert Walters
Maria Toral	International Recruitment	International Careers
Maribel Rodríguez	Head of HR Division & Added Value Services	Robert Walters
Mariela Kratochvil	Sales and Marketing Consultant	Robert Walters
Marlene Pinho	Career Coach	Ideare
Mauricio Jiménez	Senior Manager Life Sciences & Healthcare	Wyser
Miguel Ávila	Manager, Division IT	Personal Page
Miguel Alcorta	Talent Acquisition	Blue Talent
Mónica Díaz	Coach	Executive & Team Coach
Mónica Segura	Senior Manager	Robert Walters
Myriam Arribas	Director of Business Development	GRUPO NORTE
Naiara Pereyra	Professional Development and Career Coach	--
Natalia Fernández	Head of People & Corporate Culture / HR Manager	Mutualidad de la Abogacía
Núria González	International Recruiter	IHR Consultancy
Pablo Soria	Manager - Finance Division	Michael Page
Pilar Mestre	Career Coach	--
Raúl Herrera	Director of the Engineering Department	Robert Walters
Roderick Lewis	Career Strategist	VJS Careers Consultancy
Rodrigo Veliz	Consultant Engineering	Robert Walters
Rosa Urraca	Consultant	Talent Republic
Santiago Casanew	Managing Partner	GT Linkers
Teresa Vila	HR Consultant & Coach	Universia
Yvan Coquentin	Partner of SpenglerFox / Abaq Operations	Skilldealer

EMPLOYABILITY PARTNERS

In 2018, EAE's Employability Partners included:

Name	Position	Company
Alicia Araque	Director of the Finance Department	Hays Response
Begoña Medrano	Senior Financial Consultant	Hays Response
Carlos Utanda	Partner and Director	AD HOC Executive Search
Cristina Soler	Logistics Consultant	Hays Response
Elena Huerga	Professional Development Coach	--
Emilio Massa	Head of HR Division	Wyser
Immaculada Tena	President	Listengap
Jaime Ozores	Partner and Director	Odgers Berndtson
Jane Rodríguez	CEO	The Bold Choice
Javier Renedo	Director, Madrid office	Hays Response
Luis Dugarte	Senior Marketing Consultant	Hays
María Pizzuto	Partner and Director	Reskilling Grupo BLC
Marta Saavedra	Director of Talent Acquisition and Selection	ManpowerGroup España & HRBP
Mauricio Jiménez	Senior Manager (Life Sciences / Healthcare and Digital Teams)	Wyser
Noemí Vico	People and Team Development	Thinking With You
Pedro de Vicente	Director	Exprimiendo LinkedIn
Rafael Puerto	Director	Wyser
Rocío Álvarez	Senior Consultant	Hays Response
Sergio Farré	CEO	ProHireMe
Ustaritz Bartolome	HUB Operations Manager	Catenon Worldwide Executive Search
Xavier Marquès	Partner and Director	Grupo BLC

EMPLOYABILITY PARTNER COMPANIES

Name
Talent Search People
FUE
Bewanted
Talent Point
Universia
Recruitment Erasmus
Manpower

5.5 Co-branding: collaborations between EAE and companies

5.5.2 Employability programs

Graduate 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 familiarizing themselves with the company's different geographical markets and departments, in preparation to take up a position of responsibility.

In 2018, thanks to the Professional Careers Department, EAE students have taken part in more than 100 Graduate Programs.

Our students took part in company talent programs including:

- **INSIDE LVMH**
- **JUMPING TALENT UNIVERSIA**
- **BOOTCAMP AXA**
- **GRUPO MAHOU CRECEMOS PROGRAM**
- **BANC SABADELL LONDON**
- **UNIQLO MANAGEMENT CANDIDATE PROGRAM**
- **BURGER KING BUSINESS KING PROGRAM**
- **IKEA TALENT PROGRAM**
- **HP GRADUATE PROGRAM**
- **MASTERCARD INNOVATION CHALLENGE**
- **CORREOS TALENT PROGRAM**



5.5 Co-branding: collaborations between EAE and companies

5.5.2 Employability programs

Our recruiters' opinions

“EAE profiles really fit in well at Schneider Electric.

We have had really good results from the EAE students that have joined us. In our experience, EAE student profiles are generally characterized by their entrepreneurial, flexible, cooperative profile and their multicultural visions, which fits perfectly with our values. We plan to continue collaborating with the School in future”.

“At Pepe Jeans, we are committed to talent and what could be better than talent that has yet to be moulded and discovered?

EAE professionals give a 360° turnaround to a company, questioning situations that were just routine to us, fully applying their curiosity in our day-to-day operations, coming up with new ideas and, most importantly, adding a great dose of enthusiasm. There is nothing more rewarding that working with a team with a sparkle in their eyes.

At Pepe, we have strengthened our partnership with EAE because it has Professional Careers Service that is proactive, responsive and, most importantly, innovative, as is clear to see year after year with the new initiatives it develops. Curiosity is the wick in the candle of learning”.



Schneider Electric

Ines Schwartzman
Employer Branding Lead Spain & Senior Talent Acquisition Specialist



Pepe Jeans

Juliana Caicedo
Talent Acquisition & Employer Branding Manager

“At B. Braun, we count on EAE professionals because they help us to understand new ways of working and they enhance our modernization.

Now, EAE gives us access to well-prepared professionals with the drive to develop professionally at the company. Our objective is to continue working with the School and its students, who always come to us with passion and the right attitude.

For the students and our company, it is a win-win situation”.



B. Braun

Verónica Serrano
HR Business Partner



Natexo

Claudia Escalante
HR Coordinator

“EAE students come to us with an international mindset, which is really important nowadays in the globalized world that we live in.

The students have proven that they can meet the big challenges that the company sets them in a short period of time.

We are really pleased to have such a close working relationship with EAE”.

5.5 Co-branding: collaborations between EAE and companies

5.5.2 Employability programs

“We believe in creative people with the drive to contribute value and share knowledge, people with an innovative vision without limits, adult, optimistic people who learn and get results.

At Chiesi España, we give EAE professionals access to an enabling, learning environment that gives them a positive development experience. These professionals contribute through their work to reach objectives, continue making progress and achieve success.

As a company, we offer projects that give them a rewarding experience for their professional future, which we are sure will mark a turning point in their careers".

“At Phone House, we take on EAE professionals to form part of our team, where they can learn and specialize in a specific area, contribute all their knowledge and ideas and develop 100% in an excellent atmosphere with lifelong professional growth.

EAE students come to us with ideas, vision, commitment and teamwork. In our opinion, it is very important to provide the best training to tap into each of their talents and enable them to flourish within the organization".

“Kraft Heinz is a company for professionals keen to take on a global challenge; professionals who are looking for a career, rather than just a job. A professional career that develops so fast that only a few companies in the world can match it.

Flexibility is a defining feature of all the group's brands, as there is no set career plan and anything is possible. The EAE professionals that have had the opportunity to join our organization and professional development programs have always shown great potential, knowledge, commitment and passion, perfectly aligned to the company's values. Many of the professionals that have joined us on an internship have gone on to be promoted within 6 months. As such, this kind of profile has the responsibility and freedom to think and act as a businessperson, which is an essential requirement of our business.

We turn these new talents into our future leaders".

“EAE professionals have given us a lot of creativity and new ideas, which is essential for a company like Hilton.

They have all been inspired by the lessons they learned during their studies at EAE and, moreover, they have shared a great deal of knowledge related to Digital Marketing and social media. Our objective is to give them the opportunity to develop professionally, setting their learning and training as a priority. In short, this relationship between the student and the company offers considerable mutual benefits".



Chiesi España

Daniel Aguilera
People Business Partner Expert



The Phone House

Victoria Rodrigo Bernal
HR Selection, Promotion, Development & Training



Kraft Heinz

Rodrigo Oddy
Continental Europe - Talent & People Performance
Spain



Hilton

Marta Sanz
Marketing Manager

5.5 Co-branding: collaborations between EAE and companies

5.5.2 Employability programs

“At Leroy Merlin, we believe that there is nothing better than learning through experience.

Therefore, our Internship and Sponsorship Program gives you access to all the tools you need to operate in a professional setting in which autonomy, initiative, teamwork and passion for the customer are the key factors of our day-to-day work.

Working with EAE, we have had the opportunity to meet students who have added value to our company, whom we have accompanied to ensure that they achieve their maximum development and training”.



Leroy Merlin

Ana Isabel Martín
Responsable de Atracción de Talento y Employer Branding

Maria Calvo
Talent Acquisition and Employer Branding
Technician

“For Compass Group, working with the talent of EAE students is a fantastic opportunity.

Together, we contribute towards the development of a group of professionals who, both in our company and in society in general, enable us to keep making progress in terms of competitiveness, innovation and, ultimately, wellbeing.

We are very pleased to have taken on EAE students who enjoy and learn as much as possible from their professional experience in their respective areas, in the same way that we learn and get new ideas from them, which enables us to improve”.



Compass Group

Gemma Llort
Recruitment Manager

“EAE students have brought us enthusiasm, professionalism and a desire to learn and contribute new ideas.

Professional teams, international setting, training, development and growth opportunities combined with the chance to embrace new challenges are some of the promotion prospects offered by the company. At the LVMH Group, we offer a career plan and full visibility. Employees can apply for positions in any of the Group's brands, which gives them great development potential at a professional and growth level.

Moreover, the profile is really diverse. We share all kinds of experiences, which is really rewarding. The same can be said for the diversity of our products and the day-to-day work.

Every day is completely different”.



LVMH

Marta Juan
Talent Acquisition Manager

“At Grupo Vips, we strive to facilitate employability and our Graduate Programs in our offices are a key part of reaching this goal.

We have been working with EAE Business School for 4 years and many of the School's students now form part of our teams. Helping them with their development and watching their professional evolution is a great source of pride for all the people who make these programs possible.

In addition, our partnership with EAE goes even further, making contact with students through the different events that the School organizes, such as Talent Week, which we have taken part in for the last two years. This event gives us the chance to give the community of students an overview of our culture, values and opportunities for the future that we offer”.



Grupo Vips

Ariana García-Fernández
Director of Selection for Support Units and Professional Evaluation System

5.5 Co-branding: collaborations between EAE and companies

5.5.2 Employability programs

“At Manpower Group, we offer training and accompaniment with a tutor, facilitating professional development and experience through the support of our consultants.

EAE students are highly-qualified people who come with a new vision of business, while we offer them the opportunity to develop in the world of Human Resources”.



ManpowerGroup

Manpower Group

Maria Silvente
Consultant RPO



BYLD

Blanca Lapuente
Office and Talent Manager

“For years now, EAE has been one of our company’s main sources for talent acquisition.

Through the School, we have made contact with students who are now our partners in some of the startups. EAE has always been and remains a useful resource for searching for employees with the characteristics we need. EAE students give us really positive sensations, lots of ideas and creativity. In our opinion, our partnership with EAE students in this company generates benefits for both sides”.

5.6 Appointments and incorporations

The EAE students who have improved their professional situation over the last year include:



LOEWE

María Trujillo

Student on the Master in Human Resources Management at EAE Business School, is joining Loewe.

“Excellence, innovation, passion and integrity are Loewe’s values and they define me personally”.



DHL

Isabel Muñoz

Student on the Master in Supply Chain Management & Logistics at EAE Business School, is joining DHL.

“You never know whether you are going to be able to apply everything you learn on the Master in the real world but, in my case the training I received at EAE has enabled me to perform my job at DHL”.



everis

Rebeca Vázquez

Student on the Master in Marketing Management at EAE Business School, is joining Everis.

“At Everis, we believe in people and their professional development”

5.6 Appointments and incorporations



Rubén Vilar

Student on the Master in Marketing & Sales at EAE Business School, is joining Mango.

“Mango’s greatest asset is its human team”.



Carla Fuentes

Student on the Master in Project Management at EAE Business School, is joining Banco Santander.

“The multicultural profile of the Master has enabled me to learn other approaches to working and ways of thinking”.



Javier Moreno

Student on the Master in Marketing Management at EAE Business School, is joining Ogilvy One.

“I knew I had to broaden my knowledge with a Master”



Janet Yohana

Student on the Master in Financial Management at EAE Business School, is joining Mitsubishi.

“Mitsubishi is a company that offers opportunities to grow, which is really motivating”.



Juan Mendoza

Student on the MBA at EAE Business School, is joining Schneider Electric.

“The MBA has helped me to see the company and business in a global way”.

Other appointments processed over the last year include:



Student: Sergio García Lázaro
Program: Master in Financial Management
Campus: Madrid
Position: Finance Department, Management Control
Company: Europcar



Student: Jorge Benavides Rodriguez
Program: Master in Human Resources
Campus: Madrid
Position: HR recruiter at Altran
Company: Altran



Student: Luis Eduardo Casanova
Program: Master in Business Intelligence & Technological Innovation
Campus: Madrid
Position: Business Data Analyst Scientist
Company: CBRE España



Student: Kasia Rudzik
Program: Master in Sales and Commercial Management
Campus: Madrid
Position: Consultant at Wyser
Company: Wyser



Student: Marina Salmerón Uribes
Program: Master in Marketing Management
Campus: Madrid
Position: Digital Communications & Social Media Specialist
Company: Telefónica On The Spot



Student: Marta Conde
Program: Master in Human Resources
Campus: Madrid
Position: Department of Human Resources
Company: Primark



Student: Joaquín Ballesteros
Program: Master in Project Management
Campus: Madrid
Position: Project Manager at EyM Instalaciones
Company: Grupo OHL



Student: Marcelino López
Program: EMBA
Campus: Madrid
Position: Financial Director
Company: Alphatron Marine



Student: Rafael López González
Program: Master in Project Management
Campus: Madrid
Position: Oil & Gas, Energy and Engineering Consultant
Company: Robert Walters
Company: Telefónica On The Spot



Student: Adriana Espizua
Program: Master in Human Resources
Campus: Madrid
Position: Department of Human Resources
Company: Altran



Student: Luis Fernando Cervantes
Program: Master in Business Intelligence & Technological Innovation
Campus: Madrid
Position: Business Data Analyst Scientist
Company: Leads Origins



Student: Greta Borzi
Program: Master in Human Resources
Campus: Barcelona
Position: Barcelona Coordinator
Company: Amigo Tours

5.6 Appointments and incorporations



Student: Manuel García Belinchon
Program: Master in Supply Chain Management
Campus: Barcelona
Position: Demand Planner
Company: oysho



Student: Juan Saura
Program: Executive Development and Coaching
Campus: Barcelona
Position: Commercial Director
Company: Avantza



Student: Eduard Ulles De Santiago
Program: Master in Business Intelligence and Technological Innovation
Campus: Barcelona
Position: Director of Human Resources
Company: Corporació Roselló



Student: Caterina Llodrà
Program: Master in Human Resources
Campus: Barcelona
Position: Director of Human Resources
Company: Corporació Roselló



Student: Laura Diez Olmos
Program: Master in Corporate Image, Advertising and Identity
Campus: Madrid
Position: Head of Programmatic Buying & Strategy
Company: Havas Group



Student: José Manuel Barranquero
Program: Master in Online Marketing and Digital Commerce
Campus: Madrid
Position: Country Manager Spain & Portugal
Company: RTB House



Student: Guillem Mariné
Program: Master in Sales and Commercial Management
Campus: Barcelona
Position: Trade Marketing Manager
Company: Cacaolat



Student: Juan Camilo Soto
Program: Master in Online Marketing and Digital Commerce
Campus: Barcelona
Position: Business Development & E-commerce Analyst
Company: SEAT



Student: Alis Chirila
Program: Master in Accounting and Finance
Campus: Barcelona
Position: Accounting Administrator
Company: TrafficStars



Student: David Busquets
Program: Commercial Management
Campus: Barcelona
Position: Commercial Director for Spain and Portugal
Company: Audax Energía



Student: Catia Silva
Program: Commercial Management
Campus: Barcelona
Position: Process and Software Technician
Company: Vueling



Student: Corina Pitiliga
Program: Master in Human Resources
Campus: Barcelona
Position: Global HR consultant
Company: Elements Holding group



Student: Daniel Muñoz
Program: Executive MBA
Campus: Barcelona
Position: Director of Engineering
Company: Ficosa



Student: Daniel Lainez
Program: Master in Online Marketing and Digital Commerce
Campus: Barcelona
Position: Director of Sales Account Manager
Company: Air Canada



Student: Irene Vinyals
Program: Executive MBA
Campus: Barcelona
Position: Human Resources Manager
Company: Alef&Maqroll



Student: Julián Alfonso Albelda
Program: Master in Human Resources Management
Campus: Barcelona
Position: HR Technical Support
Company: Nestlé



Student: Sergi Gine
Program: EMBA
Campus: Barcelona
Position: Business Manager
Company: Carver Advanced Systems



Student: Joel Jordà
Program: Master in Project Management
Campus: Barcelona
Position: Process Specialist
Company: Ayesa Ingeniería



Student: Daniel Lainez
Program: Master in Online Marketing
Campus: Barcelona
Position: Account Manager
Company: Vueling



Student: Sara Romero
Program: Master in Human Resources
Campus: Barcelona
Position: Director of Selection, Training and Development
Company: Grupo Sifú



Student: Laura Cordero Ferreira
Program: Master in Marketing and Commercial Management
Campus: Madrid
Position: Account Manager – Communication



Student: Francesco Ie Moli
Program: Master in Supply Chain Management & Logistics
Campus: Madrid
Position: Operations Coordinator
Company: DHL



Student: Joan Nadal
Program: Master in Online Marketing and Digital Commerce
Campus: Barcelona
Position: Seo Specialist
Company: Roiback



Student: Macarena Díaz
Program: Master in Online Marketing and Digital Commerce
Campus: Barcelona
Position: Marketing Manager
Company: PeakAdX by Aedgency

5.6 Appointments and incorporations



Student: Mónica Silvestre
Program: Master in Marketing and Commercial Management
Campus: Barcelona
Position: Data Planner
Company: Proximity



Student: Roel Aguilar
Program: Master in Business Intelligence
Campus: Barcelona
Position: Senior BI Consultant
Company: Bismart



Student: Carla Rodríguez
Program: Master in Corporate Communication Management
Campus: Madrid
Position: Business Intelligence Data Scientist
Company: CBRE



Student: Luis Eduardo Casanova
Program: Master in Business Intelligence
Campus: Madrid
Position: Digital Marketing
Company: Carrefour



Student: Nuria Casademont
Program: Master in Human Resources Management
Campus: Madrid
Position: Consultant
Company: CRIT



Student: Beatriz del Río
Program: Master in Supply Chain Management & Logistics
Campus: Barcelona
Position: Project Team Leader
Company: Everis



Student: Adriana Colina
Program: Master in Financial Management
Campus: Madrid
Position: Cybersecurity Project Supervisor
Company: Fujitsu



Student: Miguel Ángel Pérez
Program: Executive MBA
Campus: Barcelona
Position: CEO
Company: Grupo Tecnocasa España



Student: Pedro Barros
Program: Master in Supply Chain Management & Logistics
Campus: Madrid
Position: Facility Management Specialist
Company: GRUPO VIPS



Student: Bernat Rigol
Program: Master in Human Resources Management
Campus: Barcelona
Position: HR & Business Management
Company: Grupo Manum



Student: Patricia Maestre
Program: Master in Financial Management
Campus: Madrid
Position: Consultant
Company: Deloitte



Student: Eva Camino
Program: Master in Accounting and Financial Management
Campus: Barcelona
Position: Director of Accounting
Company: Emergia

Other appointments processed over the last year:

Name	Master	Position	Company
E. Guevara	Master in Marketing and Commercial Management	Commercial Accounts Manager	Adquiere Publicidad
M. Iacob	Master in Human Resources Management	Talent Acquisition Specialist	Amaris
L. Nepovinnykh	Master in International Business	Development Director	Amer
J. Göpel	Master in Human Resources Management	In-house Recruitment Consultant	American Express Global Business Travel
S. Zeña	Master in International Business	Legal Compliance	Athlon
J. Sabaté	MBA	SAP Business	Babel
A. Saquero	Master in Financial Management	Standardization Area	Banco Santander
R. Toledo	Master in Financial Management	Supply Chain Analyst	Between Technology
C. Montenegro	Executive MBA	Risk Analysis	Borrox
K. Cabrera	Master in Project Management	International Pricing	CACESA
L. Prados	Master in Corporate Communication Management	Internal communication and events	Carrefour
A. Giannetti	Master in Human Resources Management	Recruitment Consultant	Catenon
E. Koch	Master in Supply Chain Management & Logistics	Execution Coordinator	CHEP
P. Delgado	Master in Human Resources Management	Project Manager	Coocrea
A. Bianchi	Master in Financial Management	Strategic marketing team	Correos
P. Tuchen	Master in International Business	Project Coordinator	Daimler
M. Palomo	Master in Supply Chain Management & Logistics	Local Data Steward Iberia ES/PT & BPO	DHL
A. Fuentes	Master in Project Management	Key Account Manager	EDF Fenice

5.6 Appointments and incorporations

Name	Master	Position	Company
S. Villoldo	Master in Human Resources Management	Economic and control expert	Endesa
M. Guzmán	Master in Project Management	Team management and coaching	Euradia
S. Badanai	Master in Financial Management	Credit Analyst	FCA
A. Colina	Master in Financial Management	Finance, Business Administration, Business Developer	Fujitsu
D. Hofmeister	Master in Marketing & Sales	Social Media Content Creator	Good Rebels
R. Loor	Master in Project Management	Transformation project division for Latin America	Grupo Gas Natural Fenosa
C. Aranda	Master in Marketing and Commercial Management	Selection and training	Grupo Vips
N. Corta	Master in Online Marketing and Electronic Commerce	Marketing Technician	Grupo Vips
M. Collado	Master in Supply Chain Management & Logistics	Supply Planning	Henkel
A. Felipe	Master in Marketing and Commercial Management	Consultant	IBM
J. Hernández	Master in Financial Management	Financial Accountant and Data Analyst	IKN
J. Martínez	MBA	Sales Engineer	Kivnon
S. Luz	Master in International Business	Business and Budget Planning	Kraft Heinz
A. Asenjo	Master in Supply Chain Management and Logistics	SCM Improvement Project Engineer	LG
M. Trujillo	Master in Human Resources Management	Human Resources, Talent Acquisition and Training & Development	Loewe
E. Rojas	Master in Online Marketing and E-commerce	Project Manager	Med Lab
J. Vera	Master in Project Management	Site Facilities Manager	Mondeléz
M. Maffioli	Master in Corporate Communication Management	Communication Assistant	Mr. Wonderful
F. Janampa	Master in Marketing and Commercial Management	Category Manager	Nestlé

Name	Master	Position	Company
I. Dris	Master in Financial Management	Financial Consultant	Optimissa
S. Lozano	Master in Human Resources Management	Assistant Payroll	Pepe Jeans
E. González	Master in Financial Management	Assistant Operating	PwC
P. López	Master in Project Management	Business Intelligence & Business Analysis Project Manager	Rate & Grade
L. Capella	Master in Financial Management	Facilitator	Robotix
A. Acebal	Master in International Business	General management of corporate and international development	Santa Lucía
L. Martínez	Master in Supply Chain Management & Logistics	Logistics Department	Scania
L. Eduardo	Master in Business Intelligence and Technological Innovation	Business Intelligence and marketing	Synergie
H. Rodríguez	Master in Project Management	Business and Commercial Intelligence Project Focus on Multinational Corps	Telefónica
L. Martín	Master in Project Management	Junior Project Manager	Telefónica on the spot
J. Pizarro	Master in Human Resources Management	HR Consultant	The Key Talent
N. Conde	Master in Human Resources Management	HR Consultant	The Key Talent
S. Olivos	Master in Project Management	Logistics Engineer	Thyssen Group
A. Domínguez	Master in Project Management	Marketing and GAAP Assistant, Project Coordinator	Vextex
A. Céspedes	Master in Business Intelligence and Technological Innovation	Data Analyst	Vida Caixa
K. Pino	Master in Stock and Financial Markets	Financial Director	Wayalia
K. Villalba	Master in Human Resources Management	Talent & Rewards	Willis Towers Watson
O. Fonseca	Master in Financial Management	Management Control	Yves Rocher
O. Úbeda	Master in Business Intelligence and Technological Innovation	Media Analyst	Zelig

5.7 Initiatives with Institutional Partners

EAE Business School reinforced its commitment to business development by holding a conference entitled “Trends in Company Training and Development”, in collaboration with Bankia and APD.

Organized by APD (Association for Management Progress), EAE and Bankia, the event was held in the Madrid-based bank's auditorium in Plaza Castilla in the Spanish capital. Introduced by Loreto Sanmartín, the Director of the Central Zone at APD, María Pizzuto, EAE's Employability Partner at EAE, and Carlos Hernández, the Director of People Strategy and Policy at Bankia, the 2nd Conference on Trends in Company Training and Development focused on the latest business strategies for learning management.

The following professionals spoke at the event:

Loreto Sanmartín

Director of the Central Zone at APD

Carlos Hernández

Director of People Strategy and Policy at Bankia

Sergio Jiménez

CEO of Aiwin

Pilar Jericó

Executive President and Partner at Be-Up

María Pizzuto

Employability Partner at EAE Business School

After the presentations, there was a discussion entitled 'Innovative experiences - growing with talent and people', with the participation of:

Arancha García

Executive Career Advisor at EAE Business School and moderator

Pablo Fernández

Director of People Strategy at Bankia

Daniel Ferreiro

L&D People Manager at Sanitas

Francisco Puertas

Strategy Talent & Organization at Accenture



EAE is a member of :

INSTITUTIONAL PARTNERS

National



Círculo de Economía



Red Pacto Mundial España



ACCIÓ - Agencia para la Competitividad de la Generalitat de Catalunya



APD - Asociación para el Progreso de la Dirección



Club Financiero Génova

International



AACSB



EFMD



CLADEA



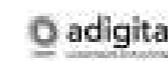
EDEN



EMBAC

PARTNERS BY FIELD OF KNOWLEDGE

Marketing



adigital - Asociación Española de la economía digital

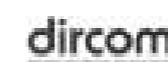


Asociación de Marketing de España



Club de Marketing de Barcelona

Communication



DIRCOM - Asociación de Directivos de Comunicación



ADECEC - Asociación de Empresas Consultoras en Relaciones Públicas y Comunicación



CORPORATE EXCELLENCE - Centre for reputation leadership



AM - Asociación de Agencias de Medios

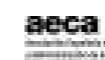


AEA - Asociación Española de Anunciantes



Col·legi de Periodistes de Catalunya

Finance



AECA - Asociación Española de Contabilidad y Administración de Empresas



Colegio de Economistas de Cataluña



ACCID - Asociación Catalana de Contabilidad y Dirección



ACAT - Asociación Catalana de Asesores Fiscales, Contables y Laborales

General Management



PMI - Project Management Institute

Human Resources



AEDIPE Catalunya - Asociación Catalana de Dirección de Recursos Humanos



AEDRH - Asociación Española de Directores de Recursos Humanos



AEDIPE Centro - Asociación Centro de Dirección de Recursos Humanos

Logistics



CSCMP - Council of Supply Chain Management Professionals

06

EAE Entrepreneur

6.1 EAE Entrepreneur in figures

EAE and the entrepreneurial ecosystem

10%+

of EAE students are entrepreneurs

18

projects accelerated at EAE Lab

50%+

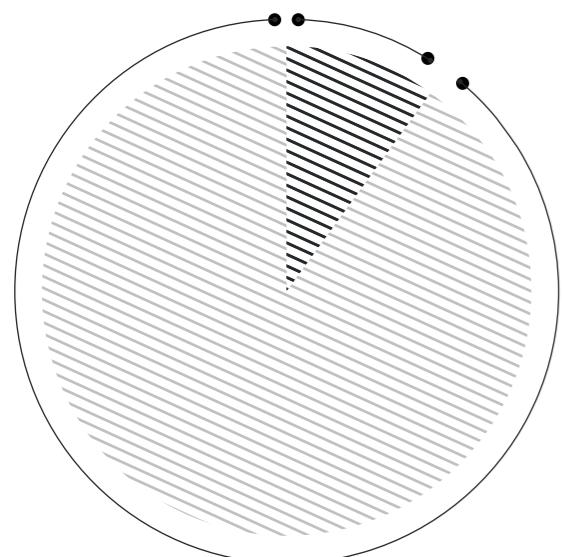
of accelerated projects are now on the market

50+

entrepreneurship partners

Profile of EAE's entrepreneurs

10% of students decide to start their own business



32

average age of EAE's entrepreneur's

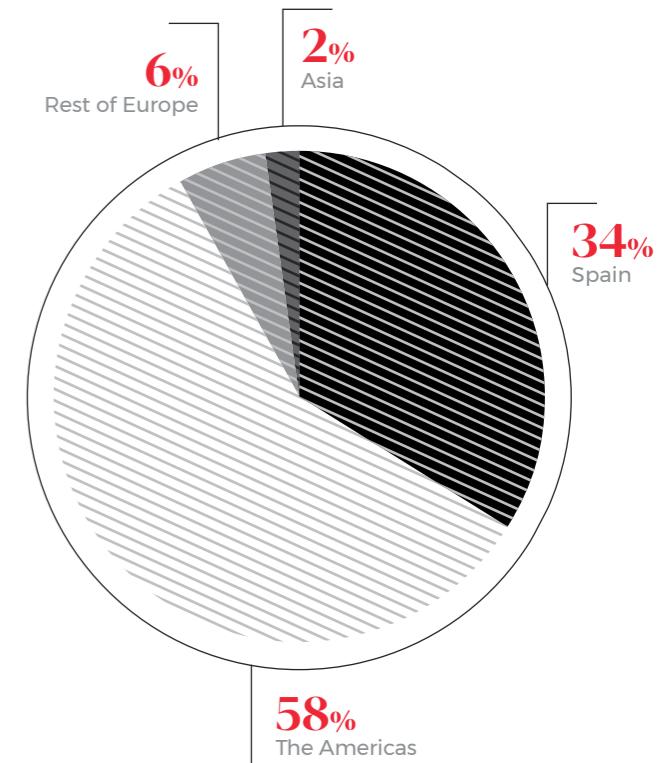
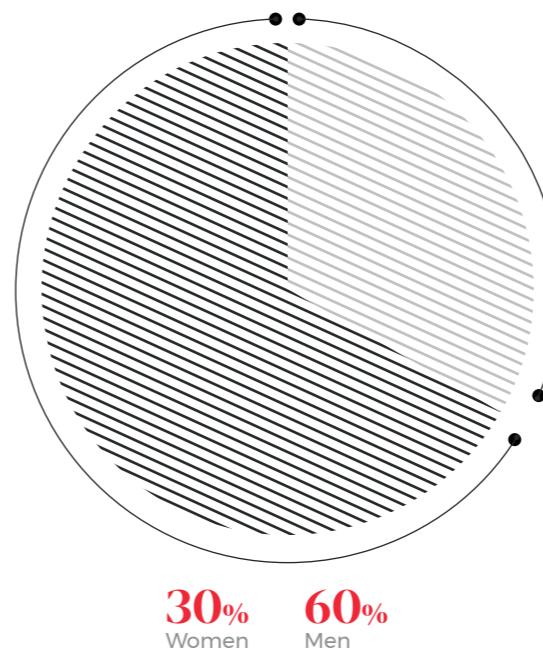
5

years' professional experience on average

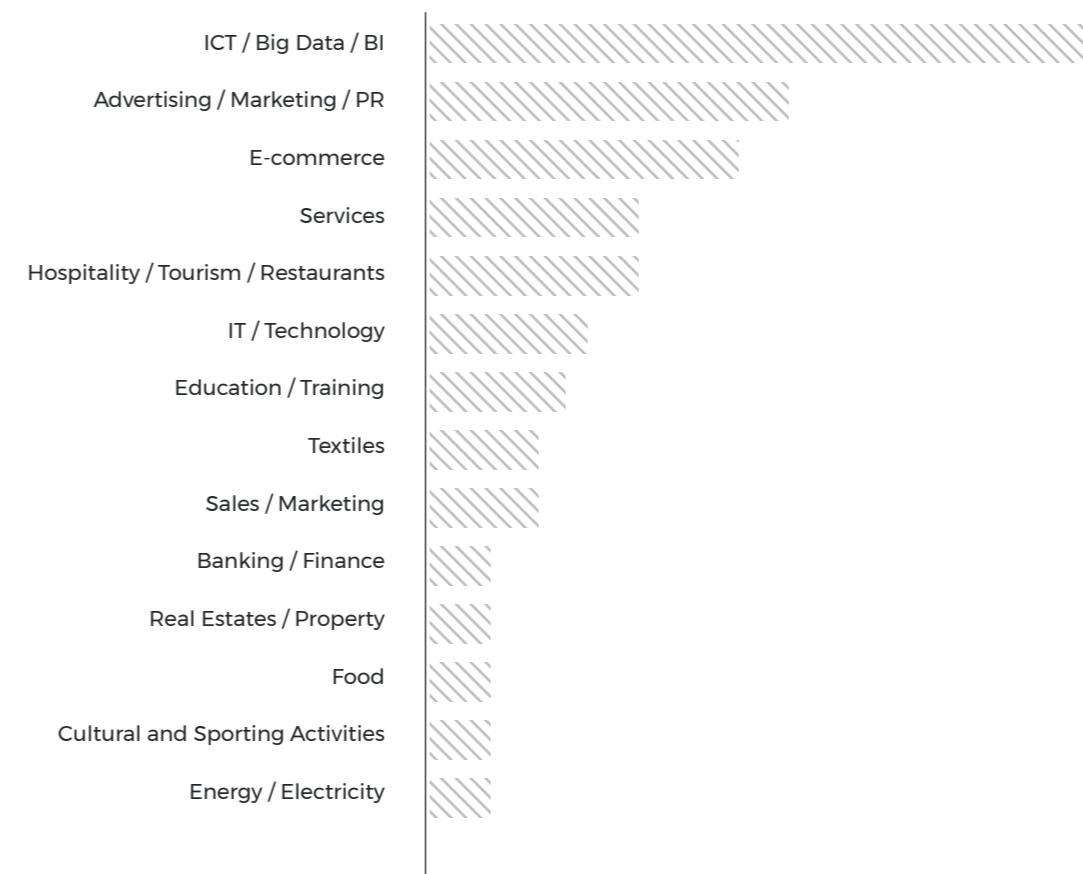
26

nationalities

**10%
Entrepreneurs** **90%
Employed**



Main sectors in which EAE students start their own business



14%

6.2 Main developments at EAE

Entrepreneurship as the driving force of the economy

Authors:

Rocío Álvarez Ossorio
Director of the EAE Lab

Ignacio Santamarina
Director of the Master in
Entrepreneurship and
Innovation at EAE Business
School

In the current business world, the entrepreneurial movement has surpassed all expectations to become a reality that cannot be ignored. With this in mind, EAE Business School is strongly committed to fostering entrepreneurship in order to offer an alternative to students who, instead of opting for a conventional career, decide to develop their own business.

EAE Business School's entrepreneurial ecosystem strives to support all the School's students, both those who want to develop their own project and those aiming to improve an already established venture. Throughout their time here, they are surrounded by the best professionals and resources possible.

Through extremely practical sessions run by professionals in the

entrepreneurial sector (entrepreneurs, investors, consultants, etc.), EAE Entrepreneur aims to enable current and former students of EAE Business School to join the entrepreneurial world and make use of the basic tools required to create a business model, design a legal strategy in relation to the chosen model and gain insight into the financing options available on the market.

EAE Lab is designed to offer students the opportunity to benefit from a five-month immersive program in the School's incubator with the aim of turning their business idea into a reality. All the training on the incubation program applies a very practical methodology to give the entrepreneurs direct contact with the market and, as a result, enable

them to test their hypotheses. The ultimate goal is to be able to generate a minimum viable product and a sustainable business model.

Over the course of the five months, the entrepreneurs are accompanied by mentors, coaches and advisors with the aim of providing the support they need to achieve their objectives. Moreover, they stay in permanent contact with the entrepreneurial ecosystem to capitalize on as many synergies as may arise. In addition, throughout the period, they receive the training required to prepare them for Venture Day, an important event that puts the entrepreneurs in touch with potential investors and, therefore, channels of finance for their ventures.



6.2 Main developments at EAE

What do we offer our entrepreneurial students?

In 2018, EAE rolled out the following initiatives designed to provide services to the School's students planning to set up their own businesses.

EAE ENTREPRENEUR

The objective is to support the development and consolidation of companies created by current and former students, generating an ecosystem that facilitates making their projects a reality.

The mission of EAE Entrepreneur is to stimulate interest in entrepreneurship among EAE students and help those who are already entrepreneurs to achieve success.

The program includes three main tools:

- 1. Training
- 2. Financing
- 3. EAE Lab

1. TRAINING

We provide cross-disciplinary training to students on entrepreneurship.

The main aim is to stimulate interest in entrepreneurship among EAE students and help those who are already entrepreneurs to achieve success.

a) EAE Entrepreneur Experience

Focused sessions with experts to provide them with the resources and environment required to develop new ideas. What is involved in launching an entrepreneurial venture? Have I got what it takes to be an entrepreneur?

- 1. An entrepreneur's successes and failures. The entrepreneur attitude towards challenges.
- 2. Turning the 'why' into challenges and defining the problem.
- 3. Methodology for creating startups.
- 4. How does a Venture Capitalist choose which startup to invest in?

b) Interim Management

Giving expert advice to accelerate the design and implementation of entrepreneurial initiatives. The service adapts to the projects' specific characteristics and stage of development:

- General advice to identify the projects' key factors.
- Specialist advice on different functional areas: marketing, technology, strategy, sales, finance, legal aspects.

c) TEDxEAE

The objective of this activity is to learn from the successes and failures of other entrepreneurs, with the aim of stimulating the initial interest in the project.

TEDxEAE is an event that shows how people can think about the future and how they can create their own future.

d) Workshop for Responsible Entrepreneurs

The objective of this series of workshops is to raise the entrepreneurs' awareness of the need to embrace responsibility, ethics and professionalism throughout their entrepreneurial ventures. The program includes the following specific components:

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

e) Legal Helpdesk

This series of workshops give the entrepreneurial students of EAE Business School access to the key legal factors that they have to take into consideration when embarking on an entrepreneurial venture. The specific components of the program include:

- Commercial considerations.
- Tax considerations.
- Employment considerations.
- Considerations related to the law on new technologies.

- Considerations to take into account with respect to the internationalization process of the project.

2. FINANCING

Sessions for investors and entrepreneurs, to give them an insight to financing alternatives and current trends for investing in different projects.

Business Angels Academy

The objective of this session is to train and inform professional and less-experienced investors on the latest trends and variants with respect to investment in startups, their evolution and the most suitable types, depending on the investor profile and business projects.

The program is designed to be a training and advice platform, as well as for sharing information and experiences that enable the participants to compare and acquire the capacities required to systemize and manage the investment process effectively.

Financing

A Round Table with experts in the startup financing sector, which aims to give entrepreneurs an overview of

the financing alternatives available on the market. Our speakers are experts in the following fields:

- Bank financing.
- Public financing.
- Private financing (Venture Capital, Business Angels).
- Crowdfunding.
- Innovation grants.

- Sales
- Legal Aspects
- Finance
- Marketing
- Metrics.
- Monthly Coaching sessions.
- Monthly Mentoring sessions.
- Liquid Building: consolidation and support services throughout the first steps of creating startup, acting as part of the team (in the areas of (i) marketing & sales, (ii) operations, (iii) product and IT) fulfilling all the personal and know-how needs that exist at the start of the venture.
- Networking: the incubator creates platforms for networking among the entrepreneurs from the different projects, as well as with companies and institutions through project presentations, conferences and meetings.
- Talks with successful entrepreneurs and investment.
- Follow-up: throughout the five-month incubation period, the projects benefit from personalized business advice from a mentor/tutor and the incubator team.

6.2 Main developments at EAE

The EAE Entrepreneur Team

In 2018, a number of professional profiles joined the EAE team and EAE Lab that enable us to give our entrepreneurial students a better service.

THE EAE LAB TEAM

Name	Position	Role
Álvaro Cuesta	Founder and President of Sonar Ventures. CEO and Founder of Food In The Box	1. Training: (3 sessions) a) Lean Startup and the importance of why, b) Creating your Lean Canvas based on your problem statement, c) From canvas to reality: hands-on tips and tricks for a lean start 2. Mentor of the Tribeme project
Henri Mennens	Innovation Specialist at Minsait (Indra). Manager of the Product Office. Director of Strategy and Commercial Planning	1. Training: (3 sessions) a) Converting why into challenges and defining your problem statement, b) Customer-centric thinking, defining the MVP, and amplifying the Lean Canvas into a Triple Lean Canvas, c) Presentations first prototype TLC and defining next iterations 2. Mentor on the Start Learning and TheAring projects
Anindya Saha	Founding Partner of Nero Ventures. Investment and Operations Specialist.	1. Finance training (2 sessions) 2. Mentor on the Lock N Roll and The South Experience projects 3. Financial advice
Jorge Urios	Founder of Ecommercemoda. Owner of Lab Solutions. Lecturer on the Master in Entrepreneurship and Innovation at EAE Business School	1. Marketing Digital training 2. Mentor of the Qupa project
Carlos Arciénaga	Director of Business Development at Smartup	1. Marketing and global strategy training
Jesús Alonso Gallo	Chief Sales Officer at The Primos New York. Founder and president of Restaurantes.com. Serial investor, mentor, lecturer.	1. Sales training 2. Mentor on The Cloud Gaming project
Loreta Calero	International Liaison Partner for Auditing and Consultancy, and Managing Consultancy Partner at Crowe Spain	1. Legal training with Rocío Álvarez 2. Project legal advice with Rocío Álvarez Ossorio
Emilio Rodríguez	Cofounder & CEO at Lyra	1. Metrics training

Name	Position	Role
Izanami Martínez	Co-founder & CEO at The Notox Life	1. Mentor on the Start By ReysanTech project
Adrián Heredia	CEO at Byld. Co-Founder of The Element	1. Mentor on the Hupity project 2. Liquid Building service
José Luis Santamaría	Sales Manager at Microsoft. CEO at NewBeing. Founder of the Fundación Elígete. Partner at Amces. Partner at Arbinger. Expert in Executive Coaching.	1. Coach of the projects Hupity, Lock N Roll, Start By ReysanTech and The Cloud Gaming.
Jacobo Parages	Businessman, conference speaker, consultant and lecturer. Associate member of Huete & Co. Coaching expert	1. Coach on the projects Tribeme, The South Experience and QUPA.
Rafael Terol	Corporate & SMC transformation, Growth Project Management at IBM	1. Coach on the Smart Learning and TheAring projects
Rocío Álvarez Ossorio	Coordinator of the EAE Lab. Lecturer on the Master in Entrepreneurship and Innovation. Lawyer specializing in entrepreneurship	1. Legal training with Loreta Calero 2. Project legal advice with Loreta Calero 3. Design and development of all the EAE Lab services. Day-to-day management of EAE Lab. Monitoring the EAE Lab project. Networking facilitator. Closing sessions/talks with experts in the ecosystem.
Nacho Santamarina	Director of the Master in Entrepreneurship and Innovation. Founder of the Fundación Bases. Financial Director of various multinationals	1. Coordinator of EAE Lab

6.3 Collaborations between EAE and the entrepreneurial ecosystem

EAE Entrepreneur's partner companies

In 2018, the following companies collaborated with EAE Entrepreneur:

Ascri

Asociación Nacional de Startups de España

Baker Tilly

BStartup Banco Sabadell

Creditea

Crowdcube

Crowe

Enisa

Indra

Keiretsu Forum

Lab Solutions

MOB Barcelona

MyPoppins

Nero Ventures

New Being

Notox Life

Sigesa

Smartmee

Smartup

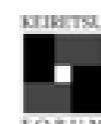
Sonar Ventures

TEDx

Tetuan Valley

The Primos NYC Inc

Universal DX



6.3 Collaborations between EAE and the entrepreneurial ecosystem

Events and networking with companies

In 2018, the team of EAE Entrepreneur and EAE Lab organized a series of activities with companies and professional and entrepreneurial profiles designed to develop students' knowledge:

Visit to Google Campus Madrid



The entrepreneurs at EAE Lab visited the Google Campus in Madrid, where they had the chance to gain an insight into one of the Madrid's most active and reputable entrepreneurship ecosystems.

During the visit, Karel Escobar and Camila Polensvag, from the company Tetuan Valley, gave them an explanation of the incubation process that they apply to the startups incubated at the campus.

Moreover, they had the opportunity to meet Victoriano Izquierdo, the CEO and Co-founder of Graphext, a startup incubated at the campus, which offers an advanced analytical solution to enable companies to make better data-based decisions.

Visit to the startup Crowd Farming



The EAE Lab entrepreneurs visited the office of the startup Crowd Farming, where Gonzalo Úrculo, the company's CEO and Co-Founder, gave them an overview of the disruption that is taking place in terms of business models in a sector as important as agriculture at a global level.

Session with Mariano Torrecilla



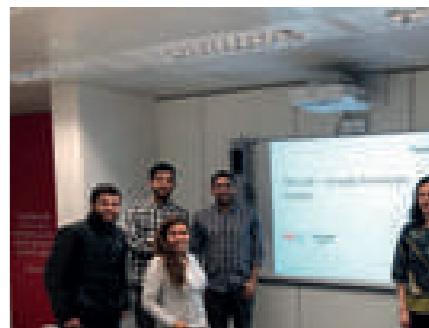
Mariano Torrecilla, an entrepreneur and trainer, shared his knowledge and personal experience of Blockchain at EAE Lab. In addition, the entrepreneurs had the chance to hear from Mariano about the latest developments in relation to the launch of his latest project, stockproject.io.

Visit to Byld



The EAE Lab entrepreneurs visited the offices of Byld, where they had the opportunity to present their projects to get feedback from the Byld team and detect the points on which they could offer support at a business model level.

Startup financing session with Elena García, Director of Banco Sabadell's BStartup Madrid



Elena García, the Director of BStartup Madrid at Banco Sabadell, ran a session at EAE Lab focusing on financing alternatives for startups.

The entrepreneurs gained a first-hand insight into the criteria a project must meet in order for a bank to see it as an interesting investment opportunity.

6.3 Collaborations between EAE and the entrepreneurial ecosystem

Our Partners' opinion



Elena García
The Director of
Banco Sabadell's
Bstartup program

©Sabadell

"Banco Sabadell's BStartup program was started 5 years ago to provide support both for young technological and innovative companies right from the earliest stages, and technology-based companies operating in any sector. We believe that it is important to have other players in the ecosystem as travel companions on the journey, such as EAE Lab, that shares our objectives in terms of enabling startups to grow and turn their dreams into reality."

We give the companies supported by EAE Lab access to the following:

1. Product (initial loan for startups, Rent-Tech BStartup, the Media4Equity VAT loan, BStartup Marketing card) and specialized banking services (BStartup Civil Liability Insurance) with a specialist risk department.
2. Equity investment: BStartup10 (for 10 companies at the seed phase each year, which each receive €100,000) and Sabadell Venture (for companies striving to boost their growth through rounds of investment, starting from €200,000).
3. Collaborative innovation: identification of partnership opportunities between the bank and some of the most cutting-edge and disruptive startups, in collaboration with Directors of Innovation and Digital Transformation".



Loreta Calero
• Mentor at the Legal Helpdesk for Entrepreneurs
• International Liaison Partner for Auditing and Consultancy, and Managing Consultancy Partner at Crowe Spain



"The partnership between Crowe and EAE contributes towards bringing the entrepreneurs into contact with the real business and professional world. This is achieved, firstly, by giving them access to our practical experience in the development of business projects with a global vision, including legal, financial, compliance and operational aspects, etc. Moreover, we accompany them throughout all the phases of a business venture, from the initial stages right through to the release. Crowe operates in more than 130 countries, so we can help to evaluate the projects within an international context and identify their strong points for each of the different jurisdictions".



6.3 Collaborations between EAE and the entrepreneurial ecosystem



Anindya Saha

- Team mentor at EAE Lab and Financial Training Expert
- General Partner at NERO Ventures



"I strive to convey the importance and utility of finance in a newly created company. EAE Lab's finance sessions achieve the following objectives:

- Understanding the initial hypotheses of the business well and learning to question them based on market feedback. This helps to strengthen the business plan.
- Identifying the weaknesses of the project (whether it is seasonal or has temporary cash requirements, when and for how long?), as well as its strengths and cash cows.
- Identifying and calculating the Key Performance Indicators (KPIs) with a certain level of accuracy in order to measure growth.
- Planning the business's financing needs, whether through banking channels or capital increase, and valuing the business".



Ángel Manuel Rafael
CEO at IDIMAS.
Alternative financing



Álvaro Cuesta
· Mentor at EAE Lab, and training expert in Lean Canvas and business model creation
· CEO at Sonar ventures



"A traditional method of getting financing is through the public sector. Although it is true that this system has gradually been reduced in recent years, primarily due to the recession, we shouldn't forget that, for innovative projects, there are important tools that can help entrepreneurs to get up and running. These include everything from national public grants and international projects (Horizonte 2020, Erasmus+) to tax deductions for R&D&I.

In many cases, companies do not apply for these benefits due to a lack of knowledge and, as such, it must be one of EAE's objectives to raise awareness of these mechanisms so that we do not miss opportunities in such a competitive world".

"The EAE Lab incubator is the ideal complement for any student who has taken a master and decided to become an entrepreneur. Beyond the theoretical concepts, which are also necessary for embarking on an entrepreneurial venture with greater certainty, the participants have the opportunity to put their plans into action, focus on their project and approach the market, but with the coordinated support of a team of professionals keen to guide them and support them throughout the process.

The key strength of the incubator is perhaps its holistic and practical approach. Holistic because it focuses on the person, their motivations, limitations and strengths, while at the same time working on the project itself and its application in the market. Practical because, right from the start, the participants are not considered as "students", but "entrepreneurs", with everything that entails.



Izanami Martínez

- Team mentor at EAE Lab
- Founder & CEO of The Notox Institute



Ignasi Tribó

- Expert in the entrepreneurial attitude to challenges and their positive management.
- COO at MyPoppins



Having the chance and the honour to take part in the incubator as a mentor lets me share my personal experience with the entrepreneurs, my mistakes and those of the dozens of teams I have tried to create over the course of my life as a business, particularly in the case of my time as a venture builder (Sonar Ventures). The passion that drives me comes from what Z. Ziglar said: "You don't build a business. You build people, and people build the business". This is what I aim to achieve with the teams I am working with as a mentor: helping them to become people with the capacity to build teams that lead to personal and professional success".

"My objective as an EAE Lab mentor is to help the team to ask themselves the right questions and eliminate their fear of failure. You have to look at it in completely the opposite way, because making mistakes is your primary goal. The best thing is to make as many mistakes as possible as fast as they can so that they can rule out the invalid hypotheses they will encounter along the way. In the end, they have to make their own way. Potential entrepreneurs are those who make mistakes and then put the lessons they have learned into practice".

"My participation in the EAE Entrepreneur Experience sessions focuses on explaining to the EAE students that there are various ways to approach a professional career in the world of startups. There is the stereotype of an entrepreneur being a lunatic, a genius who, at 20 years old, has the capacity to create a "unicorn". This couldn't be further from reality, as entrepreneurship can be combined with more "standard" professional careers, to meet out the risk. It is also important to emphasize the concepts that should drive entrepreneurs, such as their attitude and the desire to build and contribute to the business world and, as such, to society.

"When embarking on an entrepreneurial venture, we have to accept that it is not an easy task and we may well fail. Nevertheless, people measure themselves in terms of their capacity to overcome adversity, both in our professional and personal lives".

6.3 Collaborations between EAE and the entrepreneurial ecosystem



Jorge Urios
• Training expert in Online Marketing at EAE Lab
• Founder of Ecommerce Moda and Openlab Solutions

"The training in online marketing at EAE Lab aims to equip the entrepreneurs with the knowledge and tools required to establish online conversion funnels. The goal of this theoretical and practical training is to generate qualified traffic and potential customer registrations and, ultimately, sales".



Jesús Alonso Gallo
• Team mentor at EAE Lab and training expert in sales
• Chief Sales Officer at The Primos NYC Inc.

"I am mentoring at EAE Lab because of my mixed profile, as I am a serial entrepreneur and have learned lots of lessons from creating and scaling up four startups over the last 35 years. Since 2012, I have invested in 20 newly created enterprises, none of which has closed down in the last six years. Moreover, I achieved partial success with a 50x multiple.

As a consequence of bringing effective value propositions to market, I have sold three of the four companies I have created. I have also gained important insights into the process of selling these ventures to multinationals. In addition, I share all the key factors I consider interesting with the entrepreneurs so that they can factor them into their roadmap. As a result, they manage to prepare their project so that is attractive to potential investors, whether they are private Business Angels or venture capital funds.

My contributions as a mentor are focused on clearly defining the value proposition, modelling it with clarity and starting to interact with the market in order to ascertain as quickly as possible whether the customers respond with open arms or whether we have to reorient and change the model".



José Luis Santamaría
• Team coach at EAE Lab
• CEO at Newbeing

"EAE Lab is a five-month laboratory program for startups. Within this framework of operation, we accompany the entrepreneurs so that they learn to develop their talent and apply their aptitudes. However, in the world of entrepreneurship, it is also useful to work on and learn about the attitude, mindset and soft skills that enable entrepreneurs to incorporate lasting tools to achieve their objectives in their current project and any other that they may develop in the future.

The objectives and scope of the coaching are fully complementary and highly useful, both in terms of those included on the program and in the other activities (mentoring, networking, training).

This could be summarized as "helping the participants to identify and learn what they need to learn to achieve what they want within the framework of the program".

The coach in this case is a facilitator that enables the participants on the programs to learn to overcome the challenges and failures (unexpected situations that come up over the course of the 5 months of development that may affect their ability to achieve the business, motivational and/or life objectives). Therefore, the coach gives them



Jacobo Paragés
• Team coach at EAE Lab
• Associate member of Huete & Co.

"It is important to run coaching sessions to motivate the members of the teams taking part in EAE Lab, to accompany them as they develop their skills and control their emotions, empowering them in their decision-making and helping them to focus their goals.

In the coaching sessions, I discuss the key factors for overcoming the hard time along the road of entrepreneurship and offer a practical perspective that enables them to embrace the challenge of being an entrepreneur and achieve their objectives, both at a personal level and on the project that they are developing. These key factors include their emotions and the technical tools they need to achieve success in their projects".

6.4 Entrepreneurial ventures of EAE students

Entrepreneurial ventures in EAE Lab

The entrepreneurial projects selected for this business adventures all have business plans validated by the organizing committee. The Directors of EAE Lab have chosen them based on:

TEAM'S PASSION

The team's motivation, values, expectations and unity to drive a common project forward.

UNIQUENESS OF THE PROJECT

Resolving problems in an innovative and original way, and the project's scalability.

PROJECT IMPACT

Capacity to make a difference in the world through a sustainable business model, in all its aspects.

TEAM'S ABILITIES AND CAPACITIES

The team's technical competences in terms of specific disciplines (design, marketing, engineering, etc.) and social competences.

The following projects were included in the first edition of EAE Lab:

GLD Education

The entrepreneurs have developed software that enables students to apply to any international educational opportunity anywhere in the world with the support of local students and partners. The project was started by Abdurrahman Gadi, a former EAE student, Ahmed Elhatawy and Mohammed Sief.

FranZO

A co-branding project that offers customers clothes and accessories that combine Italian design and manufacturing with textiles from all over the world. The combination of different savoir-faire guarantees innovation and a strong dimension. The project is headed by Francesca Ricaldi, a former EAE student, and Eleonora Fornai.

Mombox

An online platform online offering new products and services every month to give shopping guidance primarily to new mothers, to cater for all the needs of motherhood. The project was designed by two EAE alumni, Sara Rojas García and Martha Cecilia Castaño Herrera.

Dynamic change management for companies

This project offers change management services for companies after the implementation of new projects, tools, policies and cultures, using dynamic methods. It facilitates the transition in companies and reduces resistance to change from internal resources, minimizing the loss of talent and reducing the economic costs involved in a slow adaptation to a new model, whether it be technical, methodological, functional or management-related. The project is headed by two former EAE students, Javier Moya Cabrera and Marta Jerez Villar.

JoinBuy

An online platform online that enables users to see, collaborate with, organize and create group purchase campaigns, with the aim of buying products at a lower price. The app lets users browse a catalogue of active group purchase campaigns for a particular product, with the option of signing up to the campaign to become one of the group of buyers. The objective is to create a collaborative community. The project was devised by Manuel Andrés Holgado, a former EAE student, and Daniel Campillo Garrote.

HI Genie

A personal assistant app for buying products/services, on which users make wishes through a text message that will fulfil your greatest desires. The project is headed by José Ignacio de la Cotera Aldanondo, a former EAE student, María Isabel Aldanondo Goya, Annamaría Storaci Montiel and Pablo Andrés Vidal.

Relojes Buo

Spain's leading single-hand watch, specializing in design and commercialization. The project was started by five EAE alumni, Juan Carlos Riveroll González, Antonio López, Carlos Arévalo, Daniel Lema and Sergio Ruano.

Clean Tracker Box

CTB is a technological/industrial innovation startup in the cleaning company sector. A device is placed in a public bathroom and gives users the option to rate the service provided by the cleaning company, while at the same time the startup's Big Data services classify these evaluations for each of the cleaning employees depending on the time they signed in, which is essential for a company manager. The project is the brainchild of Albert Grau, Roger Gibert, two former EAE students, and Carlos Duque.

Four of these projects have already been consolidated and are now on the market: Clean Tracker Box, FranZO, Igenie and GLD Education.



6.4 Entrepreneurial ventures of EAE students

PROJECTS SELECTED FOR THE SECOND EDITION OF LAB

One of the projects selected for this edition is the Smart Discovery app designed by the former student of the **Master in Commercial and Sales Management**, Victor Vaggione. The app is a personal assistant for training, development and e-learning, integrating all the companies' current tools and adding new agile solutions to achieve fast and more effective learning in line with the company's business objectives.

A student on the **Master of International Business**, Yousry Ramadan Ahmed, has created TheAring, a piece of software for entrepreneurs and mentors that enables companies to create an ecosystem for displaying products and services, getting feedback and validation, enhancing their visibility, creating new sources of revenue and developing collaborations and associations.

Meanwhile, QUPA is a platform that contains a directory of veterinary businesses and makes it easier to monitor your pets' health through a vet file. This project was devised by students on the **Master in Entrepreneurship and Innovation**, Alonso Vargas, Adriana Aliaga and Federico Castro.

Another great idea is Start by ReysanTech, a platform designed to enable investors and entrepreneurs reduce the risk of investing in companies, with a detailed filtering process and analysis of the companies to facilitate investment in innovative ventures. This project was started by Erick Reyes and Stephanie Sánchez.

The Cloud Gaming is a customizable marketing solution for companies that want to position themselves

in the eSports sector (www.thecloudgaming.com), the venture masterminded by two alumni of the **Master in Commercial and Sales Management**, Víctor López Rapado and Carmen Fernández.

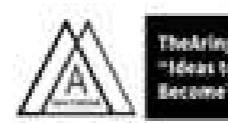
For their part, two students on the **International MBA**, Fabián Barrero and Karla Reyner Lugo, have designed Lock N Roll, an on-demand storage service model for renting storage space that brings two types of user together and manages their interaction.

Hupity is an online employability platform that connects SMEs with teams of innovative professionals so that they can work together in an open ecosystem, in which the companies also have their own innovation area without the costs that would otherwise be involved.

The project was masterminded by three alumni of the **Master in Entrepreneurship and Innovation**, Jose Luis Parra, Luis Vega and Michael Felipe Ayala.

The final two projects selected are Tribeme, a social app that forms tribes to achieve objectives, designed by three alumni of the **Master in Entrepreneurship and Innovation**, Paola Rugerio, Eduardo Zarhi and Alfonso Meilán; and SouthExperience, an online travel and experience platform devised by Lana Saric and Mateo Romano, students on the **Master of International Business**.

EAE Business School



The Cloud Gaming
cloudgaming.com



6.4 Entrepreneurial ventures of EAE students

An EAE Business School student, Fabián Barrero, won the Special BBVA Award at the South Summit

His project Lock N Roll forms part of the School's incubator, EAE Lab.

With his team, the student on the International MBA (IMBA) at EAE Business School, Fabián Barrero, received the Special BBVA Award for his response to the challenge set at the South Summit Hackathon, one of the largest events in Southern Europe for entrepreneurs and investors, which was held in Madrid from 3rd to 5th October.

The challenge the participants were set was to reinvent travel using the APIs of BBVA, Ferrovial and Amadeus, by making the processes that travellers have to deal with at airports more efficient, using data provided by the companies.

The winning idea put forward by Barrero's team consisted of managing company business trips in an integrated way, implementing different APIs to offer travellers a personalized experience, using gamification as a means for generating value for its allies. This set of tools give the user exactly what they want: an exact report of expenses for the company and the best possible travel experience in line with the required budget. The gamification aspect brought

in another paradigm that is current at the crest of the digital wave: tokens. These tokens are specifically created for a digital environment, where they can be used to obtain services.

Another example of Barrero's entrepreneurial spirit is his project Lock N Roll, which he designed with his classmate on EAE's International MBA, Karla Reyner. Lock N Roll is an on-demand storage and rental service that connects two types of user and manages their interaction. This project has been selected to take part in EAE Lab, EAE Business School's incubator that aims to promote the entrepreneurial mindset and competences among the School's students, alumni and lecturers, giving them the tools required for the evolution of their entrepreneurial projects.



EAE student and founder of Bosca Cristian Ferreyra is a finalist in the Mastercard Innovation Challenge, the first edition of this talent contest aimed at the fintech sector.

The student on EAE's Master in Supply Chain Management took part in the Mastercard Innovation Challenge idea generation workshop, which is holding its first edition this year. There were more than 100 national and international registrations in the competition, from students who have displayed the proven talent required to revolutionize the fintech sector through their innovative and extraordinary ideas.

Cristian Ferreyra was selected as one of the five finalists of this talent program with Bosca, an entrepreneurship project currently in development that helps to optimize the online shopping experience.

6.4 Entrepreneurial ventures of EAE students

“Lock N Roll is a digital storeroom that you can take anywhere with you”

• Lock N' Roll is a startup formed by Fabian Barrero, Fernando Gil and Karla Reyner, former alumni of the International MBA.

- It has been selected for the second edition of the EAE Lab

Fabian Barrero, Fernando Gil and Karla Reyner, the brains behind Lock N Roll, have been selected for the second edition of EAE LAB, the entrepreneurship business incubator for the School's students.

After the great success of the first edition, EAE Business School is reaffirming its commitment to entrepreneurship with the **second edition** of EAE LAB, the business incubator that enhances the development of business ventures headed by the School's students. The final objective of this mentoring, guidance and training initiative is to put entrepreneurs into contact with investors and Business Angels.

Passion, motivation and values are key characteristics of these entrepreneurs on the International MBA who have created **Lock N Roll**, an on-demand storage service model for renting storerooms that connect two types of users and manages their interaction.

What do you think of activities like EAE LAB in which the School

helps and enhances the talent of its students most interested in business entrepreneurship?

It is fantastic that the School offers this kind of activities. Lots of great entrepreneurs and visionaries pass through these classrooms and also have enough talent to do brilliant things. The problem is that, often, this platform does not exist, and they don't have the resources to achieve their goals. By creating this type of activities, EAE is supporting entrepreneurship and the use of new technologies, as well as encouraging future entrepreneurs to believe in their projects and think of alternatives for their future.

Has it been hard to get to this point? Have you received essential support for the development of the Lock N Roll from a lecturer or classmate?

Right from the start of the Master, I was lucky enough to have classmates with the same drive to develop a startup. Through the program, we got good feedback from our classmates,

lecturers and friends. This drove us to work intensively on developing the initial idea and the business model that we have reached and which we presented to EAE LAB. After that, we went through all the filters and we were selected for this incubation process.

Did you have a project that was already developed or did you create Lock N Roll expressly for EAE LAB?

We already had a project that we had developed over the course of our Master and which we had spent a lot of time on. Right from the start, we had the motivation to take part in EAE LAB if we put forward our model.

What does the Lock N Roll project entail?

Lock N Roll is an on-demand storage and rental platform that manages all the intermediate processes that usually cost users time and resources on processes that don't require their interaction. **Basically, we are a digital storeroom that you can take anywhere with you.**



A comprehensive solution that not only resolves a problem but also generates revenue for users who want to rent their things.

Who are the members of the Lock N Roll team?

The Lock N Roll team is made up of Fabian Barrero, Fernando Gil and Karla Reyner, students on the International MBA and a group of friends who share the same vision and a passion for doing great things. Our main motivation is offering people a really useful service that helps to **generate sharing economies**, as well as promoting concepts such as circular economies and the democratization of goods.

In your opinion, why has Lock N Roll been selected for EAE LAB?

Primarily, because of the innovation in the business model that we are proposing, but also because of the team behind it. We are three people of different nationalities and backgrounds. Moreover, we have experience in the corporate world

and startups. All three of us have been involved in developing companies in new territories and different activities in the world of entrepreneurship.

EAE LAB accompanies the development of each entrepreneurial venture for six months. How do you expect Lock N Roll to evolve with the support of this team of mentors and experts over the period?

We hope that, with lots of hard work on our part and the experience of the mentors, we will be able to achieve an MVP as soon as possible and then start to validate our business model with real users. Only good things can come from this combination. I am sure that we are going to embark on a continuous learning process that will be a great help for developing our startup.

6.4 Entrepreneurial ventures of EAE students

“The customer has the power to decide”



- **COO of Clean Tracker Box, Roger Gibert Piqué has been heading various entrepreneurial projects for over five years.**
- **The startup required an initial investment of 100,000 euros, and they are currently preparing a second round for 200,000 euros. They expect to end the year with a turnover of 45,000 euros.**
- **Their portfolio of clients already includes Sodexo, the multinational service company.**

An entrepreneur since he was 15, as well as being a student on the Bachelor Degree in Business Administration and Management at EAE, **Roger Gibert Piqué** is now the Director of Operations at **Clean Tracker Box**, a technological innovation startup in the cleaning company sector. Based on Big Data and effective data analysis, the company offers users the chance to **rate the service provided by their cleaning company**, providing really useful feedback for the manager.

As well as his professional career, Roger has gained experience as an entrepreneur on various projects. The three most notable ventures have been **Sportsimport** (selling sportswear), **Acanvi** (currency exchange in the Fintech sector) and **Planomi** (leisure marketplace). “I began at the age of 15 (Roger is now 21), without really knowing what it meant to be an entrepreneur. You just need to have the desire to carry out your project”.

In terms of his academic background, he is currently a third-year student on the Bachelor Degree in Business Administration and Management at EAE Business School. He says that he has been surprised by the classes at the School, with “**subjects that are more applicable to business**”. “It is not a matter of turning us into human encyclopaedia, but rather **teaching us to use the resources that we have and making the most of them**”.

First of all, Roger, tell us about Clean Tracker Box and what you do.

CTB is a technological/industrial innovation startup in the cleaning company sector. At CTB, we have created a device that combines gathering customer feedback from the end user of the bathroom, with an NFC system for tracking employees. In other words, this device is placed in a public bathroom and gives users the option to rate the service provided by the cleaning company, while at the same time our Big Data services classify these evaluations for each of the cleaning employees depending on the time they signed in, which is essential for a company manager, who currently has no information on their employees' performance.

How did you join the company as the COO? What phase was the company at when you joined? At a professional level, what are the challenges and objectives that you had at the beginning?

I joined Clean Tracker Box as the Director of Operations when it was at the standby stage, at the initial phase when it did not yet have a

product on the market. I took charge of establishing a plan and a system of selling to companies, as well as developing of the product, which was in the beta phase.

From that point, we launched the product in the FM sector and with all kinds of cleaning companies. The product caters for a need in the sector and it is adapting well to their problems in terms of the lack of information.

What is the added value that Clean Tracker Box offers its customers?

Our main contribution is the **Big Data service and reports for managers** generated by our computer logarithms, which give the company manager access to performance data on their employees and enable them to optimize their resources in a much more reliable way than with the current system of cleaning log sheets.

Giving us a subjective answer based on your opinion, why is data the future (or present) of companies?

In the cleaning sector, there is a lot of progress to be made in terms of the information available to the manager in relation to productivity, and we give them access to the end customers' feedback and opinion.

Nowadays, with the variety of communication channels that exist, it is not just a matter of the customer always being right, but rather that they have the power to decide because their opinion en masse on social media can make or break a company. Business that deal directly with the public depend on this, which

can be seen by the boom in customer information and feedback that can be observed in all kinds of B2C companies.

Looking to the future of Clean Tracker Box, what are your expectations for 2018 and how do you plan to achieve them?

Right now, our product is fully developed, but we are always adapting the needs of each company in terms of changing functionalities. It is already up and running in cleaning companies.

We have high expectations with respect to our partnership with a multinational in the sector, currently at the trial phase. We also hope to make progress in Spain and other countries if we manage to make CTB scalable.

Also looking to the future, but this time at a personal level, where do you see yourself five years from now? What are your objectives in the short and long term?

I like being an entrepreneur, the freedom to make decisions about the business and the fact that you only have to depend on yourself to grow professionally, but I wouldn't be against the idea of working in a large company some day if there is a job that enables me to contribute, grow and feel fulfilled as a professional. I wouldn't rule out that option when I finish my Bachelor Degree at EAE.

You are now 21 years old, but you have been an entrepreneur since you were 15, with projects like Sportsimport,

Acanvi and Planomi. Tell us briefly about the sector/industry that each of them focused on.

These three ventures were the most important to me. With varying degrees of expansion, they are the three projects from which I have learned most.

The first was **Sportsimport**, which was my first business adventure when I was 15. It was a simple business model for **selling sportswear**,

which I imported from abroad. It enabled me to start with very little money and progressively increase our turnover relatively quickly. That was how I started out and I learned a lot from the experience, as well as earning enough to cover various expenses, such as university and the costs involved in setting up later companies. **Acanvi** was a startup that we founded with two computer engineers, based on **currency exchange for the Fintech sector**. In the end, the business model didn't stand up due to financial difficulties and publicization issues.

Lastly, **Planomi**, a company that I left at the end of this year, was the project that gained the greatest publicity and visibility, primarily thanks to taking part in the Conector accelerator. It is a **leisure marketplace** operating in the tourism sector, with a really innovative business model that benefits both the user and the company.

I have also worked on various smaller projects that did not work out in the end or which I plan to resume in the future.

How did your vocation for entrepreneurship come about? In your opinion, is an entrepreneur born or made?

I start a business at the age of 15 when I really didn't know what it meant to be an entrepreneur or be aware of what a serious company entailed. **You just have to have the desire to carry out your own project without paying attention to any labels.**

In my opinion, there is lots of movement in this respect at the moment. **Entrepreneurship has become fashionable**, in a manner of speaking, and lots of people find the idea attractive and want to jump on board. This is great for generating movement in terms of investment in startups, but **being an entrepreneur with few resources is hard** and it requires a lot of work with long hours, for which you will obviously only see the reward if your business is a success.

Big entrepreneurship events in 2018



TEDxEAEBusinessSchool

Daring to change the world, leave your comfort zone, the power of music and the concept of neuro-leadership were some of the topics addressed by the 10 guest speakers at TEDxEAEBusinessSchool. Specially aimed at the School's entrepreneurial students, EAE Business School organized its first TED Talk event entitled "Being the boss of your own future".

Isaac Hernández, the Country Manager for Iberia at Google, James Keppel, an entrepreneur, Gemma González Andrés, CEO of Konnectare, Sonia Díez Abad, the Director of the Colegio Internacional Torrequebrada, Kristen Lueck, the Director of Strategy at Man Made Music, and Javier Sirvent, a Technology Evangelist, were the speakers who took to the stage in the auditorium of the Madrid Architects' Association. They were joined by two former students of the School, Sara Alvarellos, a Business Consultant at Everis, and David Usón, the Director of Marketing at Nappy & Enappy Group, who recounted their experiences as entrepreneurs.



Participants:

- **Isaac Hernández**, Country Manager for Iberia at Google
- **Sara Alvarellos**, a Business Consultant at Everis and former student on the Master in Project Management at EAE Business School
- **Kristen Lueck**, the Director of Strategy at Man Made Music
- **David Usón**, the Director of Marketing at Nappy & Enappy Group
- **Gemma González**, the CEO of Konnectare
- **Daniel Landa**, a journalist and documentary producer
- **James Keppel**, an entrepreneur and director of complex projects
- **Sonia Díez**, the President of Grupo Horizonte Ítaca
- **Javier Media**, a researcher at the CSIC
- **Javier Sirvent**, a Technology Evangelist



6.5 Big entrepreneurship events



Inauguration of EAE Lab 2018

The session began with the institutional inauguration, followed a presentation of the nine selected projects in a pitch format. The presentation was attended by mentors, entrepreneurs and investors. The consultant, conference speaker and lecturer Jacobo Paragés gave a speech entitled "Capable of achieving our goals. A very significant audience with respect to the Spanish entrepreneurial ecosystem".

The objective of the incubator is to promote the entrepreneurial mindset and competences of the School's students, alumni and lecturers, equipping them with all the tools required for the evolution of their entrepreneurial projects.

6.5 Big entrepreneurship events



Venture Day

In collaboration with Global Keiretsu Forum, the international private investor network, the EAE Lab incubator organized Venture Day at the Madrid Stock Exchange to present three of its entrepreneurial projects. The event was attended by 90 professionals and around 40 business angels and venture capitalists who came to find out about, among other ventures, these three entrepreneurial companies mentored and supported by the EAE incubator: Happy customer Box, Igenie, and GLD Education.

The Igenie app manages your everyday tasks. This technological tool works as a personal assistant through which you can order any service or product: trips, gifts, repairs, legal matters, etc. The genie in the lamp that is always within your reach! It is simply a matter of asking the app for what you need and it will present you with three alternatives, along with the estimated cost and execution time. If the user is not interested, they cancel the request at no cost. The services are priced very competitively at just €0.50 per minute.

Happy customer is a service based on predictive analysis of the retail sector. It works by providing indicators that enable decisions to be made based on objective data to improve the highly prized user experience. Its primary use is as a data partner (the reports it offers) but, to achieve this, it uses a set of gadgets and physical elements located in the stores to obtain valuable satisfaction responses that can then be used as a predictive tool. Its potential markets include sectors such as museums, gyms, retail stores and large events venues.

The third project from the EAE Lab incubator, GLD Education, is a platform that enables students to discover and access thousands of educational opportunities all over the world. Its value comes from concentrating and organizing the information required to find the best option for studying abroad. In addition, it offers a guidance and accompaniment service throughout the process, from analysing the students' profile to recommend them the best programs that suit their objectives best right through to more practical aspects, such as grants and visas.

07

Faculty & Research

7.1 Faculty & Research in Figures

500+
47,000+



7.2 Who's who in the Academic Department

DEAN



Josep Maria Altarriba, Ph.D.

ACADEMIC TEAM

Student Services

María Ávila

Assistant Dean for Graduate Students Services

Quality

Rocío Alfaro, Ph.D.

Associate Dean for Quality and Accreditation

Administration

Cristina Tomàs, Ph.D.

Associate Dean for Strategic Planning and Administration

Teaching

Josep Maria Galí, Ph.D.

Associate Dean for Undergraduate Programs (Campus Barcelona)

Juan Morillo, Ph.D.

Associate Dean for Graduate Programs (Campus Barcelona)

Irene Vilà, Ph.D.

Associate Dean for Graduate Programs (Campus Madrid)

Global Programs

Frank Longo, Ph.D.

Associate Dean for Global Programs

Research

Carlos E. Dittmar, Ph.D.

Associate Dean for Research

BARCELONA CAMPUS

Albert Arisó, Ph.D.

Head of the Program Office of the Bachelor in Marketing and Digital Communications

Alberto Cerezo

International Exchange Officer (Graduate Programs)

Andrés de Andrés

Head of the Program Office of the Bachelor in Business Administration

Carolina Jiménez

Head of Academic Quality

Dolores Ruiz, Ph.D.

Head of International Residential Programs

Elisabet Blánquez

Chief Academic Administrator for Undergraduate Programs

Federica Garuti

International Exchange Officer (Undergraduate Programs)

Harold Torrez, Ph.D.

Head of Prerequisites Compliance and Final Assessment

Marc Sansó, Ph.D.

Director of the Case Center of EAE

Madelin Cadenas, Ph.D.

Head of International Accreditation, Ranking and Certification

Mariona Vilà, Ph.D.

Head of Academic Excellence Programs

Marta Fernández

Chief Librarian

Martha Martín

Chief Academic Administrator for Graduate Programs

Sonia Pereira

Head of Undergraduate Students Services

Úrsula Molina

Head of Events and Conferences for Graduate Programs

MADRID CAMPUS

Ana García-Arranz, Ph.D.

Director of the Strategic Research Center of EAE

David Colera

Chief Librarian

Lisardo de Pedro, Ph.D.

Head of Prerequisites Compliance and Final Assessment

Magalí Riera, Ph.D.

Academic Director for Graduate Programs

Magda Ruiz

Head of Graduate Students Services

Pilar Llácer, Ph.D.

Head of Graduate Internships Assessment

Susana Checa, Ph.D.

Head of Academic Quality

Victoria Sánchez, Ph.D.

Head of Academic Programming

Yaiza González

Head of Events and Conferences for Graduate Programs

7.3 Program Directors

BARCELONA CAMPUS

MBA



Aras Keropyan

Full-Time MBA
International MBA
International MBA BCN-NYC

Global Analytics - IPO (Information, Process & Organization) at Schneider Electric. PhD in Business Administration & Management from the Universitat de Barcelona. Master in Actuarial and Financial Sciences, UB. Industrial Engineer and Mathematician qualified at the Yildiz Technical University.

GENERAL MANAGEMENT



Enrique Schonberg

Executive Development Program

Business and Strategy Consultant. Managing Partner & Founder at Area Export. Executive Development Program, IESE. Master in Finance and International Trade, Universitat de Barcelona.



Marc Sansó

Master in International Business

Strategy Consultant at ACC10. PhD in Business Administration and Management from the UPC. MBA from ESADE. Master in Strategic Marketing from the Universitat Pompeu Fabra.

MARKETING AND SALES



Fátima Vila

Master in Marketing and Commercial Management

Partner at Nora & Pierre. Partner at Enrédame Comunicación. PhD in Communication from the Universidad Complutense. Master in Digital Marketing.



Jaume Muñoz

Executive Master in Marketing Management Master in Commercial and Sales Management

General Director of Customer Focused Management. MBA. Master in Marketing Management, EADA. Master in Sales Management, CBS. Bachelor Degree in Economic and Business Sciences, UNED.

COMMUNICATION



Carlos Creuheras

International Master in Corporate Communication

Director of the External Relations Department. Director of Institutional Relations and Corporate Events at Grupo Planeta. Bachelor Degree in Information Sciences, UAB.

BACHELOR DEGREE



José García

Executive MBA

Sales & Marketing Director at Sensalia; Executive Coach certified by the Asociación Española de Coaching Profesional (AECOP); Executive Master, International Leadership and Organizational Coaching from EADA Business School



Lluís Soldevila

Master in Entrepreneurship and Innovation

Consultant and trainer in high-performance attitudes, people accelerator and goal sherpa. Executive Development Program, IESE. Advanced Computer Engineering Diploma from the UPC.



Josep Maria Galí

Bachelor Degree in Business Administration and Management Bachelor Degree in Digital Marketing and Communication

Associate Dean for Undergraduate Studies at EAE Business School. PhD in Management from HEC Paris. Advanced Diploma in Marketing Strategies from the Université de Paris IX Dauphine.



Gemma Gutiérrez

Full-Time Master in Online Marketing and Electronic Commerce Executive in Online Marketing and Electronic Commerce

General Sub-Director of Ogilvy Barcelona, overseeing the firm's relations with clients such as CaixaBank, Grupo VW, GNF, Nature's Bounty, La Fageda and SABA. Master in Marketing and Commercial Management from ESIC. Bachelor Degree in Advertising and Public Relations from the Universitat Autònoma de Barcelona.



Andrew Ward

Master in Marketing & Sales

CTO at InnOrbit; Partner at AbBCN (Antibody BCN); Bachelor Degree in Chemistry, University of Wales.



Miguel Ángel Violán

Master in Corporate Communication Management

Director of Aula Mediática. Business Consultant, conference speaker and writer. MBA from ESADE. Bachelor Degree in Journalism, Law and Communication from the Universitat Autònoma de Barcelona.

7.3 Program Directors

BARCELONA CAMPUS

FINANCE AND STOCK MARKET

**Elena Puerto****Master in Financial Management**

Member of Advisory Board of ACCID. Member of the Interdisciplinary Research Institute of RAED. Master in the Information and Knowledge Society from the UOC. Bachelor Degree in Economic and Business Sciences, UB.

**Josep Torres****Master in Accounting and Financial Management**

Member of the European Academy of Management and Business Economics (AEDEM), Instituto de Actuarios Españoles and Associació Catalana de Contabilitat i Direcció (ACCID). PhD from the Universidad de Extremadura. International Faculty Program at IESE. Institutional Master in Stock Markets and Financial Derivatives from the UNED.

OPERATIONS & LOGISTICS

**Ignasi Estruch****International Master in Supply Chain Management**

Business Growth Coordinator at ACC10. Executive Master in Supply Chain Management from the Fundació Politécnica de Catalunya. Industrial Organization Engineering Diploma from the Universitat Politècnica de Catalunya.

PROJECT MANAGEMENT

**Marc Bara****Full-Time Master in Project Management**
Master in Project Management
Executive Master in Project Management
International Master in Project Management

Managing Partner at Think It Project. Certified PMP from the Project Management Institute (PMI). PhD in Telecommunications Engineering. Telecommunications Engineering Diploma, UPC.

PEOPLE MANAGEMENT

**Javier L. Crespo****Full-Time Master in Human Resources Management**
Executive Master in Human Resources Management

HR Manager at Decal. PhD in Social Psychology, Work and Organizations, Universitat Autònoma de Barcelona. Coach certified by Quantum Leap (USA). Master in Human Resources Management, EAE Business School. Master in Research at Social Psychology, UAB. Master in Social Policy, Universidad de Deusto.

**Lorena Esteban****Master in Human Resource Management**

PhD in Labour Law. Bachelor of Law. Legal matters consulting in private companies.

**Josep Bertrán****Master in Stock and Financial Markets**

Member of the Asociación Española de Finanzas. Member of the Registro de Economistas Asesores Fiscales. Member of the Advisory Board of the ACCID. Economist. Insolvency administrator and Expert Assessor. Bachelor Degree in Economic and Business Sciences from the Universitat de Barcelona.

**Miquel Serracanta****Full-Time Master in Supply Chain Management & Logistics**
Executive Master in Supply Chain Management

Partner at Solutions & Decisions. President of CSCMP Spain Roundtable & European Regional Advisor. SCMP-1 and SCMP-2 certified by CSCMP. CSCMP certified by APICS. Master in Business Management from ESADE. Bachelor Degree in Business Science from ESADE.

BIG DATA & ANALYTICS

**Gustavo Ramírez****Master in Big Data & Analytics**
Master in Business Intelligence and Technological Innovation

Director at Inorbit Analytics. Business Intelligence Manager at SDG Group Spain. SAP R/3 MM Certification. Master in Financial Management from EAE Business School. Master in Logistics, Materials and Supply Chain Management from Universitat Ramon Llull. Industrial Engineering Diploma from ITSEM.

**Jordi Vila****Master in Executive Development, Emotional Intelligence and Coaching**

Team facilitator at Koakura. Coach Certified ACC and Professional Certified Coach accredited by the ICF. Professional Certified Coach accredited by the CTI. Executive and team coach specializing in accompanying teams throughout transformation processes. Executive Development Program at IESE.

7.3 Program Directors

CAMPUS MADRID

MBA



Ángel Andreu

International MBA
International MBA Madrid-Shanghai Executive Development Program

Board of Directors, International Development Director at Grupo INHISA. PhD in Industrial Engineering, International Executive MBA from EOI - INSEAD. MBA in Finance from IE. Industrial Engineering Diploma from the Universidad Politécnica de Madrid.



Alejandro de Pablo

MBA

Over 25 years' executive experience in sectors such as Mass Market, Entertainment, Education and Audiovisual. PhD in Business Economics. Bachelor Degree in Business Administration and Management from the Universidad Autónoma de Madrid.

GENERAL MANAGEMENT



Ignacio Santamarina

Master in Entrepreneurship and Innovation

Financial Director at Berkeley Minera España. Project Director at IDIMAS Gestión. Director of the Fundación Bases. European Master in Law and Economics from the European Union, with specific training in Foreign Trade (ICEX), Project Management (PMP), Corporate Finance (IE), Executive Negotiation (IE).

MARKETING AND SALES



César Moreno

Master in Marketing and Commercial Management
Master in Marketing and Sales

PhD in Business and Economics, ICADE. Executive MBA, IESE. Civil Engineer (Universidad Politécnica de Madrid) and Bachelor of Law (UNED).



Pablo Martín

Full-Time Master in Online Marketing and Electronic Commerce
Executive Master in Online Marketing and Electronic Commerce

Founder & CEO de Brandpith. Marketing and Business Development Consultant at Jawoi TV. Marketing Strategy Consultant at Unobrain. Business & Marketing Consultant at Ebrace. MBA from ESDEN. Master in Marketing and Communication Multimedia at IEDE. Bachelor Degree in Marketing and Sales from ESIC.

COMMUNICATION



Mencía de Garcillán

Master in Corporate Communication Management and CSR

Marketing and Training Department Director at Laboratorios Esseka. PhD in Economic and Business Sciences, specializing in marketing, from the Universidad de Deusto. Bachelor Degree in Economics and Business Studies, Universidad de Deusto.

LAW



Jesús Cárdenes

Executive MBA

Spain & Portugal Commercial Operations Director at Shire Pharmaceuticals. Member of the advisory team at the Retail Institute Spain & LATAM. PhD in Philosophy from the Universidad Camilo José Cela. MBA from the Escuela de Organización Industrial. Master in Business and Company Economics from the Universidad Camilo José Cela.



Ángel del Castillo

Global Executive MBA

PhD in Business Management from the Universidad de Santiago de Compostela; MBA from the Universidade da Coruña. Marketing and Commercial Director at companies such as Lactalis, Associated British Foods and Ebro Puleva, among others.



Gonzalo Moreno

Master of International Business

Independent consultant in Marketing and Sales in large multinationals; PhD in Marketing, Universidad Complutense de Madrid; MBA, IE.



Yolanda Alfaro

Master in Design Thinking & Customer Experience

Consulting Director at Globant. PhD in Philosophy from the Universidad Politécnica de Madrid. Master in Digital Economy and New Business Models from the Escuela de Organización Industrial. Postgraduate Degree in Operations Management, ICEMD.



Susana Cabada

Executive Master in Marketing Management
Master in Commercial and Sales Management

Director of Multi-channel Banking at Liberbank. Executive Finance Program at IE Business School. Master in Marketing and Communication Management. Bachelor Degree in Psychology of Organizations.



Rocío Albert

Official Master in Economic Analysis of Law

Coordinator of the Annual Course on the Economic Analysis of Law at Harvard University; Co-author of "Economic Freedom in Spain 2011" (CIVITAS), "Economic Freedom in Spain 2013 and 2015" (Civismo), and "Principles of Economics and Taxation"; PhD from the Universidad Complutense; Master in Law and Economics from the Universität Hamburg; Research placement at Oxford University.

7.3 Program Directors

MADRID CAMPUS

FINANCE AND STOCK MARKETS

**Francisco Isidro**

Full-Time Executive Master in Stock and Financial Markets
Executive Master in Stock and Financial Markets

Consultant at IFRYDHE Formación and Desarrollo. Executive Development Program at IESE. Master in Company Tax Consultancy at ESIC and University in Business Sciences, Accounting and Balance Analysis from the Universidad de Salamanca.

**Jaime Romano**

International Master in Corporate Finance

Partner at Grant Thornton - Management, Risk & IT Consulting; Partner and Director at Alhambria; Master in Economics and Business Administration from IESE.

OPERATIONS & LOGISTICS

**Elena Bulmer**

Full-Time Master in Supply Chain Management & Logistics
Master in Supply Chain Management & Logistics

Founder and President of Eco de la Tierra. Project Manager Professional (PMP). PhD in Zoology, UCM. Master in Wildlife Management. Conservation and Control from the University of Reading. Bachelor Degree in Biology with European Studies, University of Sussex.

**Gonzalo Fernández**

Full-Time Master in Project Management
Master in Project Management

Sub-Director of General Services at EMT in Madrid. Project Manager Professional (PMP) certified by the Project Management Institute. Envision Sustainability Professional (ENVP) certified by the Institute for Sustainable Infrastructure. PhD in Civil Engineering from the Universidad Politécnica de Madrid. MBA at Walden University (USA).

**Esther González**

Executive Master in Human Resources Management

Associate Director at Grupo BLC; Master in Human Resources Management from the Madrid Chamber of Commerce. Master in General Management and Strategic Planning from the Universidad Camilo José Cela.

**Merche Aranda**

Master in Leadership and Coaching
Master in Executive Development, Emotional Intelligence and Coaching

Director at IDEARE Consulting. Partner in Leadership University and Executive Coach at Airbus Group. Professional Certified Coach accredited by ICF. PhD cum laude in Social and Organizational Psychology from the UNED. Master in Psychology Research, UNED.

BIG DATA & ANALYTICS

**Francisco Javier Rivas**

Master in Financial Management (Spanish)
Master in Financial Management (English)

Partner and Director at IFRYDHE Formación and Desarrollo. Financial analyst certified by the Instituto de Analistas Financieros. Stock Market Trader with MEFF and DTB licences. PhD in Economics from the Universidad de Zaragoza. PhD in Economics from the Universidad de Zaragoza. Master in Advanced Economic Studies from the Collège d'Europe in Bruges. Bachelor Degree in History and Philosophy from the UNED.

**Francisco Puértolas**

Master in Accounting and Financial Management

Financial and Operations Director at Citytime; PhD in Business Economics from the Universidad Autónoma de Madrid; Executive Development Program from IESE; University Master in Taxation and Tax Consultancy from UDIMA.

**Iván Zamarrón**

Executive Master in Supply Chain Management & Logistics
Executive Master in Project Management

Partner and Director at Co.Ingenia. Project Manager Professional (PMP) from the Project Management Institute (PMI). Executive MBA from EAE Business School.

**José Fernández**

Full-Time Master in Big Data & Analytics

CTO at Co.Ingenia; MBA from IE.

**Izaskun López**

Executive Master in Big Data & Analytics

Data Scientist at Globant; MBA, Keynes Institute; Data Scientist Expert, U-Tad; Bachelor Degree in Actuarial and Financial Sciences. University Diploma in Statistics from the Universidad Complutense de Madrid; Expert Diploma in Data Science, Universidad Camilo José.

**José Luis Pérez**

Full-Time Master in Human Resources Management
Master in Human Resources Management (English)

Partner and Director at the Talent Factory. Coach certified by the Escuela Europea de Coaching. PhD in Economics from the Universidad Camilo José Cela. Official Master at Control and Strategic Planning in General Management from the Universidad Camilo José Cela.

EAE holds the annual meeting of the Advisory Board at the Fundación Telefónica in Madrid.

On 12th April, at the Fundación Telefónica venue in Madrid, EAE held the annual meeting of the members of the School's various Advisory Boards.

At the meeting, there were a number of workshops by area, a general overview of the School and the presentation of the Business Case of TESLA, given by the Country Manager of the company for Spain and Portugal, Jorge Millburn.

19 PEOPLE OF THE EAE TEAM ATTENDED FROM VARIOUS DEPARTMENTS:

Academic
Professional careers
Marketing
Program directors
Admissions

MEMBERS OF THE ADVISORY BOARD WHO TOOK PART IN THE MEETING:

62	Attendees
7	Finance
13	Operations and Project Management
12	Marketing and Communication
11	Human Resources



7.4 Academic Advisory Boards

Advisory Board

STOCK MARKET, FINANCE AND ACCOUNTING ADVISORY BOARD

CRISTINA TOMÁS
General Coordinator of the Stock Market and Finance Advisory Board
EAE Business School

ÁLVARO GARCÍA
General Coordinator of the Stock Market and Finance Advisory Board
EAE Business School

JUAN MASSANA
Group Manager
Banco Mediolanum

MONTSERRAT CASANOVAS
Vice-President
ACCID

ANA BALTASAR
Senior Director Finance & Business Partner
Chep USA

HELENA GÁMEZ
CFO
Aegis Media

ALICIA CORONIL
Economic Director
Círculo de Empresarios

SALVADOR CAMPAÑA
CFO
Affinity-Petcare

JOAN B. CASAS
Dean
Colegio de Economistas de Cataluña

DIEGO SÁNCHEZ
CFO
Agbar

RICARDO BLASCO
Finance Director, Global R2R lead
Coty

JOAN AMICÓ
CFO
Applus Group

ANTONIO ARNAZ
Financial Director
Grupo Día

IGNASI GONZÁLEZ
Financial Director
Marcilla (JDE Master Blenders)

ELENA PADIAL
Financial Director
Laboratoires SVR - Filorga

JOSÉ MARÍA GAY DE LIÉBANA
PhD in Economic Sciences

ÁLVARO CUESTA
Founder
Sonar Ventures

JESÚS MUÑOZ
Financial Services Manager
Southern Europe
Nike

LUIS TABERNER
Head of Planning & Performance Management GI Spain
Zurich

JOSEP FAJA
Wealth Management
Banco Espírito Santo Private Banking

VALERIA GUITART
CFO
Chiesi Group

ALBERTO MORO
CEO
Solventis

LEONARDO FERNÁNDEZ
Head of Intermediary Channel
Schroders Spain

JUAN CARLOS TRIVIÑO
Financial Director
Vichy Catalan Corporation

Advisory Board

OPERATIONS, LOGISTICS, PROJECT MANAGEMENT AND BIG DATA ADVISORY BOARD

MIQUEL SERRACANTA
General Coordinator of the Operations and Logistics Advisory Board
EAE Business School

MARC BARA
General Coordinator of the Operations and Logistics Advisory Board
EAE Business School

DAVID CUENCA
Vice President & Country General Manager
CHEP

GUILLERMO OLIVA
Chief Supply Chain Officer
Equivalenza

JOSÉ LUIS DÍAZ FERNÁNDEZ
Head of Corporate Demand Management
Ferrer

VÍCTOR SALES
Supply Chain Director
Danone Waters Spain

RAFAEL TORQUET
Iberia PPMS Manager
Accenture

ERNEST ESCAICH
Founder
DelBarri.com

ANDRÉS SÁNCHEZ
Supply Chain Director
Affinity PetCare

MANEL JIMÉNEZ
Chief Supply Chain & IT Officer
Cortefiel

VERÓNICA PASCUAL
CEO
Asti

MONTSE CISBERT
Supply Chain Development Manager MH Europe
MH Europe - LVMH

NATALIA FERNÁNDEZ
Sales & Marketing Manager
BOARD International
Member of Cabinet
CSCMP

ADA ANTONES
Global Veg Planning Process & Tools Roadmap Manager
Bayer Crop Science

CRISTINA DOMÈNECH
Supply Chain Director
Mango

ALBERT GINESTÀ
Chief Operating Officer
Nexica

FRANCISCO MILIAN
VP Business Development & Account Management Iberia
DHL

JOAN CARLES PEIRÓ
Operations Director
Nike Europe

CRISTINA ALTHENHOFEN
Programme Director
Fujitsu Technology Solutions

FRANCISCO JAVIER RODRÍGUEZ
PMO Head Global Services
Delivery Transformation en Nokia's Networks Business

MARÍA GARCÍA
Purchasing Director
Grupo Planeta

JORDI PASCUAL
Iberia Supply Chain Director
PepsiCo Iberia

JOSEP DEL ESTAL
Global Supply Chain Director
Puig

PEPE COMAS
Head of Region Mediterranean Field Service
Ericsson

XAVIER HERNÁNDEZ
Supply Chain Director
ISDIN

IVÁN MARTÍNEZ
Supply Chain Director
JM Bruneau España

Advisory Board

MARKETING, COMMUNICATION AND SALES ADVISORY BOARD

IRENE VILÀ
General Coordinator of the Marketing and Communication Advisory Board
EAE Business School

JUAN MORILLO
General Coordinator of the Marketing and Communication Advisory Board
EAE Business School

VÍCTOR CONDE
General Director
Asociación de Marketing de España

MIGUEL RODRÍGUEZ
Head of Advertising & Digital Marketing
Telefónica

ARNAU CLOFENT
Marketing Director Women's Brands
Danone

MARÍA ZARAGOZA
Director of Marketing and Communication
Epson

TONI RAURICH
Chief Revenue Officer
Wallapop

JOSÉ LUIS ZIMMERMANN
General Director
Adigital

LEO FARACHE
General Director
Asociación de Agencias de Medios

JAVIER ANDRÉS ORTEGA
Marketing Director
Atresmedia Publicidad

SANTIAGO CULÍ
Director of Communication and Public Relations
Boehringer Ingelheim España

NÚRIA GUIX
Global Data Manager
BP

JESÚS NEMESIO ARROYO
Director of Communication and Marketing
Fundación "la Caixa"

MIGUEL GÓMEZ
Chief Editor
Diario El Mundo

MARÍA CURA
Partner and General Director
Llorente & Cuenca

JOAN CALABIA
Brand Marketing Director
Dockers Europe

PAULINO OVIEDO
Shopper Marketing Commercial Leader
Nielsen

GUILLERMO COROMINAS
Institutional Relations Director
Mango

SERGIO CEREZO
Online Marketing Manager
Securitas Direct (Verisure Group)

FRANCESC CORBERÓ
Director of Communication
Nissan España y Portugal

CONRAD LLORENS
Founder & CEO
Summa Branding

GABRIEL GARCÍA
Executive Creative Director
OgilvyOne

ANA PALENCIA
Communication Director
Unilever

ANTONI BUIRA
Sales & Corporate Project Head
Sony Europe

Advisory Board

HUMAN AND COACHING RESOURCES

PILAR LLÁCER
General Coordinator of the Human Resources Advisory Board
EAE Business School

MAGALÍ RIERA
General Coordinator of the Human Resources Advisory Board
EAE Business School

JOSÉ ANTONIO GARCÍA
Partner Director
Ackermann Beaumont Group

JUAN MANUEL DELGADO
HR Manager
BP

MARC NICOLA
Global Talent & Development Head
Coca Cola

CARLOS UTANDA
Partner and Director
Ad Hoc Executive Search

ALICIA SÁNCHEZ
Director of Human Resources
Altran

RICARDO ALFARO
General Sub-Director
Asepeyo

JAIME RAMOS
Director of Regional Logistics
Decathlon

MARIANO CAÑAS
Director
Experis España

SUSANA CUTIÉRREZ
Director of Human Resources
General Óptica

MANEL CIMÉNEZ
People & Organization Director
GAES

ANTONIA ARÉVALO
Director of Human Resources
Laboratorios Ordesa

MATEO BORRÁS
Chief Human Resources Officer
Grifols

NATALIA FERNÁNDEZ
Director of People and Corporate Cultures
Mutualidad Abogacía

MANEL SALCEDO
Director of Recursos Humanos
Hospital Sant Joan de Deu

MAITE MORENO
CEO
Monday Happy Monday

JOSEP SENAR
Human Resources Manager
Kostal

CRISTINA MARQUÉS
Recruitment Leader
IBM

JUAN TINOCO
Director of Human Resources
LG Electronics

DANIEL FERREIRO
Director of Human Resources, Recruitment and Training
Sanitas

ÓSCAR IZQUIERDO
General Director
RAY Human Capital España

MIREIA VIDAL
Talent Acquisition & HR Director
Digital L'Oréal

JUAN DE HOCHES
HR Senior Director
Viacom

DAVID CAMPOS
Human Resources Director
Volkswagen Group Retail Spain

7.5 EAE's research activity

Overview of EAE's research activity

RESEARCH

Nº of articles published in catalogued journals	37
Nº of book chapters	15
Nº of books	1
Nº of presentations at congresses and conferences	40
Nº of congresses and activities organized at EAE	1
Nº of research groups in Madrid	4
Nº of research groups in Barcelona	3
New lecturers accredited by ANECA in Madrid	6
New lecturers accredited by ANECA in Barcelona	4
OVERALL GENERAL ACTIONS	111

DISSEMINATION

Nº of reports published by the Strategic Research Center	24
Nº of reports in Management & Innovation	3
Nº of reports in Marketing and Sales	3
Nº of reports in Business Review	1
Nº of reports in Learning & Pedagogics	1
OVERALL GENERAL ACTIONS	32

New research groups and activity of the EAE Case Study Centre

Over the course of the last academic year, EAE Business School conducted a great deal of research, teaching innovation and dissemination through a range of different initiatives.

The most significant development in this respect was the increase in the number of research groups to reach 7 groups currently active in 2018. These groups strive to promote the research activities of the faculty of EAE Business School in various fields. The following research groups are currently operating:

- Teaching Innovation Group (GID-EAE).
- Multidisciplinary Tourism Research Group (GRIT-EAE).
- Communication Research Group (Comm.Research-EAE).
- Innovation and Entrepreneurship Research Group (CIE-EAE)
- Post-globalization Ethics Research Group (GEPOS-EAE)
- Marketing and Consumer Behaviour Research Group (MARCO-EAE)
- Law and New Technologies Research Group (DERTEC-EAE)

Meanwhile, in 2018, the important work of the EAE Case Study Centre enabled the development of 20 case studies, including:

- Netflix
- Tesla
- Skype
- Go Pro
- Banco Santander
- Impact of the Football World Cup 2018

7.5 EAE's research activity

ARTICLES (CATALOGUED IN JCR, SCOPUS, SCIELO AND OTHER DATABASES)

The most important journals to publish articles by EAE professionals include: *Expert Systems with Applications*, *Critical Perspectives on Accounting*, *Interactive Learning Environments*, *International Journal of Production Research*, *Aquaculture Economics and Management*, *European Journal of Marketing*, *Revista Chilena de Derecho*, *Journal of International Entrepreneurship*, *Revista Latina de Comunicación Social*, *Journal of Global Information Management*, y *Central European Journal of Operations Research*.

The key articles published include:

Bautista-Valhondo J.; Alfaro-Pozo R. "An expert system to minimize operational costs in mixed-model sequencing problems with activity factor". *Expert Systems with Applications*, vol. 104, pp. 185-201, 2018.

Ravenda D.; Valencia-Silva M.; Argiles- Bosch J. M.; García-Blandón J. "Money laundering through the strategic management of accounting transactions". *Critical Perspectives on Accounting*, 2018.

Esteban-Millat I.; Martínez-López F.; Pujol-Jover M.; Gázquez-Abad J.; Alegret A. "An extension of the technology acceptance model for online learning environments". *Interactive Learning Environments*, vol. 26, n°. 7, pp. 895-910, 2018.

Calleja-Sanz G.; Corominas A.; Martínez C.; De la Torre R. "Methodological approaches to supply chain design". *International Journal of Production Research*, vol. 55, pp. 1-23, 2018.

Ruiz Campo S.; Zuniga-Jara S. "Reviewing capital cost estimations in aquaculture". *Aquaculture Economics and Management*, vol. 22, n°. 1, pp. 72-93, 2018.

Martínez-López F.; Merigó J.; Valenzuela-Fernández L.; Nicolás C. "Fifty years of the European Journal of Marketing: a bibliometric analysis". *European Journal of Marketing*, vol. 52, n°. 1/2, pp. 439-468, 2018.

López Jiménez D.; Monroy-Anton A.; Crichlow J. "La autorregulación del comercio electrónico: apreciaciones desde el derecho chileno". *Revista Chilena de Derecho*, vol. 44, n°. 2, pp. 347-369, 2018.

Zolfaghari Ejjal Manesh M.; Rialp-Criado A. "International ecopreneurs: The case of eco-entrepreneurial new ventures in the renewable energy industry". *Journal of International Entrepreneurship*, pp. 1-24, 2018.

Marqués-Pascual J.; Fondevila-Gascón J.; Morillo Bentué J. "Innovation in the accountability of public service media (PSM). The case of the CCMA". *Revista Latina de Comunicación Social*, n°. 73, pp. 1,090-1,114, 2018.

Su W.; Xu X.; Li Y.; Martínez-López F.; Li L. "Technological Innovation: A Case Study of Mobile Internet Information Technology Applications in Community Management". *Journal of Global Information Management*, vol. 26, n°. 2, pp. 193-203, 2018.

Bautista-Valhondo J.; Alfaro-Pozo R. "Mixed integer linear programming models for Flow Shop Scheduling with a demand plan of job types".

Central European Journal of Operations Research, 2018.

Ádamo E.; Dittmar E. "Off line brand community dynamics: An empirical study of antecedents and brand consequence of participation". *NTUT Journal of Intel. Property Law and Management*, vol. 7, n°. 2, pp. 42-68, 2018.

López Jiménez D. "Entender Block-chain. Una introducción a la tecnología de registro distribuido". *Opción*, vol. 34, n°. 87, pp. 1,446-1,453, 2018.

López Jiménez D.; Ádamo E. "Notas relativas a la tasa rosa: medidas frente a una actuación eventualmente discriminatoria". *Opción*, vol. 34, n°. 88, 2018.

Peralta Martín-Palomino A. "Análisis de registros de comportamientos previos para la toma de decisiones. APLICACIÓN PARA LA DIRECCIÓN DE PROYECTOS SOFTWARE". *ingeniare*, vol. 26, n°. 1, pp. 21-27, 2018.

Clavijo Buriticá N.; Willmer Escobar J.; Gutiérrez R. "Supply Network Design by Using Clustering and Mixed Integer Programming". *International Journal of Industrial Engineering and Management*, vol. 9, n°. 2, pp. 59-68, 2018.

Sánchez-Bayón A. "Estudio de la idiosincrasia estadounidense desde su teología política y ciencias eclesiásticas". *Estudios Eclesiásticos*, vol. 93, n°. 364, pp. 165-264, 2018.

Medina X. F. "Ir a comer en el mercado: aprovisionamiento, consumo y restauración en la transformación de dos modelos de promoción de los mercados urbanos (Barcelona y Madrid)".

Revista Española de Sociología, vol. 27, n°. 2, pp. 267-280, 2018.

López Jiménez D.; Dittmar E. "Consumer protection from abuses in commercial communications sent via radiofrequency". *Revista de Direito, Estado e Telecomunicações*, vol. 10, n°. 1, pp. 37-60, 2018.

Bautista-Valhondo J.; Alfaro-Pozo R. "A GRASP algorithm for Quota sequences with minimum work overload and forced interruption of operations in a mixed product assembly line". *Progress in Artificial Intelligence*, vol. 7, n°. 3, pp. 197-211, 2018.

Bautista-Valhondo J.; Alfaro-Pozo R. "A case study at the Nissan Barcelona factory to minimize the ergonomic risk and its standard deviation in a mixed-model assembly line". *Progress in Artificial Intelligence*, vol. 7, n°. 4, pp. 327-338, 2018.

Bautista-Valhondo J.; Alfaro-Pozo R. "Mixed integer linear programming models for minimizing ergonomic risk dispersion in an assembly line at the Nissan Barcelona factory". *Dirección y Organización*, n°. 65, pp. 72-89, 2018.

Leal Londoño M. P.; Medina X. F. "Turismo y economía colaborativa: el caso de los recorridos gratuitos a pie en Barcelona". *Cuadernos de Turismo*, n°. 41, pp. 323-341, 2018.

López Jiménez D. "Smart contract. Análisis jurídico". *Iuris Tantum. RBD*, n°. 27, pp. 578-602, 2018.

López Jiménez D. "Reflexiones de un replicante legal: Los retos jurídicos de la robótica y las tecnologías disruptivas". *Paakat*, vol. 9, n°. 16, 2018.

Lara M.; García Castillo N.; Bueno Doral T. "La innovación docente en los estudios de Comunicación: análisis documental de los proyectos financiados por las universidades públicas madrileñas". *CIC. Cuadernos de Información y Comunicación*, vol. 23, pp. 143-156, 2018.

Domínguez J. L.; Curós M. P. "Provision for Decommissioning: Theory and Reality in Spain". *International Journal of Economics, Business and Management Research*, vol. 2, n°. 5, pp. 110-128, 2018.

Marqués-Pascual J. "El sentido del rumor". *Inmediaciones de la Comunicación*, vol. 13, n°. 1, pp. 311-314, 2018.

López Sánchez E.; Casal Oubiña D. "El proceso de traspaso de la administración de justicia como instrumento de análisis de las dinámicas del Estado Autonómico". *Cuadernos de Gobierno y Administración Pública*, vol. 5, n°. 1, pp. 67-89, 2018.

Fondevila Gascón J. F.; Botey López J.; Rom Rodríguez J.; Vila F. "Monetización en publicidad digital: interactividad para HbbTV". *Hipertext.net: Revista Académica sobre Documentación Digital y Comunicación Interactiva*, n°. 16, pp. 22-31, 2018.

Sanz Bas D.; Morillo Bentué J. "The Hayekian Theory of Chronic Unemployment". *Procesos de mercado: Revista Europea de economía política*, vol. 15, n°. 1, pp. 13-38, 2018.

Medina X. F.; Leal M.; Vázquez-Medina J. "Tourism and Gastronomy". *Anthropology of food*, n°. 13, 2018.

Leal M.; Vázquez-Medina J.; Medina X. F.; "Gastronomy and tourism: blending local essence and global logic". *Anthropology of food*, n°. 13, 2018.

Medina, X. F. "La construcción del patrimonio cultural inmaterial de carácter alimentario y sus retos en el área mediterránea: el caso de la Dieta Mediterránea". *Revista Iberoamericana de Viticultura, Agroindustria y Ruralidad*, vol. 5, n°. 14, pp. 6-23, 2018.

Sánchez-Bayón A.; Campos García de Quevedo G.; Fuente Lafuente C. "Promoción y protección de los Derechos Humanos: claves sobre el sistema universal". *Derecho y Cambio Social*, n°. 54, 2018.

Sánchez-Bayón A.; Campos García de Quevedo G.; Fuente Lafuente C. "Derechos Humanos: síntesis histórica y marco comparado". *Derecho y Cambio Social*, n°. 53, 2018.

Sánchez Bergara S.; Leal Londoño M. P.; Medina F. X.; Mansilla J.; Travé R.; Milano C.; Soro E. "Sport Tourism as a driver for Cultural and Territorial Identity. Reflections on Methodological Aspects of a Research in Progress". *International Journal of Scientific Management and Tourism*, vol. 4, n°. 1, pp. 485-494, 2018.

7.5 EAE's research activity

BOOKS AND CHAPTERS

Over the course of 2018, EAE professionals have contributed to the following book chapters:

Bautista-Valhondo J.; Alfaro-Pozo R. "A Grasp Algorithm to Optimize Operational Costs and Regularity of Production in Mixed-Model Sequencing Problems with forced Interruption of Operations", in Herrera F.; Damas S.; Montes R.; Alonso S.; Cordón O.; González A. and Troncoso A. (eds). Advances in Artificial Intelligence, pp. 319-329, Editorial Springer, Spain, 2018.

Veltri A. R.; Ádamo G. E. "Il management degli eventi", in Ferrari S. (ed.). Event marketing, pp. 251-267, Editorial Wolters Kluwer, Italy, 2018.

Retolaza J. L.; San-Jose L.; Torres Pruñonosa J. "Legitimizing and Delegitimizing Factors of Firms in Society: Is It a Problem of Communication or Strategic? An Approach Based on the Distributed Social Value as the Key Factor for the Organizations' Social Legitimacy", in Díez De Castro E. and Peris-Ortiz M. (eds.). Organizational Legitimacy, pp. 159-170, Editorial Springer, Spain, 2018.

Marqués-Pascual J.; Tomás-Pérez C.; Ruiz Lozano D. "Los diarios económicos españoles, entre dos siglos", in Caldevilla Domínguez D. (eds.). Perfiles actuales en la información y en los informadores, pp. 161-172, Editorial Tecnos, Spain, 2018.

Marqués-Pascual J.; Esteban Yebra J. M.; Galí Izard J. M. "La presencia digital de los CEO españoles", in Rodríguez

Breijo V.; Toledo Buendía S.; Hernández C. and Ardèvol Abreu A. (eds.). El fin de un modelo de política, pp. 42-43, Editorial Cuadernos Artesanos de Comunicación, Spain, 2018.

Marqués-Pascual J.; Fondevila-Gascón J.; Morillo Bentué J. "La innovación en la rendición de cuentas de los medios de comunicación de servicio público (PSM). El caso de la CCMA", in Túñez-López M. and Campos-Freire F. (eds.). Innovación en Comunicación, pp. 209-248, Editorial Cuadernos Artesanos de Comunicación, Spain, 2018.

Marqués-Pascual J.; Arisó Cruz A. "La utilización de la ficción audiovisual como estrategia de innovación docente en el ámbito de la comunicación política", in Contenidos docentes de Vanguardia, pp. 309-324, Editorial Gedisa, Spain, 2018.

Calleja-Sanz G.; Olivella Nadal J.; Joan Vinyals R. "Project Management", in Machado, C. and Davim, J. Paulo (eds.). Micro MBA: Theory and Practice, pp. 51-83, Editorial De Gruyter, Germany, 2018.

Leal Londoño M. P.; Medina X. F. "Introducción. El turismo gastronómico en América Latina y en España: Necesidad de reflexión sobre su situación y sus perspectivas de futuro", in Medina X. F. and Leal Londoño M. P. (eds.). Gastronomía y turismo en Iberoamérica, pp. 9-13, Editorial Trea, Spain, 2018.

Leal Londoño M. P.; Quintero P.; Bernal C. "La gastronomía en la mesa política colombiana: el caso de 'Medellín

sí sabe", in Medina X. F. and Leal Londoño M. P. (eds.). Gastronomía y turismo en Iberoamérica, pp. 99-120, Editorial Trea, Spain, 2018.

Medina X. F.; Gómez-Patiño M.; Puyuelo, J. M. y Tomás, C. "Turismo enogastronómico en España: Cultura, patrimonio, economía y capacidad de reacción ante la crisis socioeconómica", in Medina X. F. and Leal Londoño M. P. (eds.). Gastronomía y turismo en Iberoamérica, pp. 201-223, Editorial Trea, Spain, 2018.

Medina X. F.; Vázquez-Medina J. A. "From ingredient to dish: the role of supply in the culinary practices of Mexican migrants in the United States", in Mata-Codesal, D. and Abranchedes, M. (eds.). Food Parcels in International Migration. Intimate Connections, pp. 191-210, Editorial Palgrave Macmillan, Suiza, 2018.

Medina X. F.; Tresserras J. "Introduction. Gastronomy and Tourism: Social and Cultural Perspectives", in Medina X. F. and Tresserras J. (eds.). Food, gastronomy and tourism. Social and cultural perspectives, pp. 9-14, Editorial de Guadalajara, Mexico, 2018.

Navarro G.; Medina X. F. "Stamps, Tourism and Gastronomy: the role of Gastronomy in promoting tourism in Spain through the postage stamp", in Medina X. F. and Tresserras J. (eds.). Food, gastronomy and tourism. Social and cultural perspectives, pp. 15-30, Editorial de Guadalajara, Mexico, 2018.

Parramon P.; Medina X. F.; Bag-

RESEARCH TRAINING

In 2018, a total of ten EAE lecturers earned ANECA accreditations, four at the Barcelona Campus and six at the Madrid Campus. EAE professionals also trained on the various online courses run by the FECYT (Spanish Foundation for Science and Technology), focusing on the use of the different tools available on the Web of Science, the most important of which include:

- Identifying, viewing and analysing open content on the Web of Science.
- General overview and explanation of the analytical tools and citation metrics based on data from the Main Collection of the Web of Science.
- The new Publon profile: a unique platform on which researchers can show the impact of their research, add publications, view Web of Science citation metrics and add review activities.

7.5 EAE's research activity

CONGRESSES

Presentations made at congresses

A total of 14 presentations were given abroad, included sessions in Milan, Reykjavik, Athens, Berlin, Atlanta, Cambridge, Stirling, Puebla, Lisbon and Monterrey. Moreover, EAE professionals actively participated in top-level congresses, such as the 15th Harvard Course in Law and Economics (Josep Maria Altarriba, David López Jiménez, Eduardo Carlos Dittmar), 41st Annual Congress of the European Accounting Association, Milan, Italy, from 30th May to 1st June 2018.

The following presentations were given at the congresses:

Ávila Rondón M. "Analysis of knowledge, perception and assessment of innovation and entrepreneurship competence by bachelor's degree students". 12th Annual International Technology, Education and Development Conference, Valencia, Spain, from 5th to 7th March 2018.

Riera Roca M. "Conflict of interests: la intervención del intermediario en los TPO". 4th Edition of Sport and Global Governance. Sport and rights, Barcelona, Spain, from 26th to 27th April 2018.

Gali J. M. "Situació i perspectives de les polítiques de sostenibilitat en la empresa Catalana desenvolupades a través de les agrupacions sectorials (Associacions i Clusters)". 3rd Catalan Congress of Economy and Business, Barcelona, Spain, 17th May 2018.

Valencia Silva, M. "Strategic Management of Accounting Transactions as a Means of Money Laundering". 41st Annual Congress of the European Accounting Association, Milan, Italy, from 30th May to 1st June 2018.

Pujol Jordi C. "Amat Immobiliaris: afrontando los retos del siglo XXI". V Jornada ACCID Noves tendències en Comptabilitat, Control i Finances Carrión, Barcelona, Spain, 1st June 2018.

Chamizo J.; Curós P.; Cano E. "La gamificación como herramienta de aprendizaje. El kahoot en contabilidad". XVIII Congreso Internacional ASEPU, Madrid, Spain, from 19th to 22nd June 2018.

Valencia Silva, M. "Transparency, Sustainability, Anticorruption and Fraud Screening: Best Practices and Misbehaviours". EURAM Conference 2018, Reykjavik, Iceland, from 20th to 23rd June 2018.

Vilà Trepaut I. "Planning to do or not to do: the efficacy of implementation intentions on healthy and unhealthy eating behaviours". 2018 European ACR Conference, Gante, Belgium, from 21st to 23rd June 2018.

Marqués Pascual J. "El caso Bell Pottinger. Cuando el lucro entra por la puerta, la ética salta por la ventana". V Encuentro Internacional de Comunicación Política, Bilbao, Spain, from 20th to 23rd June 2018.

Ádamo G. E. "Destination managers' ambivalence towards the use of shocking advertising - an exploratory study". 2018 International Conference on Research in Advertising (ICORIA), Valencia, Spain, from 21st to 23rd June 2018.

Curós P.; Cano E.; Chamizo J. "Gamificación como medio educativo: El kahoot en el aprendizaje de la Contabilidad". 25th International Conference of Learning, Athens, Greece, from 21st to 23rd June 2018.

Gallego Gómez C. "Artificial intelligence as an enabling tool for the development of dynamic capabilities in the banking industry". XXVIII Congreso Nacional de la Asociación Científica de Economía y Dirección de la Empresa, Valladolid, Spain, from 24th to 26th June 2018.

Dittmar E. C.; Gallego Gómez C. "Challenges and acceptance of online Marketing Postgraduate studies versus traditional teaching". 7th International Conference on Education (IC-ED-2018), Berlin, Germany, from 28th to 30th June 2018.

Dittmar E. C. "Entrepreneurship simulations and real business world experience". 7th International Conference on

Education (IC-ED-2018), Berlin, Germany, from 28th to 30th June 2018.

Vilà Trepaut I. "How to Improve Healthy Eating Behaviours Through Implementation Intention Intervention: A Propositional Inventory". Academy of Marketing Conference 2018, Stirling, Scotland, from 2nd to 5th July 2018.

Calleja Sanz G.; Vila Bonilla M.; Torrez Meruvia H.; Sauleda Palmer A. "A flipped classroom experience in management learning". EDULEARN 2018, Mallorca, Spain, from 2nd to 4th July 2018.

Alfaro-Pozo R.; Ávila Rondón M.; Morillo J. "Business school accreditations: compatibility between official programs in the Spanish university system and the accreditation of the association of MBAs (AMBA)". EDULEARN 2018, Mallorca, Spain, from 2nd to 4th July 2018.

Alfaro-Pozo R.; Bautista J. "Collaborative problem and project-based learning: the case of operations management in the master's degree in management engineering". EDULEARN 2018, Mallorca, Spain, from 2nd to 4th July 2018.

De Andrés A.; Arisó A.; Girotto M.; Seguí, L.; Garuti. F. "A model for reinforcing teamwork and information management competencies". EDULEARN 2018, Mallorca, Spain, from 2nd to 4th July 2018.

Puerto Casasnovas E.; Galiana Richart J. "Impacto económico de la calidad en las escuelas de negocios y universidades privadas en Cataluña". XXXII Congreso Internacional de Economía Aplicada, ASEPELT 2018, Huelva, Spain, from 4th to 7th July 2018.

Medina F. X. "Mercados alimentarios, restauración y turismo: reflexiones sobre la reconfiguración de los mercados urbanos en Barcelona y Madrid". 56º Congreso Internacional de Americanistas, Salamanca, Spain, from 16th to 20th July 2018.

Casal D. "Governance of the Global Sports Movement. Who decides what, when and where?". 25th IPSA World Congress of Political Science, Brisbane, Australia, from 21st to 25th July 2018.

Dittmar E. C.; Zolfaghari M. "Foreign Market Entry Mode and Entrepreneurial Internationalization of Renewable Energy Companies". 27th Annual CI-MaR Conference Consortium for International Marketing Research, Atlanta, USA, from 12th to 15th September 2018.

Zolfaghari M. "Entrepreneurial internationalization in renewable energy industry: the effect of firms' resources, networks, business models, and commercialization". 27th Annual CI-MaR Conference Consortium for International Marketing Research, Atlanta, USA, from 12th to 15th September 2018.

Marqués Pascual J. "Los sistemas de rendición de cuentas de la corporación catalana de medios audiovisuales (CCMA)". I Simposio Internacional de Revista Latina de Comunicación Social, Santiago, Spain, from 13th to 14th September 2018.

Medina F. X. "Mercados alimentarios, turismo y gentrificación: la reinauguración del mercado de Sant Antoni en Barcelona, las prevenciones contra el turismo y las reivindicaciones vecinales". Congreso Español de Sociología de la alimentación, Gijón, Spain, from 27th to 28th September 2018.

Ramos F., "El impacto de la digitalización en el desarrollo de las competencias profesionales". XXIII Simposium Internacional de Negocios y Contaduría Pública, Puebla, Mexico, from 17th to 18th October 2018.

Marqués Pascual J. "Estrategia de innovación docente en comunicación política mediante la ficción audiovisual". CUICIID 2018, Madrid, Spain, from 24th to 25th October 2018.

Marqués Pascual J. "La ruptura de la espiral de silencio en Cataluña. El papel de sociedad civil catalana". CUICIID 2018, Madrid, Spain, from 24th to 25th October 2018.

Paredes C. "Presencia equilibrada de las mujeres en los consejos de administración de las empresas cotizadas". Congreso Internacional de Derecho

7.5 EAE's research activity

Civil, Salamanca, Spain, from 24th to 26th October 2018.

Altarriba, J. M.; López Jiménez D.; Dittmar E. C. "New perspectives on intellectual and industrial property: distributor brands". 15th Harvard Course in Law and Economics, Cambridge, USA, from 29th October to 2nd November 2018.

Fondevila Gascón, J. F.; Marqués Pascual J. "Impacto de la robótica en el sector turístico: ventajas e inconvenientes". 3rd On/Off International Conference in Marketing Decision Making, Barcelona, Spain, from 7th to 8th November 2018.

Oliveira Rodríguez B.; Arroyo-Cañada F. J. "Influence factors in the purchase of ecological food in Spain". 3rd On/Off International Conference in Marketing Decision Making, Barcelona, Spain, from 7th to 8th November 2018.

Vila Márquez F.; Ávila-Rondón M. F. "Implementación de la RGPD en empresas, ¿el camino hacia BBDD más cualificadas?". 3rd On/Off International Conference in Marketing Decision Making, Barcelona, Spain, from 7th to 8th November 2018.

González Peláez M.; Solé-Moro M. L. "La gastronomía como reclamo de marketing en la comunicación de un destino turístico". 3rd On/Off International Conference in Marketing Decision Making, Barcelona, Spain, from 7th to 8th November 2018.

Ávila-Rondón M. F.; Morillo Bentué J. "Análisis de las estrategias de marketing internacional de las empresas españolas productoras y comercializadoras de bebidas alcohólicas para los mercados de Oriente Medio". 3rd On/Off International Conference in Marketing Decision Making, Barcelona, Spain, from 7th to 8th November 2018.

Girotto M.; Arisó Cruz A. Exploring content strategies in social media: the case of Catalan public universities usage of Instagram". 3rd On/Off International Conference in Marketing Decision Making, Barcelona, Spain, from 7th to 8th November 2018.

Gallego Gómez C. "The impact of Industry 4.0 on digital transformation". 3rd On/Off International Conference in Marketing Decision Making, Barcelona, Spain, from 7th to 8th November 2018.

Villalba-Romero F.; Liyanage C. "Building resilience to natural disasters using financial instruments". 8th ICBR International Conference on Building Resilience, Lisbon, Portugal, from 14th to 16th November 2018.

Tomás C.; Arizó A.; Rodríguez Pichardo C. "Modelo de Mentoreo basado en la micropedagogía positiva que favorece al desarrollo psicosocial estudiantil". Congreso Internacional de Innovación Educativa, Monterrey, from 10th to 12th December 2018.

Congress organization

In 2018, EAE Business School took part in the organization of the 3rd ON/OFF International Conference in Marketing Decision Making, with the Universitat de Barcelona, on 7th and 8th November. It provided an excellent opportunity for professionals to exchange points of view about the different applications of Marketing in companies, as well as analysing different innovative learning methodologies in the field applied to tuition in educational institutions.

RESEARCH GROUPS

In Madrid, EAE's key research groups include:

- Law and New Technologies Research Group (DERTEC-EAE), led by Dr. David López Jiménez.

- Marketing and Consumer Behaviour Research Group (MARCO-EAE), led by Dr. Eduardo Carlos Dittmar.

- Innovation and Entrepreneurship Research Group (GIE-EAE), led by Dr. Marcelo Leporati.

- Post-globalization Ethics Research Group (CEPOS-EAE), led by Dr. Antonio Sánchez-Bayón.

Meanwhile, in Barcelona, the School's research groups focus on the following areas:

- **Tourism Research Group (GRIT-EAE)**, led by Dr. Francesc Xavier Medina.
- **Communication Research Group (Comm.Research-EAE)**, led by Dr. Joaquín Marqués Pascual.
- **Teaching Innovation Group (GID-EAE)**, led by Dr. Albert Arizó.

Law and New Technologies Research Group (DERTEC-EAE)

The Law and New Technologies Research Group (DERTEC-EAE) is headed by Dr. David López Jiménez as the lead researcher. As the name suggests, the group's work focuses on the application of laws and new technologies to industry and business in particular. The head researcher has extensive and consolidated international experience in his field of knowledge.

Articles:

López Jiménez D.; Monroy-Anton A.; Crichlow J. "La autorregulación del comercio electrónico: apreciaciones desde el derecho chileno". Revista Chilena de Derecho, vol. 44, nº. 2, pp. 347-369, 2018.

López Jiménez D.; Dittmar E. "Consumer protection from abuses in commercial communications sent via radiofrequency". Revista de Direito, Estado e Telecomunicações, vol. 10, nº. 1, pp. 37-60, 2018.

López Jiménez D. "Entender Blockchain. Una introducción a la tecnología de registro distribuido". Opción, vol. 34, nº. 87, pp. 1,446-1,453, 2018.

López Jiménez D.; Ádamo E. "Notas relativas a la tasa rosa: medidas frente a una actuación eventualmente discriminatoria". Opción, vol. 34, nº. 88, 2018.

López Jiménez D. "Smart contract. Análisis jurídico". Iuris Tantum. RBD, nº. 27, pp. 578-602, 2018.

López Jiménez D. "Reflexiones de un replicante legal: Los retos jurídicos de la robótica y las tecnologías disruptivas". Paakat, vol. 9, nº. 16, 2018.

López Sánchez E.; Casal Oubiña D. "El proceso de traspaso de la administración de justicia como instrumento de análisis de las dinámicas del Estado Autonómico". Cuadernos de Gobierno y Administración Pública, vol. 5, nº. 1, pp. 67-89, 2018.

Congress presentations:

Altarriba, J. M.; López Jiménez D.; Dittmar E. C. "New perspectives on intellectual and industrial property: distributor brands". 15th Harvard Course in Law and Economics, Cambridge, USA, from 29th October to 2nd November 2018.

Riera Roca M. "Conflictos de intereses: la intervención del intermediario en los TPO". 4th Edition of Sport and Global Governance. Sport and rights, Barcelona, Spain, from 26th to 27th April 2018.

Paredes C. "Presencia equilibrada de las mujeres en los consejos de administración de las empresas cotizadas". Congreso Internacional de Derecho Civil, Salamanca, Spain, from 24th to 26th October 2018.

Marketing and Consumer Behaviour Research Group (MARCO-EAE)

The Marketing and Consumer Behaviour Research Group (MARCO-EAE) is headed by Dr. Eduardo Carlos Dittmar as the lead researcher. The group's work particularly focuses on the way in which marketing strategies and actions are applied in businesses at both a national and international level.

Articles:

Martínez-López F.; Merigó J.; Valenzuela-Fernández L.; Nicolás C. "Fifty years of the European Journal of Marketing:

7.5 EAE's research activity

a bibliometric analysis". European Journal of Marketing, vol. 52, n°. 1/2, pp. 439-468, 2018.

Ádamo E.; Dittmar E. "Off line brand community dynamics: An empirical study of antecedents and brand consequence of participation". NTUT Journal of Intel. Property Law and Management, vol. 7, n°. 2, pp. 42-68, 2018.

López Jiménez D.; Dittmar E. "Consumer protection from abuses in commercial communications sent via radiofrequency". Revista de Direito, Estado e Telecomunicações, vol. 10, n°. 1, pp. 37-60, 2018.

López Jiménez D. "Entender Block-chain. Una introducción a la tecnología de registro distribuido". Opción, vol. 34, n°. 87, pp. 1,446-1,453, 2018.

Zolfaghari Ejjal Manesh M.; Rialp-Criado A. "International ecopreneurs: The case of eco-entrepreneurial new ventures in the renewable energy industry". Journal of International Entrepreneurship, pp. 1-24, 2018.

Domínguez J. L.; Curós M. P. "Provision for Decommissioning: Theory and Reality in Spain". International Journal of Economics, Business and Management Research, vol. 2, n°. 5, pp. 110-128, 2018.

Book chapters:

Veltri A. R.; Ádamo G. E. "Il management degli eventi", in Ferrari S. (ed.). Event marketing, pp. 251-267, Editorial Wolters Kluwer, Italy, 2018.

Congress presentations:

Dittmar E. C.; Zolfaghari M. "Foreign Market Entry Mode and Entrepreneurial Internationalization of Renewable Energy Companies". 27th Annual CI-MaR Conference Consortium for International Marketing Research, Atlanta, USA., from 12th to 15th September 2018.

Dittmar E. C.; Gallego Gómez C. "Challenges and acceptance of online Marketing Postgraduate studies versus traditional teaching". 7th International Conference on Education (IC-ED-2018), Berlin, Germany, from 28th to 30th June 2018.

Dittmar E. C. "Entrepreneurship simulations and real business world experience". 7th International Conference on Education (IC-ED-2018), Berlin, Germany, from 28th to 30th June 2018.

Altarriba, J. M.; López Jiménez D.; Dittmar E. C. "New perspectives on intellectual and industrial property: distributor brands". 15th Harvard Course in Law and Economics, Cambridge, USA, from 29th October to 2nd November 2018.

Ádamo G. E. "Destination managers' ambivalence towards the use of shocking advertising - an exploratory study". 2018 International Conference on Research in Advertising (ICORIA), Valencia, Spain, from 21st to 23rd June 2018.

Gallego Gómez C. "Artificial intelligence as an enabling tool for the development of dynamic capabilities in the banking industry". XXVIII Congreso Nacional de la Asociación Científica

de Economía y Dirección de la Empresa, Valladolid, Spain, from 24th to 26th June 2018.

Gali J. M. "Situació i perspectives de les polítiques de sostenibilitat en la empresa Catalana desenvolupades a través de les agrupacions sectorials (Associacions i Clusters)". 3rd Catalan Congress of Economy and Business, Barcelona, Spain, 17th May 2018.

Vilà Trepot I. "Planning to do or not to do: the efficacy of implementation intentions on healthy and unhealthy eating behaviours". 2018 European ACR Conference, Gante, Belgium, from 21st to 23rd June 2018.

Vilà Trepot I. "How to Improve Healthy Eating Behaviours Through Implementation Intention Intervention: A Propositional Inventory". Academy of Marketing Conference 2018, Stirling, Scotland, from 2nd to 5th July 2018.

Ramos F. "El impacto de la digitalización en el desarrollo de las competencias profesionales". XXIII Symposium Internacional de Negocios y Contaduría Pública, Puebla, Mexico, from 17th to 18th October 2018.

Gallego Gómez C. "The impact of Industry 4.0 on digital transformation". 3rd On/Off International Conference in Marketing Decision Making, Barcelona, Spain, from 7th to 8th November 2018.

Ávila-Rondón M. F.; Morillo Bentué J. "Análisis de las estrategias de marketing internacional de las empresas españolas productoras y comercializadoras de bebidas alcohólicas para los

mercados de Oriente Medio". 3rd On/Off International Conference in Marketing Decision Making, Barcelona, Spain, from 7th to 8th November 2018.

EAE's Multidisciplinary Tourism Research Group (GRIT-EAE)

EAE's Multidisciplinary Tourism Research Group (GRIT-EAE) was created at the end of 2014 at the EAE Barcelona campus. Focusing on an area as interdisciplinary and cross-functional as tourism, Dr. Xavier Francisco Medina brings together the different points of view and approaches present at EAE.

Articles:

Medina X. F. "Ir a comer en el mercado: aprovisionamiento, consumo y restauración en la transformación de dos modelos de promoción de los mercados urbanos (Barcelona y Madrid)", Revista Española de Sociología, vol. 27, n°. 2, pp. 267-280, 2018.

Leal Londoño M. P.; Medina X. F. "Turismo y economía colaborativa: el caso de los recorridos gratuitos a pie en Barcelona". Cuadernos de Turismo, n°. 41, pp. 323-341, 2018.

Medina X. F.; Leal M.; Vázquez-Medina J. "Tourism and Gastronomy". Anthropology of Food, n°. 13, 2018.

Leal M.; Vázquez-Medina J.; Medina X. F.; "Gastronomy and tourism: blending local essence and global logic". Anthropology of Food, n°. 13, 2018.

Medina X. F.; Gómez-Patiño M.; Puyuelo, J. M. and Tomás, C. "Turismo enogastronómico en España: Cultura, patrimonio, economía y capacidad de reacción ante la crisis socioeconómica", in Medina X. F. and Leal Londoño

M. P. (eds.). Gastronomía y turismo en Iberoamérica, pp. 201-223, Editorial Trea, Spain, 2018.

Medina X. F.; Vázquez-Medina J. A. "From ingredient to dish: the role of supply in the culinary practices of Mexican migrants in the United States", in Mata-Codesal, D. and Abranches, M. (eds.). Food Parcels in International Migration. Intimate Connections, pp. 191-210, Editorial Palgrave Macmillan, Suiza, 2018.

Medina X. F.; Tresserras J. "Introduction. Gastronomy and Tourism: Social and Cultural Perspectives", in Medina X. F. and Tresserras J. (eds.). Food, gastronomy and tourism. Social and cultural perspectives, pp. 9-14, Editorial de Guadalajara, Mexico, 2018.

Navarro G.; Medina X. F. "Stamps, Tourism and Gastronomy: the role of Gastronomy in promoting tourism in Spain through the postage stamp", in Medina X. F. and Tresserras J. (eds.). Food, gastronomy and tourism. Social and cultural perspectives, pp. 15-30, Editorial de Guadalajara, Mexico, 2018.

Parramon P.; Medina X. F.; Bagés-Querol, F. "Gastronomy, Tourism and big TV productions. reflection on the case of Game of Thrones in Northern Ireland and Girona", in Medina X. F. and Tresserras J. (eds.). Food, gastronomy and tourism. Social and cultural perspectives, pp. 101-126, Editorial de Guadalajara, Mexico, 2018.

7.5 EAE's research activity

Congress presentations:

Medina F. X. "Mercados alimentarios, restauración y turismo: reflexiones sobre la reconfiguración de los mercados urbanos en Barcelona y Madrid". 56º Congreso Internacional de Americanistas, Salamanca, Spain, from 16th to 20th July 2018.

Medina F. X. "Mercados alimentarios, turismo y gentrificación: la reinauguración del mercado de Sant Antoni en Barcelona, las prevenciones contra el turismo y las reivindicaciones vecinales". Congreso Español de Sociología de la alimentación, Gijón, Spain, from 27th to 28th September 2018.

Fondevila Gascón, J. F.; Marqués Pascual J. "Impacto de la robótica en el sector turístico: ventajas e inconvenientes". 3rd On/Off International Conference in Marketing Decision Making, Barcelona, Spain, from 7th to 8th November 2018.

Oliveira Rodríguez B.; Arroyo-Cañada F. J. "Influence factors in the purchase of ecological food in Spain". 3rd On/Off International Conference in Marketing Decision Making, Barcelona, Spain, from 7th to 8th November 2018.

González Peláez M.; Solé-Moro M. L. "La gastronomía como reclamo de marketing en la comunicación de un destino turístico". 3rd On/Off International Conference in Marketing Decision Making, Barcelona, Spain, from 7th to 8th November 2018.

Communication Research Group (Comm.Research-EAE)

In 2017, EAE's Communication Research Group (Comm.Research-EAE) was created in order to provide responses to problems related to the media. At the moment, the group is working to incorporate new lecturers who have joined the School in the last few months, both in Madrid and Barcelona. The group is led by Dr. Joaquín Marqués-Pascual.

Articles:

Marqués-Pascual J.; Fondevila-Gascón J.; Morillo Bentué J. "Innovation in the accountability of public service media (PSM). The case of the CCMA". Revista Latina de Comunicación Social, nº. 73, pp. 1,090-1,114, 2018.

Lara M.; García Castillo N.; Bueno Doral T. "La innovación docente en los estudios de Comunicación: análisis documental de los proyectos financiados por las universidades públicas madrileñas". CIC. Cuadernos de Información y Comunicación, vol. 23, pp. 143-156, 2018.

Marqués-Pascual J. "El sentido del rumor". Inmediaciones de la Comunicación, vol. 13, nº. 1, pp. 311-314, 2018.

Fondevila Gascón J. F.; Botez López J.; Rom Rodríguez J.; Vila F. "Monetización en publicidad digital: interactividad para HbbTV". Hipertext.net: Revista Académica sobre Documentación Digital y Comunicación Interactiva, nº. 16, pp. 22-31, 2018.

Book chapters:

Retolaza J. L.; San-Jose L.; Torres Pruñonosa J. "Legitimizing and Delegitimizing Factors of Firms in Society: Is It a Problem of Communication or Strategic? An Approach Based on the Distributed Social Value as the Key Factor for the Organizations' Social Legitimacy", in Díez De Castro E. and Peris-Ortiz M. (eds.), *Organizational Legitimacy*, pp. 159-170, Editorial Springer, Spain, 2018.

Marqués-Pascual J.; Tomás-Pérez C.; Ruiz Lozano D. "Los diarios económicos españoles, entre dos siglos", in Caldevilla Dominguez D. (eds.), *Perfiles actuales en la información en los informadores*, pp. 161-172, Editorial Técnicos, Spain, 2018.

Marqués-Pascual J.; Esteban Yebra J. M.; Galí Izard J. M. "La presencia digital de los CEO españoles", in Rodríguez Breijo V.; Toledo Buendía S.; Hernández C. and Ardèvol Abreu A. (eds.). *El fin de un modelo de política*, pp. 42-43, Editorial Cuadernos Artesanos de Comunicación, Spain, 2018.

Marqués-Pascual J.; Fondevila-Gascón J.; Morillo Bentué J. "La innovación en la rendición de cuentas de los medios de comunicación de servicio público (PSM). El caso de la CCMA", in Túñez-López M. and Campos-Freire F. (eds.). *Innovación en Comunicación*, pp. 209-248, Editorial Cuadernos Artesanos de Comunicación, Spain, 2018.

Marqués-Pascual J.; Arisó Cruz A. "La utilización de la ficción audiovisual como estrategia de innovación docente en el ámbito de la comunicación política", in *Contenidos docentes de vanguardia*, pp. 309-324, Editorial Gedisa, Spain, 2018.

Congress presentations:

Marqués Pascual J. "El caso Bell Pottinger. Cuando el lucro entra por la puerta, la ética salta por la ventana". V Encuentro Internacional de Comunicación Política, Bilbao, Spain, from 20th to 23rd June 2018.

Casal D. "Governance of the Global Sports Movement. Who decides what, when and where?". 25th IPSA World Congress of Political Science, Brisbane, Australia, from 21st to 25th July 2018.

Marqués Pascual J. "Los sistemas de rendición de cuentas de la corporación catalana de medios audiovisuales (CCMA)". I Simposio Internacional de Revista Latina de Comunicación Social, Santiago, Spain, from 13th to 14th September 2018.

Marqués Pascual J. "Estrategia de innovación docente en comunicación política mediante la ficción audiovisual". CUCIID 2018, Madrid, Spain, from 24th to 25th October 2018.

Marqués Pascual J. "La ruptura de la espiral de silencio en Cataluña. El papel de Sociedad Civil Catalana". CUCIID 2018, Madrid, Spain, from 24th to 25th October 2018.

EAE's Teaching Innovation Group (GID-EAE)

EAE's Teaching Innovation Group (GID-EAE) is an active member of the RIMA project (Research and Innovation in Learning Methodologies), organized by the ICE (Institute of Science and Education), which brings together all the university centres of the Universitat Politècnica de Catalunya (UPC) involved in teaching innovation and improvement.

Since May 2016, it has also formed part of the UPC's GRECO competence research group. The group is led by Dr. Albert Arisó.

Articles:

Esteban-Millat I.; Martínez-López F.; Pujol-Jover M.; Gázquez-Abad J.; Alegret A. "An extension of the technology acceptance model for online learning environments". *Interactive Learning Environments*, vol. 26, nº. 7, pp. 895-910, 2018.

Book chapters:

Marqués-Pascual J.; Arisó Cruz A. "La utilización de la ficción audiovisual como estrategia de innovación docente en el ámbito de la comunicación política", in *Contenidos docentes de vanguardia*, pp. 309-324, Editorial Gedisa, Spain, 2018.

Congress presentations:

Tomás C.; Arizó A.; Rodríguez Pichardo C. "Modelo de Mentoreo basado en la micropedagogía positiva que favorece al desarrollo psicosocial estudiantil". Congreso Internacional de Innovación Educativa, Monterrey, from 10th to 12th December 2018.

Ávila Rondón M. "Analysis of knowledge, perception and assessment of innovation and entrepreneurship competence by bachelor's degree students". 12th Annual International Technology, Education and Development Conference, Valencia, Spain, from 5th to 7th March 2018.

Chamizo J.; Curós P.; Cano E. "La gamificación como herramienta de aprendizaje. El kahoot en contabilidad". XVIII Congreso Internacional ASEPUC, Madrid, Spain, from 19th to 22nd June 2018.

Dittmar E. C.; Gallego Gómez C. "Challenges and acceptance of online Marketing Postgraduate studies versus traditional teaching". 7th International Conference on Education (IC-ED-2018), Berlin, Germany, from 28th to 30th June 2018.

Curós P.; Cano E.; Chamizo J. "Gamificación como medio educativo: El kahoot en el aprendizaje de la Contabilidad". 25th International Conference of Learning, Athens, Greece, from 21st to 23rd June 2018.

Calleja Sanz G.; Vila Bonilla M.; Torrez Meruvia H.; Sauleda Palmer A. "A flipped classroom experience in management learning". EDULEARN 2018, Mallorca, Spain, from 2nd to 4th July 2018.

Alfar-Pozo R.; Ávila Rondón M.; Morillo J. "Business school accreditations: compatibility between official programs in the Spanish university system and the accreditation of the association of MBAs (AMBA)". EDULEARN 2018, Mallorca, Spain, from 2nd to 4th July 2018.

Alfar-Pozo R.; Bautista J. "Collaborative problem and project-based learning: the case of operations management in the master's degree in management engineering". EDULEARN 2018, Mallorca, Spain, from 2nd to 4th July 2018.

7.5 EAE's research activity

De Andrés A.; Arisó A.; Girotto M.; Seguí, L.; Garuti. F. "A model for reinforcing teamwork and information management competencies". EDU-LEARN 2018, Mallorca, Spain, from 2nd to 4th July 2018.

Puerto Casasnovas E.; Galiana Richart J. "Impacto económico de la calidad en las escuelas de negocios y universidades privadas en Cataluña". XXXII Congreso Internacional de Economía Aplicada, ASEPELT 2018, Huelva, Spain, from 4th to 7th July 2018.

Marqués Pascual J. "Estrategia de innovación docente en comunicación política mediante la ficción audiovisual". CUICID 2018, Madrid, Spain, from 24th to 25th October 2018.

Girotto M.; Arisó Cruz A. Exploring content strategies in social media: the case of Catalan public universities usage of Instagram". 3rd On/Off International Conference in Marketing Decision Making, Barcelona, Spain, from 7th to 8th November 2018.

Vila Márquez F.; Ávila-Rondón M. F. "Implementación de la RGPD en empresas, ¿el camino hacia BBDD más cualificadas?". 3rd On/Off International Conference in Marketing Decision Making, Barcelona, Spain, from 7th to 8th November 2018.

Innovation and Entrepreneurship Research Group (GIE-EAE)

The Innovation and Entrepreneurship Research Group (GIE-EAE) is led by Dr. Marcelo Leporati. Since it was founded in 2018, it has strived to generate

knowledge based on the various tools used in the EAE Lab business laboratory, as well as participating in leading international congresses.

Articles:

Ruiz Campo S.; Zuniga-Jara S. "Reviewing capital cost estimations in aquaculture". Aquaculture Economics and Management, vol. 22, nº. 1, pp. 72-93, 2018.

Zolfaghari Ejjal Manesh M.; Rialp-Criado A. "International ecopreneurs: The case of eco-entrepreneurial new ventures in the renewable energy industry". Journal of International Entrepreneurship, pp. 1-24, 2018.

Congress presentations:

Dittmar E. C. "Entrepreneurship simulations and real business world experience". 7th International Conference on Education (IC-ED-2018), Berlin, Germany, from 28th to 30th June 2018.

Dittmar E. C.; Zolfaghari M. "Foreign Market Entry Mode and Entrepreneurial Internationalization of Renewable Energy Companies". 27th Annual CIMaR Conference Consortium for International Marketing Research, Atlanta, USA, from 12th to 15th September 2018.

Villalba-Romero F.; Liyanage C. "Building resilience to natural disasters using financial instruments". 8th ICBR International Conference on Building Resilience, Lisbon, Portugal, from 14th to 16th November 2018.

Zolfaghari M. "Entrepreneurial internationalization in renewable energy industry: the effect of firms' resources, networks, business models, and commercialization". 27th Annual CIMaR Conference Consortium for International Marketing Research, Atlanta, USA, from 12th to 15th September 2018.

Valencia Silva, M. "Transparency, Sustainability, Anticorruption and Fraud Screening: Best Practices and Misbehaviours". EURAM Conference 2018, Reykjavik, Iceland, from 20th to 23rd June 2018.

Post-globalization Ethics Research Group (GEPOS-EAE)

The Post-globalization Ethics Research Group (GEPOS-EAE) is led by Dr. Antonio Sánchez-Bayón. Within the context of the new information society, the group analyses what impact this new context has on the development of an organizational culture, as well as advocating the importance of ethics if companies want to achieve real growth in the medium and long term.

Articles:

Sánchez-Bayón A. "Estudio de la idiosincrasia estadounidense desde su teología política y ciencias eclesiásticas". Estudios Eclesiásticos, vol. 93, nº. 364, pp. 165-264, 2018.

Sánchez-Bayón A.; Campos García de Quevedo G.; Fuente Lafuente C. "Promoción y protección de los Derechos Humanos: claves sobre el sistema uni-

versal". Derecho y Cambio Social, nº. 54, 2018.

Sánchez-Bayón A.; Campos García de Quevedo G.; Fuente Lafuente C. "Derechos Humanos: síntesis histórica y marco comparado". Derecho y Cambio Social, nº. 53, 2018.

Books:

Valero Matas J.; Sanchez Bayón A. Balance de la Globalización y teoría social de la Posglobalización, 410 pages., Editorial Dykinson, Madrid, 2018.

Research projects

Throughout 2018, the projects selected in the first edition of EAE's Call for Internal Research Projects were put into action.

By generating and running several internal research projects, the School aims to achieve a quantitative and qualitative increase in its research activities.

This fact is demonstrated both in terms of strictly scientific or academic studies and applied research, highlighting and enhance the value of knowledge. The following lines of research have been developed:

- Marketing and consumer behaviour.
- Finance and accounting.
- Innovation and entrepreneurship.
- Law and new technologies.

- Communication.
- Logistics and sustainability.
- Project management.
- Teaching innovation.

- Tourism.

Along the same lines, in view of the remarkable success of the previous edition, the EAE has made a second Call for Internal Research Projects, as a competitive procedure, giving academics working in any of the specified strategic fields the opportunity to continue researching.

Four projects have been selected for two lecturers at EAE's Madrid Campus and two in Barcelona.

Moreover, the EAE lecturer Dr. Ana García-Arranz is participating in a research project entitled "Social Responsibility, Advertising Self-regulation and Health on the Radio", headed by lead researcher Dr. Salvador Perelló Oliver, from the methaodos.org group of the Universidad Rey Juan Carlos. The project is funded by the Ministry of Economics, Industry and Competitiveness within the framework of the R&D&I Project Grant Award Procedure of the National Program of Research, Development and Innovation to tackle Society's Challenges (National Scientific and Technical Research and Innovation Plan 2013-2016. 2017 edition).

7.5 EAE's research activity

STRATEGIC RESEARCH CENTER

The following reports were published by the SRC in 2018:

Report	Authors
Expenditure on basic foodstuffs	Ramos, F. & San Martín, J.
Evolution of Spain's demographic structure. Challenges and contradictions	Perelló, S.
Current panorama and outlook for the winegrowing sector, 2017. International, national and regional analysis. Consumer profile	Hierro, J.J.; Íñigo, M. & Xancó, S.
Post-recession evolution of the real estate market. Trends and future evolution	Higueras, J.C.
The situation of large retail in the mass market sector	Higueras, J.C.
Employability of the qualified population	Riera, M.
Status of retail brands after the recession. A change in the scenario	Contreras, P.
Situation and outlook for retail e-commerce	San Martín, J. & Íñigo, M.
Commercial relations between Spain and Latin America	Casal, D.
Investment in Global R&D	Fraile, R.
Productivity and work/life balance. An International comparison	Gallego, C. & Riera, M.
Socially responsible investment. Notes for a review of the concept and trends	Isidro, F. & Zión, F.
Family companies: entrepreneurship or intrapreneurship	González, E. & Olivé, C.
Oil - the key variable in the global economy	San Martín, J. & Wetherell J.
Degree of implementation of BIM	Zamarrón, I. & Tamames, J.
Snapshot of the new luxury universe. Evolution and the present status in the sector in figures. Key players, consumers and the outlook for the future	Irastorza, E.
Transport figures, 2018. Towards redefining the mobility of freight and people	Gallego, C. & San Martín, J.
Waste management and the circular economy	Seguí, L.
The price of electricity in the household sector	Morales, M.
Degree of implementation of the new General Data Protection Regulations in Spanish SMEs	Astudillo, F.
Public Debt, 2018	Higueras, J.C.
Diversity in the company and the representation of minorities	González, E.
Bankruptcy proceedings in Spain	Checa, S. & Paredes, C.
The new rules of the game. Key factors in redefining the toy sector	Irastorza, E.

HARVARD DEUSTO EDITIONS

Harvard Deusto Editions publishes a series of scientific journals focusing on the field of business management. They are highly respected in both academic and professional circles. Four different journals are published:

• **Business Review**, a leading management journal that is ideal for people who want to keep up with the latest developments in the field and enhance their knowledge with the experiences of the most important companies in their respective sectors. The journal has been published every month (11 issues/year) since 1980.

• **Marketing & Sales**, an essential tool for marketing and commercial management professionals. This Harvard Deusto publication presents the latest trends in these fields of knowledge. It has been published every two months (6 issues/year) since 1994.

• **Management & Innovation**, is a practical journal on the key areas of management with a particular focus on the impact of information technologies on business management. The journal has been published every month (11 issues/year) since 2014.

• **Learning & Pedagogics** is a journal focusing on the field of education, offering reflections, analysis, practical contents and a series of articles on developing professional competences. It has been published every quarter (4 issues/year) since 2015.

On these topics, EAE lecturers published or co-authored the following eight articles last year:

- Contreras P. "Marketing Intelligence: the power of information", Harvard Deusto Marketing & Sales, December 2018.
- Higueras J. "Point of sale strategies: showrooms, pop-ups, traditional shops and department stores", Harvard Deusto Marketing & Sales", December 2018.
- Morales M., Búlmer E.; Zamarrón I. "Reinforcing project-based learning with certain project management tools. The case of the Master's Thesis", Harvard Deusto Learning & Pedagogics, June 2018.
- Llácer P. "The centre is the person", Harvard Deusto Management & Innovation, June 2018.
- López-Cifré J. "The risks of short-run strategy", Harvard Deusto Business Review, June 2018.
- Valdivia A.; Stefanu Y. "Commercial strategy and its planning", Harvard Deusto Marketing & Ventas, July 2018.
- Gallego C. "Banking digitization", Harvard Deusto Management & Innovation, October 2018.
- Muñoz S. "Digital profiles: knowledge, passion, energy and wisdom", Harvard Deusto Management & Innovation, November 2018.

7.6 Faculty activity



EAE takes part in the 4th edition of the SCL Forum 2018, Smarter Supply Chains

Once again last year, Barcelona's Hotel Portal Fira was the venue for the annual meeting of the CSCMP Spain Roundtable (Council of Supply Chain Management Professionals), which included the 4th edition of the SCL Forum 2018, Smarter Supply Chains, at which EAE Business School actively participated in a number of activities.

Miquel Serracanta, the former President of the CSCMP Spain Roundtable and Director of EAE's Master in Supply Chain & Logistics, explained that the focus of the congress was technology and the added value it can generate for logistics.

The importance of the Congress was also emphasized by its President, the member of the EAE Advisory Board and former student at the School, Guillermina Rodríguez.

At the congress, EAE received an award from the CSCMP Spain Roundtable (Council of Supply Chain Management Professionals) for its work in education and SCPRO Supply Chain Professional Certification on its Master in Supply Chain Management.

Miquel Serracanta, Director of EAE's Master in Supply Chain Management takes part in the Annual Conference of the CSCMP in Nashville (USA)

The Director of the Master in Supply Chain Management at EAE Business School, Miquel Serracanta, took part in the Annual Conference of the CSCMP held in Nashville (United States). Founded in 1963, the CSCMP is a global professional association dedicated to advancing and disseminating research and knowledge in the field of supply chain management, providing services to 64,117 supply chain professionals in 149 countries, with over 70 local roundtables run by volunteers.

The Council of Supply Chain Management Professionals (CSCMP) is also one of EAE's partners on the School's Supply Chain programs. In fact, EAE is the only institution in Spain that gives the students on its Master in Supply Chain Management the option of gaining the SCPRO Level 1 Professional certification with the CSCMP's accreditation.

EAE Business School, AEDRH and Human Age Institute present the fifth EPyCE Report 2018 on the positions and competences in the highest demand

The Spanish Association of Human Resources Directors (AEDRH), together with EAE Business School, the Human Age Institute (Manpower Group), CEOE and Foro Inserta (Fundación ONCE) presented the conclusions of the EPyCE Report 2018 "Positions and competences in the highest demand".

Raúl Bravo, the Director of EAE Business School, described the EPyCE Report as setting the standard in the analysis employment market. Julia Rodríguez, the Director of Development at the Human Age Institute HAI (Manpower Group), emphasized the Report's capacity for detecting employment trends to enable companies to activate strategic plans for the future with respect to talent management, prepare themselves for digital transformation and enhance the employability of young people.

Mar Medeiros, the Director of the Companies, Strategic Alliances and CSR Department of Inserta Empleo-Fundación ONCE, gave the participants a few figures (over 9,000 with a disability joined companies in 2018) and forecasts: "The future of talent will be characterised as digital, diverse and challenging. Although there is a lot of talk about technology, what really matters is the people".



EAE Business School, a partner of the DCH (International Organization of Human Capital Directors), presented the results of the 3rd DCH Talent Management Barometer in Spain

Pilar Llácer, the lead researcher and lecturer collaborating with EAE Business School, presented the most relevant findings of the EPyCE Report 2018 "Positions and competences in the highest demand". In her presentation, the Digital Talent Advisor analysed the changes in professional positions over the five years of the study, and how education institutions are adapting to these changes to develop competitive profiles.

EAE Business School presented the 3rd Talent Management Barometer prepared in collaboration with DCH. Held at the Allen & Overy venue, the event welcomed the participation of Inserta Empleo as a partner and co-organizer. Pilar Llácer, the Head of Graduate Internships Assessment at EAE Business School presented the report. The session focused on an analysis of Human Resources Directors' points of view and evaluation of large Spanish companies. After the presentation of the report's results, a discussion panel was held entitled "The Battle for Talent", which gave a more in-depth examination of trends in talent management and acquisition.

The following professionals took part on the panel:

- Virginia Carcedo from FSC Inserta (Fundación ONCE)
- Marta Vadillo from Up Spain
- Loles Sala, from the Human Age Institute and Manpower
- Raúl Bravo, Director of EAE Business School in Madrid

EAE's Basic Coaching Competence Program (PCBC©) gets the ICF's highest ACTP accreditation

EAE Business School's Basic Coaching Competence Program (PCBC©), which is one of the major modules on the Master in Executive Development, Emotional Intelligence and Coaching, gained the highest accreditation in the field of coach training from the ICF (International Coach Federation): ACTP (Accredited Coach Training Program).

This accreditation demonstrates that EAE's program meets the highest quality standards required by the ICF. EAE Business School is the only Spanish business school to run an ACTP accredited program.

Students who complete the Basic Coaching Competence Program (PCBC©), as part of the Master in Executive Development, Emotional Intelligence and Coaching, are eligible for the ACC, PCC or MCC accreditations of the International Coach Federation (ICF) through to ACTP. Only students who complete all the hours of training, all the observed training sessions and tutorials and pass the final oral exam with a PCC accreditation level are considered to be graduates of this ACTP program.

7.6 Faculty activity

The report “Women today: what women are like, what they think and how they feel”

To mark International Women's Day, EAE Business School's Madrid Campus was the venue for the presentation of the report “Women today: what women are like, what they think and how they feel”, drafted by Laura Sagnier, during a sabbatical period that she decided to take, with the pro bono support of PRM Market Intelligence. The aim of the research is to identify how women in our country feel and, as Laura Sagnier explains, the social phenomenon generated around 8th March provides the ideal background for understanding the conclusions drawn in the report.

Other EAE faculty member activities and presentation:

- Marc Bara, Project Management Program Director, gave a presentation at the Project Management Institute in a session focusing in the Project Manager of the future: key skills in changing environments. In a presentation entitled “The Impact of Disruptive Technologies”, the lecturer shared his insight into the new critical needs in the profession, particularly focusing on technological changes in VUCA environments (volatile, uncertain, complex and ambiguous).
- Pilar Llácer, the Senior Careers Advisor at EAE, gave a presentation on personal branding at JOBMadrid'18 held at the Matadero Complex.
- Josep Bertrán, EAE's Financial Program Director in Barcelona, took part in preparing the Economic Outlook published by the auditing firm PwC. In the report, other experts who contributed included Guillermo de la Dehesa (Santa Lucía Vida y Pensiones), José A. Herce (Analistas Financieros Internacionales) and Rafael Doménech (BBVA), among others, under the coordination of Alfonso López from PwC and the economist Manuel Portela. The new Economic Outlook report they drafted includes a special-focus article on the latent debt risk and the real estate bubble.
- Javier Rivas, the Director of the Master in Financial Management at EAE's Madrid Campus, spoke at the Business Networking sessions, with a presentation on the future on money and the evolution of Bitcoin and cryptocurrencies.
- The Director of the Master in Supply Chain Management de EAE Business School, Miquel Serracanta, was appointed as a new International Advisor of the CSMP, the global professional association dedicated to advancing and disseminating research and knowledge in the field of supply chain management. In this new role, Serracanta will coordinate the eight Round Tables that are currently active (Germany, Benelux, Italy, Poland, Sweden, Switzerland, UK and Spain), striving to generate interest among local teams to create new chapters in countries such as France, Portugal and Turkey, among others.



7.7 Faculty in the media

4,600+

In the 2017-2018 academic year, EAE Business School was referenced more than 4,600 times in national and international media.

900+

Members of EAE's faculty took part as an expert in more than 900 articles, interviews and special training events at a national and international level.

290+

Members of EAE's faculty were interviewed over 290 times on national radio and television programs.

748

Of all the times EAE was mentioned, 16% were in international.

We appear in the following media, among others:

NATIONAL

rtve

ATRESMEDIA



SER

ABC

rne

MEDIASET ESPAÑA.

Expansión

Cinco Días

LA VANGUARDIA

EL PAÍS

EL MUNDO

el Periódico

LA RAZÓN

ara.cat

20
minutos

INTERNATIONAL

EL ESPECTADOR

La República

EL TIEMPO

Portafolio

Frankfurter Allgemeine
ZEITUNG FÜR DEUTSCHLAND

El Financiero

Media

National media in which EAE has appeared

El País
El Mundo
ABC
La Razón
La Vanguardia
El Periódico
Expansión
Cinco Días
El Economista

Key international media

CNN Expansión
Reforma
El Financiero
Portafolio
Confidencial Colombia
Gestión Perú
Agencia Andina
El comercio
Clarín
Handelsblatt
Frankfurter Allgemeine

Journals

Expansión
El Economista
El Mundo
El Punt Avui

Key radio programs:

La Brújula (Onda Cero)
Rocío Albert discusses the High Court's ruling on mortgages

Esto me suena. Las tardes de Ciudadano García (RNE)
Mariano Íñigo talks about EAE's report on winegrowing

La Linterna (Cope)
Rafael Hurtado discusses the disappearance of physical money

El Suplement (Catalunya Ràdio)
Javier Rivas talks about Bitcoin

La Ventana (Cadena Ser)
EAE Lab project led by EAE students: Hupity

No ho sé amb Agnès Marqués (Rac 1)
Conclusions from EAE's report on Waste Management and the Circular Economy.

7.7 Faculty in the media

INTERNATIONAL: PERU AND MEXICO

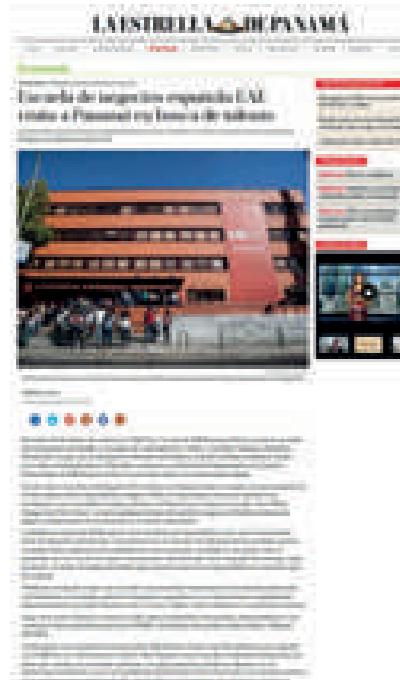
GESTIÓN



EL FINANCIERO



INTERNATIONAL: LATIN AMERICA



REFORMA



INTERNATIONAL: EUROPE

Frankfurter Allgemeine

Portugal wird für Spanien zum Vorbild

Die neue spanische Ministerpräsidentin verzögert vorerst das Nationalhaushalt und schafft in der wirtschaftlichen Politik einen gewissen Abstand zu den anderen EU-Staaten. Sie will die Wirtschaft aus der Krise bringen, ohne dabei die sozialen Sicherungssysteme zu zerstören. Das ist eine schwierige Aufgabe, die nur mit einer Kombination aus sozialer Politik und Wirtschaftspolitik gelingen kann. Die spanische Regierung muss daher auf die portugiesische Erfahrung zurückgreifen, um die Wirtschaft zu stützen und die sozialen Sicherungssysteme zu erhalten.

LE FIGARO - économie

L'Espagne relève ses prévisions de déficit pour 2018 et 2019

Le ministère français de l'économie a relevé les prévisions de déficit public du pays pour 2018 à 3,7% contre 3,2% précédemment, malgré que le précédent gouvernement prévoyait initiallement "plus réaliste", a annoncé jeudi soir à Bruxelles la ministre de l'Economie.

Un peu d'effacement à un peu renforcement aussi démontre que l'augmentation des dépenses publiques devrait rester faible et l'impôt sur le revenu économique (le gouvernement) passe au niveau de la Commission européenne et non impôt sur les entreprises européennes", explique, assez drôle, professeur de finance à l'Ecole de commerce EAE.

INTERNATIONAL: NEAR EAST



7.7 Faculty in the media

EAE FACULTY TELEVISION APPEARANCES

1



5



2



6



EAE GRADUATION IN THE MEDIA

3



europa press

Guardiola (Banco Sabadell) dice que la relación humana será "esencial" ante la inteligencia artificial



7.7 Faculty in the media

STUDENT AND ALUMNI PROJECTS: EAE LAB

SER



Startupsiendo: Startup naciente

Escuchar en la radio o en el móvil

Startupsiendo: Startup naciente

STUDENT AND ALUMNI PROJECTS: INSIDE LVMH PROJECT

CincoDías



LA IMPORTANCIA DE 4.000 ALUMNOS PARA EL FUTURO DE LVMH

LA VANGUARDIA



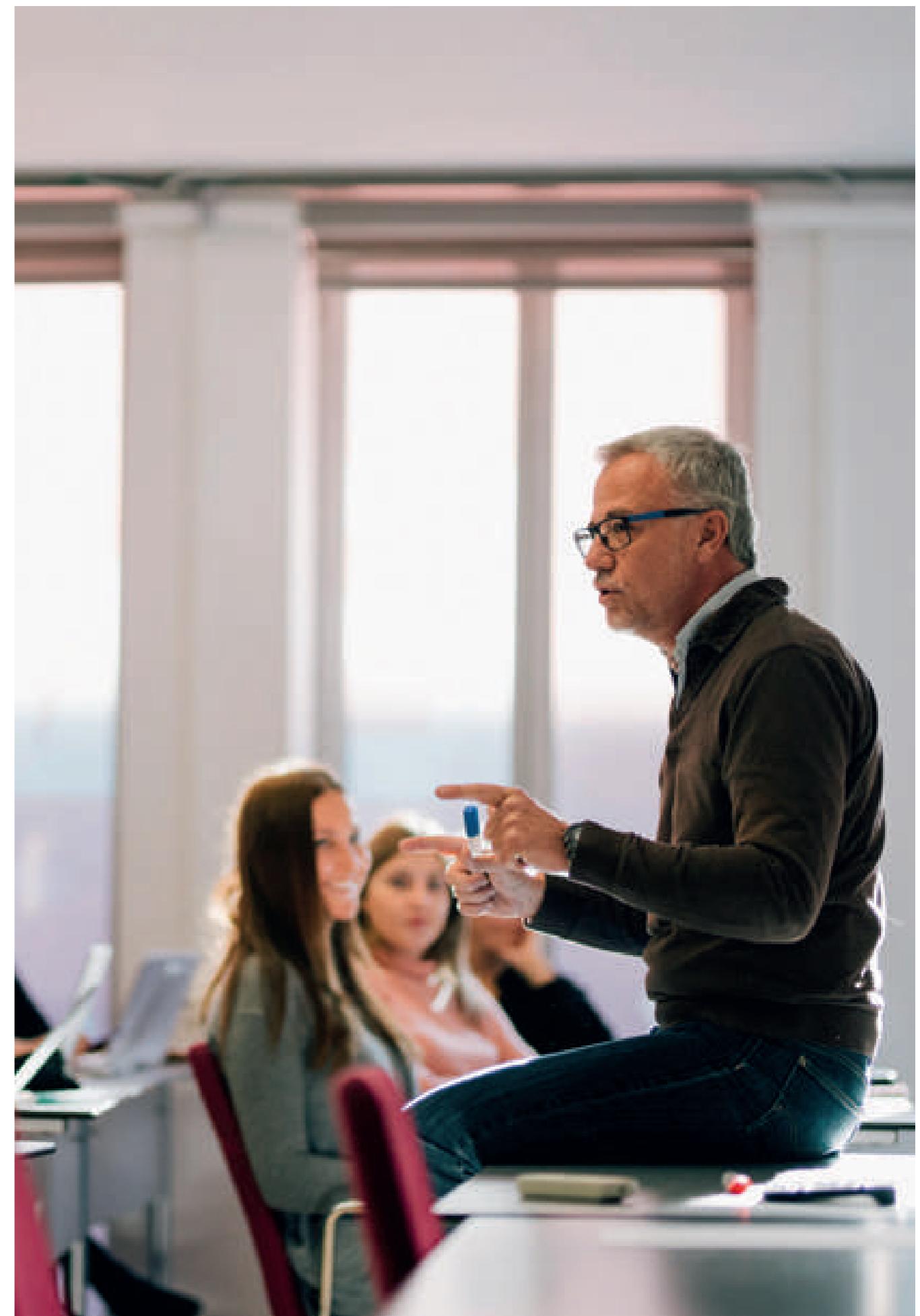
Startupsiendo: Startup naciente

Startupsiendo: Startup naciente

LA VANGUARDIA



Plantas 4.0 para soluciones sostenibles



08

International Scope

INTERNATIONAL ACTIVITY

8.1 Figures on EAE's international scope

EAE is a business school with international vision, as stated in its institutional mission

One demonstration of this global outlook is that, in the last academic year, over 60% of our students were international, with more than 100 different nationalities. In total, since 1958, we have trained students from more than 110 countries from all five continents. We have partnership agreements in place with over 80 universities and academic institutions in 25 countries on 4 continents, and we work closely with companies and institutions around the world.

A few figures:

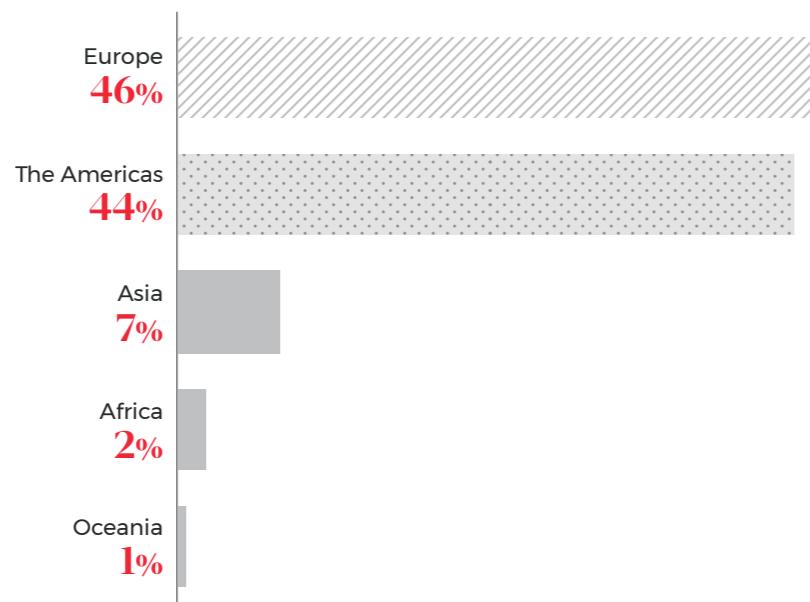
103 different nationalities studied at the School in 2018

72% of EAE students were international in the last academic year

80+ agreements with universities and business schools around the world

25 We have academic partners in 25 countries on 4 continents

Students from five continents



36

We organized 36 conferences with professionals and former students in academic and business institutions in 9 countries

2,300+

Over 2,300 people attended our conferences in total



Conference with former students in Latin American countries

8.1 Figures on EAE's international scope

Undergraduate student mobility: Erasmus and other agreements outside Europe

- Incoming: we welcomed 165 undergraduate exchange students from 35 universities in 14 countries
- Outgoing: 28 students did a one-semester or year-long placement at 17 universities in 11 countries

Master student mobility: International Residential Programs

77 students in total, including Master students and residential program participants, in:

International MBA EAE Barcelona / Pace University, New York	8
International MBA EAE Madrid / Shanghai University	5
International residential programs	64
Supply Chain Management: Amsterdam Metropolitan Area, the Connected Hub, Amsterdam University of Applied Sciences (AUAS)	7
Entrepreneurship, Babson College, Boston, USA	10
Retail & Services Marketing, Kean University, New Jersey, USA	7
Advanced Business Topics, University of La Verne, California, USA	19
Innovation & Value Creation, Pace University, New York	21

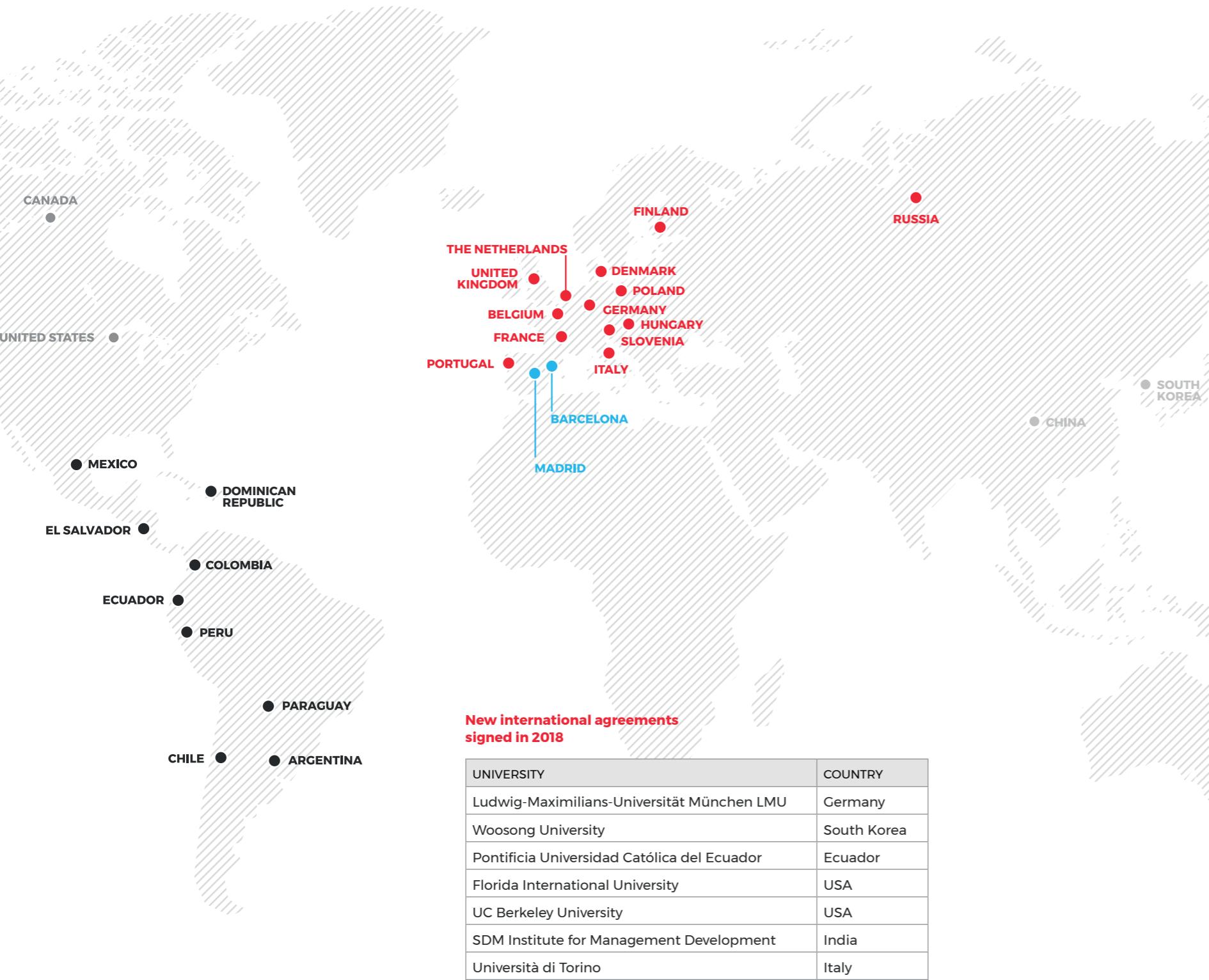
Residential programs in foreign universities organized by EAE

UNIVERSITY	Nº Students
IDRAC École de Commerce (France)	27
ISCTE, Instituto Universitario de Lisboa (Portugal)	57
UTSA, The University of Texas at San Antonio (USA)	20
Rome Business School (Italy)	16
Universidad Andrés Bello - UAB (Chile)	9
IEDE Business School, Universidad Andrés Bello UAB (Chile)	10

Universities from which we have welcomed exchange students (Incoming)

COUNTRY	UNIVERSITY
Germany	Bamberg
Germany	FHTW
Germany	LANDSHUT
Germany	Munich Business School
Colombia	CESA
Colombia	ICESI
Colombia	Uninorte
Denmark	CPH Copenhagen
Ecuador	UIDE
Finland	Laurea
France	EDC Paris
France	EM Strasbourg
France	ESCE
France	IDRAC
France	IFAM Business School
France	INSEEC
France	IPAG
France	ISG
Netherlands	Hanze Groningen
Netherlands	Hogeschool Van Amsterdam
Hungary	IBS Budapest
Italy	Università Cattolica del Sacro Cuore
Italy	Università di Pisa
Mexico	Anahuac Mayab
Mexico	Anahuac Queretaro
Mexico	EBC
Mexico	TEC
Peru	Universidad de Lima
Peru	USIL
Poland	Kracow
Poland	Leon Kozminski
UK	London Met
UK	Nottingham

8.2 International agreements



- **Argentina**
 - Universidad Siglo XXI
 - Universidad Nacional de Quilmes
- **Chile**
 - Universidad Diego Portales
 - Universidad de Valparaíso
 - Universidad del Desarrollo
 - Universidad Mayor
 - Universidad Viña del Mar
- **Colombia**
 - Universidad Javeriana
 - Universidad Nuestra Señora del Rosario
 - Colegio de Estudios Superiores de Administración - CESA
 - Universidad del Norte
 - Politécnico Grancolombiano
 - Universidad Santo Tomás
 - Universidad EAFIT
 - Universidad Pontificia Bolivariana - UPB
 - Universidad ICESI
 - Universidad San Buenaventura
 - UNAB Bucaramanga
 - CEIPA Business School
- **Dominican Republic**
 - Pontificia Universidad Madre Maestra - PUCMM
- **Ecuador**
 - Universidad San Francisco de Quito
 - UIDE Universidad Internacional del Ecuador
 - ESPE Universidad de las Fuerzas Armadas
 - Universidad del Pacífico
 - EDES Business School
 - Pontificia Universidad Católica del Ecuador
- **El Salvador**
 - Universidad de Oriente - UNIVO México
 - Tecnológico de Monterrey
 - Universidad Anáhuac del Mayab
 - Universidad Anáhuac México
 - Universidad Anáhuac Querétaro
 - Universidad de las Américas Puebla - UDLAP
 - Escuela Bancaria y Comercial - EBC
 - Universidad de Guadalajara
 - Universidad de Monterrey
 - Universidad Iberoamericana de Torreón
 - Universidad Madero Paraguay
 - USIL Paraguay
- **Peru**
 - Universidad de Lima
 - Universidad de Ciencias Aplicadas
 - UPC
 - Universidad ESAN
 - Universidad San Ignacio de Loyola - USIL
 - Universidad Católica de Santa María Arequipa
- **Canada**
 - Université du Québec
- **USA**
 - George Mason
 - Kean University
 - Pace University - Lubin School of Business
 - UTSA The University of Texas at San Antonio
- **Belgium**
 - ICHEC Business School
- **Denmark**
 - Copenhagen Business Academy
- **Finland**
 - Laurea University of Applied Sciences
 - Tampere University of Applied Sciences
- **France**
 - ESSCA École de Management
 - École de Management d'Strasbourg
 - Montpellier Business School
 - ISG International Business School
 - INSEEC Business School
 - IPAG Business School
 - École de Commerce IDRAC
 - École Supérieur du Commerce Exterieur - ESC
 - IMEA École de Commerce
- **Germany**
 - University of Bamberg
 - HTW Berlin
 - Landshut University
 - Munich Business School
 - Ludwig-Maximilians-Universität München LMU
- **Hungary**
 - International Business School
- **Italy**
 - Università Cattolica del Sacro Cuore
 - Facoltà di Economia della Università di Pisa
 - Rome Business School
 - Università di Torino
- **Netherlands**
 - Amsterdam University of Applied Sciences
 - Hanze UAS
- **Poland**
 - Kozminski University
 - Cracow University of Economics
- **Portugal**
 - ISCTE - Instituto Universitário de Lisboa
- **Russia**
 - St. Petersburg State Electrotechnical University "LETI"
- **United Kingdom**
 - Nottingham Trent University
 - London Metropolitan University
 - Cardiff Metropolitan University
- **Slovenia**
 - University of Ljubljana
- **China**
 - Shanghai University
- **South Korea**
 - Woosong University

8.3 EAE's activity around the world

We held conferences at the following institutions:

Country	University	City
HONDURAS	Universidad Católica de Honduras	Tegucigalpa
COLOMBIA	CESA, Colegio de Estudios Superiores de Administración	Bogotá
	Universidad del Norte	Barranquilla
	Universidad Externado	Bogotá
	Pontificia Universidad Javeriana	Bogotá
	Universidad del Rosario	Bogotá
	Universidad Santo Tomás	Bogotá
	Politécnico Grancolombiano	Bogotá
PERU	Universidad Peruana de Ciencias Aplicadas (UPC)	Lima
	Universidad de Lima	Lima
	Pontificia Universidad Católica del Perú	Lima
	Universidad San Ignacio de Loyola (USIL)	Lima
	ESAN	Lima
	Universidad del Pacífico	Lima
	Universidad San Martín de Porres	Chiclayo
	Universidad de Piura	Piura
MEXICO	Escuela Bancaria y Comercial (EBC)	Ciudad de México
	Universidad Panamericana	Guadalajara
	Tecnológico de Monterrey, campus Santa Fe	Ciudad de México
	Universidad Iberoamericana	Ciudad de México
	Universidad Anáhuac Sur	Ciudad de México
	Tecnológico de Monterrey	Ciudad de México
	Universidad Anáhuac Mayab	Mérida
ECUADOR	Universidad Internacional del Ecuador (UIDE)	Quito
	Universidad de las Américas (UDLA)	Quito
	Pontificia Universidad Católica del Ecuador (PUCE)	Quito
	Universidad San Francisco de Quito (USFQ)	Quito
BOLIVIA	Universidad Católica Boliviana	La Paz
ARGENTINA	Universidad Nacional de Quilmes	Buenos Aires
	UADE	Buenos Aires
	Universidad: Universidad de Buenos Aires	Buenos Aires

Country	University	City
URUGUAY	Universidad Católica de Uruguay	Montevideo
CHILE	Universidad Mayor	Santiago de Chile
	Universidad Viña del Mar	Viña del Mar
	Universidad de Valparaíso	Valparaíso
	Universidad Andrés Bello	Santiago de Chile
	Universidad Diego Portales	Santiago de Chile
PARAGUAY	Universidad Católica Nuestra Señora de Asunción	Asunción
DOMINICAN REPUBLIC	Pontificia Universidad Católica Madre Maestra (PUCMM)	Santo Domingo
	Universidad Iberoamericana	Santo Domingo
COSTA RICA	Universidad de Costa Rica (UCR)	San José
	Universidad Latina de Costa Rica (ULA)	San Pedro
PANAMA	Universidad Católica Santa María La Antigua (USMA)	Panamá



Conference with Peruvian students as part of the EAE Tour

8.3 EAE's activity around the world

BILATERAL MEETINGS WITH EMBASSIES AND INSTITUTIONS AROUND THE WORLD

In 2018, EAE held meetings with Spanish embassies and institutions all over the world, as well as with some of the key official bodies in the countries, with the aim of enhancing the School's visibility and improving our knowledge of the needs of students of each country. Our destinations on these visits included:

- PANAMA, 21st February
- DOMINICAN REPUBLIC, 23rd February
- COLOMBIA, 13th March
- ECUADOR, 20th March

EAE TOUR: OVER 30 CONFERENCES WITH PROFESSIONALS AND FORMER STUDENTS IN 12 COUNTRIES

Over the course of 2018, within the framework of the EAE Tour, EAE Business School organized more than 30 international conferences with professionals and former students in 12 countries, with the objective of strengthening the School's strategic relations with its different international partners.

This year, a new addition to the tour was a visit to Paraguay, specifically to the Universidad Católica Nuestra Señora de Asunción.

November: Bolivia, Argentina, Uruguay, Paraguay and Chile

In November, we made the first leg of our 2017-2018 tour. We visited five countries: Bolivia, Argentina, Uruguay, Paraguay and Chile. On this occasion, the speaker from the School was Francesc Rufas, the lecturer from the Marketing Department at EAE Business School, who gave a presentation entitled "FC Barcelona vs Real Madrid: the eternal match". We visited the following universities in the five countries:

Bolivia

- Universidad Católica Boliviana

Argentina

- Universidad Nacional de Quilmes
- Universidad Argentina de la Empresa (UADE)

Uruguay

- Universidad Católica Nuestra Señora de Asunción

Paraguay

- Universidad Autónoma de Asunción

Chile

- Universidad Mayor
- Universidad Andrés Bello
- Universidad Diego Portales



8.3 EAE's activity around the world

February: Dominican Republic, Panama and Costa Rica

In February, EAE continued its tour with a visit to three countries in the Caribbean and Central America: Panama, the Dominican Republic and Costa Rica. On this occasion, the speaker from the School was Pilar Llácer, EAE's Senior Careers Advisor, who gave a presentation entitled "The Case of Netflix".

We visited the following universities in the three countries:

Dominican Republic

- Pontificia Universidad Católica Madre Maestra (PUCMM)
- Universidad Iberoamericana

Costa Rica

- Universidad de Costa Rica (UCR)
- Universidad Latina de Costa Rica (ULA)

Panamá

- Universidad Católica Santa María La Antigua (USMA)

Double qualification with the PUCMM

EAE has a very special relationship with the Pontificia Universidad Católica Madre Maestra, offering

a double qualification Master in Communication Management. As well as the lecture on the chosen success story, EAE took part in a session with former students held at the Postgraduate Dean's office.

Press release and lunch with media

As well as the round of lecture conferences, EAE organized a press release and lunch with the leading media in the three countries, with the aim of strengthening the relations between the School and professionals in the sector, as well as gaining a better understanding of their needs.

March: Colombia and Ecuador

In March, EAE Business School visited two of Latin America's leading economies, Colombia and Ecuador, to present a case study entitled "The Case of Netflix".

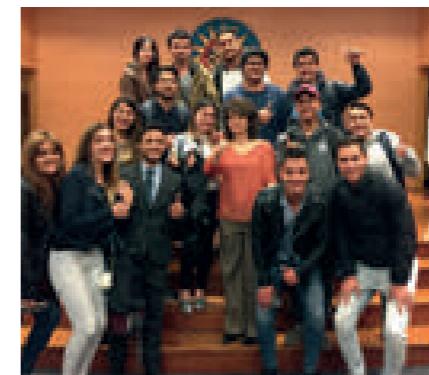
On this occasion, the presentation was given by Carmen Goytre, the lecturer at EAE Business School, who visited some of the most prestigious university institutions in the two countries.

We visited the following Colombian universities:

1. Universidad del Rosario (Bogotá)
2. Universidad Javeriana (Bogotá)
3. Politécnico Grancolombiano
4. Universidad Santo Tomás (Bogotá)
5. CESA (Bogotá)
6. Uninorte (Barranquilla)
7. Universidad Externado (Bogotá)

In Ecuador, we visited the following institutions:

- Universidad de las Américas (UDLA)
- Pontificia Universidad Católica del Ecuador (PUCE)
- Universidad International del Ecuador (UIDE)
- Universidad San Francisco de Quito (USFQ)



June: Peru

In June, the next stop on EAE's tour was Peru, where the School held a series of conferences at several of the leading Peruvian educational institutions. The case presented was the "Impact of the 2018 Football World Cup", given by Francesc Rufas, the EAE lecturer.

We visited the following universities in Peru:

- Universidad Peruana de Ciencias Aplicadas (UPC)
- Universidad de Lima
- Pontificia Universidad Católica del Perú
- Universidad San Ignacio de Loyola (USIL)
- ESAN
- Universidad del Pacífico
- Universidad San Martín de Porres
- Universidad de Piura

Press release and lunch with Peruvian media

Peru was another of the countries in which, as well as the series of lecture conferences, EAE organized a press release and lunch with the country's leading media.

On this occasion, Francesc Rufas gave the Peruvian media an overview of the key aspects of the success story examined in the lecture, as well as running a session of the key factors in sports marketing.

8.3 EAE's activity around the world

October: Mexico

In October, EAE headed to Mexico to visit the country's leading educational institutions. On this occasion, the speaker from the School was the Vice-Dean of the Postgraduate School at the Barcelona Campus, Cristina Tomás, who gave a presentation entitled "The Case of Netflix".

We visited the following universities in Mexico:

- Escuela Bancaria y Comercial - EBC (double session on different campuses)
- Universidad Panamericana, Guadalajara campus
- Tecnológico de Monterrey, Santa Fe campus
- Universidad Iberoamericana de la Ciudad de México
- Universidad Anáhuac Sur
- Tecnológico de Monterrey, Mexico City campus
- Universidad Anáhuac Mayab, Mérida campus

Press release and lunch with Mexican media

In Mexico, as well as the series of conferences, EAE organized a press release and lunch with the country's leading media.

On this occasion, Cristina Tomás gave the Mexican media an overview of the key aspects of the success story examined in the lecture, as well as running a session on two topics currently in the limelight in the media:

- TLCAN and the economy in Mexico. The impact of Trump's protectionist measures and the opportunity to make new commercial partners.
- Brexit and its impact in Europe



EAE MAKES A PRESENTATION FOR THE 4TH YEAR IN A ROW AT THE UNINORTE'S EUROPE CONGRESS, ONE OF THE MOST IMPORTANT ACADEMIC EVENTS IN COLOMBIA

In 2018, Carmen Goytre, a lecturer at EAE Business School, represented the School at one of the most important academic events in Colombia and Latin America. On this occasion, Goytre gave a lecture on the Case of Netflix, drafted by EAE Business School's Case Study Centre, which focused on the evolution of the new digital giant over recent years and its implementation in Colombia.

Held in March, the Europe Congress Week is Colombia's biggest academic events. The congress is an academic meeting point between the Caribbean, Colombia and Europe, with a range of free events open to the public, including working groups, forums, discussion panels and music concerts, among others.

EAE was previously invited to take part in this event in 2015, 2016 and

2017. In 2015, the Dean of the School, Josep Maria Altarriba, attended the conference to present the Zara Case Study. In 2016, Francisco Isidro, the lecturer and Director of EAE's Financial Programs presented the case of Banco Santander's expansion in Latin America. In 2017, Pilar Llácer, the Senior Career Advisor of EAE Business School, gave a double session of the presentation "FC Barcelona vs Real Madrid: the eternal match", an academic case study developed exclusively by EAE Business School's Case Study Centre, which was attended by more than 300 students and professionals.



8.3 EAE's activity around the world

BABSON COLLEGE AND THE UNIVERSIDAD DEL NORTE DE COLOMBIA RECEIVE EAE'S INTERNATIONAL UNIVERSITY EXCELLENCE AWARDS

In June and July, EAE gave special recognition to the work of the School's international partners, the Universidad del Norte de Colombia and Babson College, presenting them with the EAE's International University Excellence Award at the 2018 graduation ceremonies for students at both the Barcelona and Madrid campuses. The two institutions are highly acclaimed for their academic quality in their respective countries.

The Vice Provost for International and Multicultural Education at Babson College, Amir Reza, collected the award during the Barcelona graduation ceremony. Babson is the leading entrepreneurship school in the world, according to the rankings of The Financial Times, the specialist journal Entrepreneur Magazine and The Princeton Review.

Meanwhile, Octavio Ibarra, the Dean of the business school of the Universidad del Norte de Colombia, received the award from EAE during the graduation of students at the Madrid Campus.

The Universidad del Norte is one of the best universities in Colombia, Latin America and the Caribbean, thanks to its commitment to excellence in the tuition of its students and knowledge creation, its high impact on regional and national development, and its constant dialogue with global society in a continuous quest for a brighter future.



Octavio Ibarra, the Dean of the business school of the Universidad del Norte de Colombia.



Amir Reza, the Vice Provost for International and Multicultural Education at Babson College.

EAE SIGNS A PARTNERSHIP AGREEMENT WITH BABSON COLLEGE (USA), THE WORLD'S LEADING ENTREPRENEURSHIP SCHOOL

EAE Business School renewed its agreement with Babson College (USA), the leading entrepreneurship school in the world, according to rankings of The Financial Times, the specialist journal Entrepreneur Magazine and The Princeton Review.

This agreement gives students of EAE Business School who are taking the Master in Design Thinking and Customer Experience or the Master in Entrepreneurship and Innovation access to the expertise of one of the most reputable schools in the world. This partnership is part of the Babson Collaborative program, of which EAE is a member.

Babson College works with corporations, universities, public administrations and foundations to make progress in the development of entrepreneurial thinking. The leading executives and entrepreneurs that have passed through its classrooms include Akio Toyoda, the President and CEO of the Toyota Motor Corporation; Edsel Ford II, the Director of the Ford

Motor Company; William D. Green, the CEO and Executive Director of Accenture; and Palmer B. Reuther, the Founder and CEO of North Star Group, Inc, to name just a few.

From the Babson College, the event to mark the signing of the agreement was attended by Cheryl Yaffe, the Executive Director of the Lewis Institute and Babson Social Innovation Lab, and Rajendra Sisodia, the F.W. Olin lecturer on global trade. From the EAE team, Josep Maria Altarriba, the Dean of EAE, and Carmen Martos, the Director of Professional Careers, attended the event.

EAE'S BARCELONA CAMPUS WELCOMES STUDENTS FROM KEAN UNIVERSITY

The top 20 students on the Bachelor Degree in Global Business at Kean University in the USA finished off their studies with an international reward: a two-week placement at partner universities in countries including China, Germany, Northern Ireland and Spain. EAE's Barcelona Campus was pleased to welcome 5 students from the North American Bachelor Degree in Global Business from the US university.

The goal of the placement was to resolve a real problem faced by a company, which, in this case, was Epson's commercial office for Spain and Portugal. Accompanied by a lecturer from EAE Business school, the group spent three days at the company, working with the Marketing Director and her team on their study project.

Kean University is one of EAE Business School's universities and the destination of one of the residential stages of the Global Executive MBA, as well as running the Retail & Marketing Services residential program designed for Marketing students.



09

Networking and EAE Community

9.1 Top speakers during the year

THE KEY SPEAKERS WHO TOOK PART IN EAE EVENTS LAST YEAR INCLUDED:



José María Álvarez-Pallete

President of Telefónica

EAE held the Graduation Ceremony of the 2017-2018 graduating class of the Madrid Campus, with the participation of the President of Telefónica, José María Álvarez-Pallete, as the patron of the graduating class. In his speech as patron, Álvarez-Pallete encouraged EAE students not to be "mere onlookers" in the face of the "uncharted territory" of technological advances, but rather to decide "what type of society they want". "In an interconnected world, not everything is acceptable, we need values for a fairer, more balanced society in which nobody is left behind".



Jaime Guardiola

CEO of Banco Sabadell

EAE Business School held the Graduation Ceremony of the 2017-2018 graduating class of the Barcelona Campus at Palau Sant Jordi, with the participation of the CEO of Banco Sabadell, Jaime Guardiola, as the patron of the graduating class.

In his speech, Guardiola emphasized the importance of "certain values in the business world", listing six in particular, some in relation to the attitude required by today's professionals, such as non-conformity and commitment; others associated with hard work, such as effectiveness and professionalism; and the final ones related to personal skills, such as empathy and frank honesty.



Jonas Kjellberg

Co-Founder of Skype

Famous for being the co-founder of Skype, among other business ventures such as Player.io, iCloud and Gear Up Ventures, Jonas Kjellberg, was the keynote speaker at the EAE Alumni Reunion 2018.

The 49-year old Swedish entrepreneur and keen investor grabbed the EAE Alumni Community's interest with his presentation entitled "Social and creative innovation: new business models for a new generation". "My life has all been about changing the rules of the game" was how he chose to start his dynamic presentation focusing on the lessons he had learned through his professional failures.

During his presentation, the entrepreneur who also founded Campuz Mobile analysed aspects such as innovation in customer acquisition to make the company grow, as well as the importance of doing so with tomorrow's pleasure in mind. He finished his presentation by advising the Alumni community to embrace honesty when innovating.



Enesto Caccavale

Director of Business Development in Spain and Portugal at Alibaba

On 20th February, there was a new session of the Chamber Dinners series at the Barcelona Chamber of Commerce, which EAE Business School supports as an educational institution. On this occasion, a presentation entitled "Alibaba, an ally for growing in China", was given by Ernesto Caccavale, the Director of Development and Business for Spain and Portugal at the Group.

Caccavale emphasized that the door is open for Spanish companies to sell in the Asian giant through Alibaba and its various platforms.

According to Caccavale, Chinese consumers are increasingly demanding international goods, including Spanish products, that fulfil certain quality, fashion and status criteria, which are "reliable and safe, with European certification".



José Manuel Casas

CEO of Telefónica Ecuador

The CEO of Telefónica Ecuador, José Manuel Casas, took part in a session entitled "The Human Face of Big Data: what is the digital revolution?", organized by EAE Business School and APD. In his presentation, Casas discussed the enormous quantity of data generated by our society, the empowerment of the masses and geolocated marketing and advertising.

With respect to the implementation of big data technologies in Ecuador, Casas stated that "it is one of the best in Latin America", adding that "we are a fighting force in this respect, as we have a giant in the form of Carlos Slim. However, the fact that we only specialize in mobiles gives us an agility that we don't have in Spain".

9.1 Top speakers during the year



Enrique Lores

President of Imaging, Printing and Solutions Business at HP

In December, as part of the APD-EAE series of sessions held in Madrid and Barcelona, entitled Spanish Executives around the World, the auditorium of the famous La Pedrera building in the Catalan capital was the venue of a presentation by Enrique Lores, President of Imaging, Printing and Solutions Business HP Inc.

Enrique Lores focused his conference on his experiences in Silicon Valley, having worked for almost 30 years in HP, holding leadership positions throughout the organization. More recently, as the Head of the Department of Separation Management for HP Inc., he oversaw one of the largest and most complex corporate separations in history.



Javier Díaz

General Manager for Southern Europe and Latin America at IPSOFT

Javier Díaz, the General Manager for Southern Europe and Latin America at IPSOFT, a US company positioned as one of the world leaders in Artificial Intelligence, gave a presentation entitled "The humanization of business through Artificial Intelligence" as part of the Spanish Executives around the World series, organized by EAE Business School and APD.

In the presentation, Díaz explained that Artificial Intelligence (AI) already represents the fourth industrial revolution because, in the future, machines will behave like humans, with machines able to think, execute processes and even feel. In other words, they will be able to manage their emotions in such a way that they can interact with people as if they themselves were human.

"AI enables us to humanize the digital environment. It is the latest great revolution. Within no more than 10 years from now, we will pass robots in the hallway that we won't be able to tell if they are machines or humans. Society has to be prepared for this".



José Carlos Martínez

Global Director of Strategy and Planning at Intel Corporation

José Carlos Martínez Sabater, the Global Director of Strategy and Planning at Intel Corporation, gave a presentation entitled "Opening up new markets: challenges and experiences", within the framework of the Spanish Executives around the World series organized by EAE Business School and APD in Madrid.

In his presentation, Martínez Sabater shared his insight into the key factors when opening a business in new markets, which he has done in 70 different countries. He emphasized the need to take three aspects into account. "Being successful in one market doesn't mean you'll be a success in another. Evaluate the political, economic and social stability of the market. Develop a strategic plan to undertake a series of adaptations in the company with respect to HR, marketing, sales, etc., and always make sure you have the support of the management team.



Javier Pijoan

Managing Director for Iberia at Bacardi

The Managing Director for Iberia at Bacardi, Javier Pijoan, gave a presentation entitled "Cultural Transformation: going back to our origins and values" organized by EAE Business School and APD.

In his presentation, Pijoan advocated "putting people at the epicentre" as a key factor in overcoming the "identity crisis" that Bacardi faced when it changed its CEO 7 times in 10 years. "The problems with the brand won't be resolved in the short term. However, the differential factor in the plan is the people. You can't have a business plan without a people plan, because strategies are executed by people. Who will take charge when things don't work?", explained the Managing Director of Bacardi in Iberia.



Toni Nadal

Rafa Nadal's coach for 27 years

In Toni Nadal's opinion, you can train at anything. There is nobody better placed to make such an assertion that this true maestro of this art who, for 27 years, was the coach of the most successful Spanish tennis player ever, his nephew Rafael Nadal. It was not just a matter of coaching a tennis player throughout this period, but rather getting the maximum talent out of a person in order to improve.

Toni Nadal began his presentation speaking about passion. "I cannot conceive life without being passionate about something". He instilled this philosophy in the tennis player because Rafa has always been passionate about what he does. "Doing what we love is not a sacrifice. I have never looked at it that way and it has never been the case for Rafa either". Neither can Toni Nadal conceive life without challenges or self-confidence. "You can do something unless you believe that you can do them well or, in other words, unless you believe in yourself".

9.1 Top speakers during the year

Round Table on employability at Recruiting Day

As part of Recruiting Day, both in Madrid and Barcelona, the School held conferences with the aim of fostering the synergy between companies and students, as well as the employability of the latter.

The following professionals took part in the Round Tables:

MADRID CAMPUS

- Alicia Sánchez, the Director of Human Resources at Altran
- Jesús Briones, the HR Manager at CEPSA
- Elvira Vega, the Director of Human Resources at Mapfre

BARCELONA CAMPUS

- Josep Armengou, the Head of Talent Acquisition & Internal Selection at Banco Sabadell
- Núria Martín, the Human Resources Director at Cuatrecasas
- Jaime Puig, the Head of Business Development at Talent Clue
- David Gómez, the Head of Talent Acquisition at SAP
- Yolanda Lamilla, the Account Manager at Google Cloud
- Luis Blas de Tejada, the Director of Human Resources at Altadis
- Teresa Fernández, the Director of Human Resources at Ibercaja
- Esther Ponce, the Director in Madrid of Spring Professional, part of the Adecco Group
- Gemma Baz, the Director of Human Resources for Business Units and Regional Coordination Territorial at Vodafone
- Pilar Llácer, the Senior Careers Advisor at EAE Business School



Conference: “Professional competences and skills for business digitization”

EAE and APD organized a conference entitled “Professional competences and skills for business digitization: New profiles and ways of working for a successful transition” in the CaixaForum Auditorium in Madrid, with the participation of executives from technological companies and Human Resources professionals to discuss digital transformation in the world of employment.



The following professionals gave presentations at the event:

- José Luis de Federico, the CEO and Founder of Grupo Bizpills
- Miguel Ángel Turrado, the General Director at HP SCDS
- Yolanda Lamilla, the Account Manager at Google Cloud
- Luis Blas de Tejada, the Director of Human Resources at Altadis
- Teresa Fernández, the Director of Human Resources at Ibercaja
- Esther Ponce, the Director in Madrid of Spring Professional, part of the Adecco Group
- Gemma Baz, the Director of Human Resources for Business Units and Regional Coordination Territorial at Vodafone
- Pilar Llácer, the Senior Careers Advisor at EAE Business School



Conference: “Trends in company training and development”, in collaboration with Bankia and APD

Organized by the APD (Association for Management Progress), EAE and Bankia, the session was held in the auditorium of the Madrid-based bank in the city's Plaza Castilla.

The following professionals gave presentations at the event:

- Loreto Sanmartín, APD's Director of the Central Region
- Carlos Hernández, the Director of People Strategy and Policies at Bankia,
- Sergio Jiménez, the CEO of Aiwin
- Pilar Jericó, the Executive President and Partner at Be-Up
- María Pizzuto, EAE Business School's Employability Partner

After the presentations, there was a discussion entitled 'Innovative Experiences. Growing with Talent and People', with the participation of:

- Arancha García, the Executive Career Advisor at EAE Business School and moderator
- Pablo Fernández, the Director of People Strategy at Bankia
- Daniel Ferreiro, the L&D People Manager at Sanitas
- Francisco Puertas, the Strategy Talent & Organization at Accenture

apd Bankia

aiwin beUp

EAE Business School



EAE Business School Bankia

SANITAS accenture



9.1 Top speakers during the year

EAE takes part in the 3rd National Human Resources Congress

Once again last year, EAE Business School collaborated with the 3rd National Human Resources Congress, held in Madrid, with the following speakers:

- Enrique Sánchez, the President of ADECCO
- Luisa Izquierdo, the Director of Human Resources at Microsoft Ibérica
- Carmen Polo, the Director of Human Resources at Axa
- Joan Pere Salom, the Human Capital Partner at Deloitte
- Ricardo Forcano, the Global Head of Talent and Culture at BBVA

BBVA

Over the course of the year, among many others, we welcomed the following speakers:

- Amadeu Jori, the President of ASCEF
- Fernando Serrate, a Partner at KPMG in Catalonia
- María Jesús Rico, the Governance, Risk and Compliance partner at KPMG Advisor
- Alejandro Climent, the General Director of the Cobega group
- Karel Escobar, the CEO of Tetuan Valley
- Marta Juan, the Senior Talent Acquisition at the LVMH Group
- Enric Bayó, Director of Innovation at the Catalan Government
- Tomás Lahoz, the Talent and Development Manager at NH Hotels Group
- Álvaro Suárez de Diego, Digital Solutions Sales Manager at Correos
- Raúl de la Vega, the Senior Digital Solutions Manager at Correos
- Erasmo López García, the Social Media Strategist at Fotocasa
- Miguel Ángel Turrado, the General Director of HP SCDS
- Yolanda Lamilla, the Account Manager at Google Cloud
- José Antonio Gago, the Product Innovation & Design Thinking Manager at Eurecat
- Albert Gimeno, the Director of Communication at Grupo Godó and the Ministry of Internal Affairs
- Carmen Reina, the Data Science Manager at Orange
- Anahí Arza, the Operations Area Manager at Amazon
- Jesús Lorca, the Talent Acquisition Manager at Banco Santander HQ (Universia)
- Brezo Ruiz, the HR Business Partner at the Mass Market Division of L'Oréal
- Lara Ferrández, the Talent Acquisition and Personnel Selection Manager at Universia
- Carolina Franco, the Strategy & Innovation Consultant at Toushka Capital
- Ernesto Muñoz, the Partner at Fellow Funders
- Sixte Cambra, the President of the Port of Barcelona
- Dimas Gimeno, the President of El Corte Inglés
- Sofia Mayoral, the Digital Human Resources Director at Banc Sabadell and Corporate Culture Strategist at Branward
- Miguel Vicente, the Co-Founder of Glovo, Wallapop and Letsbonus, and President of Barcelona Tech City













































9.2 Summary of EAE's monthly activity

DECEMBER 2017

Raising a glass for Christmas in Madrid and Barcelona

To mark the end of the year, EAE held its traditional Christmas drinks event with the students on all formats of Master, MBA and Bachelor programs, at both the Madrid and Barcelona Campus. In Madrid, Raúl Bravo, the Director of EAE Business School in Madrid, and Irene Vilà, the Associate Dean for Graduate Studies, shared a few words with the students at the event. Meanwhile, at the Barcelona Campus, Cristina Tomàs, the Director of EAE's Postgraduate School said a few words to the students as they raised a glass. Attended by students, lecturers and members of the team at EAE, the event included live concerts to raise money to fight cancer.

EAE Business School selects eight projects for the EAE LAB accelerator

EAE Business School selected eight projects, two in Barcelona and six in Madrid, designed by current and former students from the Masters in Project Management and Marketing, MIB, EMBA, IMBA and MBA, to take part in the EAE LAB accelerator. In total, the School received 64 applications and 32 projects to take part in this service, which aims to promote the entrepreneurial

mindset and competences among the School's students, alumni and lecturers, giving them the tools required to facilitate the evolution of their entrepreneurial projects.

MADRID

- Visit to the offices of Atresmedia and El Español.
- Company Meeting with Enterprise. Presentation of the company's recruitment project with Maribel Osuna, the Director of Recruitment, Training and Development; Carlos Fernández, the Talent Development Manager; and Daniel Grillo, the Assistant Branch Manager and former student on EAE's MIB.
- Visit to the facilities of Manpower Group.

BARCELONA

- Business Networking Conference in collaboration with ASCEF: "Good Corporate Governance in Family Companies", with the participation of Amadeu Jori, the Chairman of the ASCEF; Fernando Serrate, a partner at KPMG in Catalonia, María Jesús Rico, the Governance, Risk and Compliance partner at KPMG; and Alejandro Climent, the General Director of the Cobega group.
- Conference with APD. Executives around the World: "My experiences in Silicon Valley" by Enrique Lores, the President of Imaging, Printing and Solutions Business at HP.

JANUARY 18

Company Meeting with the LVMH Group

Marta Juan, the Senior Talent Acquisition of the LVMH Group for the Perfumes and Cosmetic Division located in Madrid, came to the Madrid Campus of EAE Business School with Carolina Parra, and intern in the department and also a former student of the Master in Human Resources Management at the School. They both gave the participating students an insight into the LVMH Group and then ran various group exercises in which students had the opportunity to submit their CV and present their professional profile in order to access the vacant positions at the company.

MADRID

- Visit to the Prado Museum.
- Presentation of Jumping Talent, by Cecilia Marinas, the Human Resources Consultant at Universia Spain.
- Management Conference with Tetuan Valley, given by Karel Escobar, a Master's Thesis tutor and CEO of Tetuan Valley, with Camila Polensvaig, the Program Manager at Tetuan Valley.

BARCELONA

- Visit to the Picasso Museum.
- Focused Program with Enric Bayó, Director of Innovation at the Catalan Government.
- Presentation of Jumping Talent, by Teresa Vila, a consultant at Universia.
- Company meeting with NH Hotels, presented by Tomás Lahoz, the Talent and Development Manager at NH Hotels Group.

9.2 Summary of EAE's monthly activity



FEBRUARY 18

EAE Business School visits Costa Rica, Panama and the Dominican Republic to reaffirm its commitment to Latin America.

EAE visited some of the leading universities in Costa Rica, Panama and the Dominican Republic to discuss partnership agreements and explore new opportunities for collaboration. In addition, Pilar Llácer, the Senior Careers Advisor at EAE, gave a presentation entitled "The Case of Netflix: Orange is the New Green". The tour also strengthened EAE's links with the community of former students in each of the countries, as well as providing an opportunity to meet young people interested in studying in Europe.

MADRID

- Blood donation campaign.
- Visit to the Sorolla Museum.
- Dinner to mark the end of the Executive MBA at the Madrid Casino.
- Closing event for the graduating class of April 2017 at the Hotel Meliá Castilla.

BARCELONA

- Blood donation campaign.
- Welcoming the new Erasmus undergraduate students on the Bachelor Degree in Business Administration and Management.
- Visit to the modern art collection at the MNAC.
- Closing event for the graduating class of April 2017 at the Colegio Ecuestre in Barcelona.
- Focused Program run by Fátima Vila, a lecturer at EAE. Entitled "Communication – a Key Skill for Leadership", the presentation highlighted the importance of leadership and good communication in society.
- Business Networking Conference with Santi García, the Founder of Future for Work Institute.

MARCH 18

EAE Business School holds Talent Week with over 120 companies from 38 different sectors

More than 120 companies presented the companies and vacant positions and ran recruitment processes with potential candidates at EAE's Talent Week in March. The participating companies included Ikea, IBM, Deloitte, Grifols, L'Oréal, Nestlé, Almirall, Desigual, Danone, Siemens, Carrefour and Atresmedia, to name just a few.

Talent Week is one of the biggest employability events organized by a Spanish business school. At the end of the event, EAE recorded a 71% increase in the number of interviews with students conducted by employers.

MADRID

- Dinner for the members of the Dean's List, the students with the best academic report at the Madrid Campus.
- Company Meeting with Pepe Jeans. Blanca García, the HR international Recruiter Assistant at Pepe Jeans joined us, with Sandra Sánchez, the HR Generalist at Tommy Hilfiger & Calvin Klein, and Pedro Silva, the HR Manager for Madrid at Pepe Jeans.
- Discussion panel: "Fintech and

"Alternative Financing", organized by AECA and EAE Business School. Paco Isidro, a lecturer at EAE and financial consultant chaired the Round Table. The guest speakers on the panel were Grégoire de Lestapis, the CEO of Lendix; Asier Uribechebarria, the General Director of Finanbest; and Horacio Molina, General Vice-Secretary of AECA.

- Business Networking Conference: "Digital Solutions: A Global Range for your Company", organized in collaboration with Correos, Spain's biggest public company. Álvaro Suárez de Diego, the Digital Solutions Sales Manager, and Raúl de la Vega, the Senior Digital Solutions Manager, gave the presentation.

BARCELONA

- Business Networking Conference: "The Impact of Artificial Intelligence on the World of Marketing", given by Manu Monasterio, the President of the China Marketing Center of the Club de Marketing de Barcelona and Creator of the 8 Ms of Artificial Intelligence Marketing.
- Dinner for the members of the Dean's List, the students with the best academic report at the Barcelona Campus.
- Dinner to mark the end of the Executive MBA at the Círculo Ecuestre in Barcelona.
- Management Conference:

"Blockchain and Digital Currencies", held at the Col·legi d'Economistes de Catalunya, one of EAE Business School's partner organizations.

- New session of EAE's Focused Program. On this occasion, Marc Sansó, the Director of the MIB, gave a presentation entitled: "Executive Competences in the Digital Age".

ONLINE

- Webinar: "Best practices for finding a job using social media", given by Verónica Platas, a lecturer on the MBA and Master in Human Resources Management at EAE Business School, and Erasmo López García, the Social Media Strategist at Fotocasa.

9.2 Summary of EAE's monthly activity



APRIL 18

EAE Business School holds Welcome Week for its students of the April 2018 session

The activities organized by EAE Business School to welcome its new students of the April 2018 session on the Full-Time and Executive Education Master and MBA programs included an initial session to present the Master and the School's services, including the Academic Coordination and Professional Careers Departments, a teambuilding event to promote cooperation and creativity, and a guided tour of the centre of Madrid and Barcelona, primarily designed for the international students. In total, there were 1,000 new students from more than 60 different countries.

MADRID

- Cultural visit focusing in the financial sector in the centre of Madrid.
- Welcome event: International visit of students from Portsmouth Business School.

BARCELONA

- Cultural visit to El Clot and Barcelona's new financial district.
- Cultural visit around Medieval Barcelona and Madrid de los Austrias.

Madrid, in collaboration with our partner APD. The professionals taking part in the event included José Luis de Federico, the CEO and Founder of Grupo Bizpills; Miguel Ángel Turrado, the General Director of HP SCDS; and Yolanda Lamilla, the Account Manager at Google Cloud, among others.

- Cultural visit around Madrid de los Austrias.
- Charity book campaign.
- New session of the Spanish Executives around the World series organized in collaboration with APD. On this occasion, Javier Díaz, the General Manager for Southern Europe and Latin America at IPSOFT, a US company positioned as one of the world leaders in Artificial Intelligence, gave a presentation entitled "The humanization of business through Artificial Intelligence".
- Welcome event for Part-Time and Weekend students.

ONLINE

- Web conference: "Creating an innovation system in your company". The session was run by Ana Viñals, the Director of the Minor in Design Thinking at EAE, and José Antonio Gago, Product Innovation & Design Thinking Manager at Eurecat.

- Business Angels session with Anindya Saha, the Founder and Partner at Nero Ventures.
- Charity Book Campaign.
- Welcome event for Part-Time and Weekend students.

MAY 18

Session of the Executives around the World series organized in collaboration with APD and the CEO of Telefónica Ecuador, José Manuel Casas

The CEO of Telefónica Ecuador, José Manuel Casas, took part in a session entitled "The Human Face of Big Data: what is the digital revolution?", organized by EAE Business School and APD, within the framework of the Executives around the World series. Held at the Banc Sabadell Auditorium in Barcelona, the event was attended by businesspeople from various sectors. In his presentation, Josep María Galí, the Vice-Dean of Undergraduate Programs at EAE, highlighted the career of José Manuel Casas at different companies.

MADRID

- Session of the Spanish Executives around the World series organized in collaboration with APD. On this occasion, the presentation was given by José Carlos Martínez Sabater, the Global Director of Strategy and Planning at Intel Corporation.
- Cultural visit to the Reina Sofía Museum.
- Conference Company with Cintra and HP, in collaboration with the Fundación Universidad-Empresa,

at which the companies presented their Young Talent Development programs.

- Focused Program: "The Effectiveness of Value-based Management", given by the lecturer on Talent Management, Antonia Arévalo Titos.
- Business Networking Conference: "The Future of Money and the Evolution of Bitcoin and Cryptocurrencies". The session was run by Javier Rivas, the Director of EAE's Master in Financial Management.
- Business Networking Conference: "Geomarketing and business - using maps to design a strategy". The presentation during the session was given by Víctor Conde, the General Director of the Marketing Association; Marcos Rojo, the Global Director of Quantic Solutions; Antonio Tena, the CRM and Data Analytics Manager; and Ignacio Rodríguez, the Technical Director at the same company.
- Masterclass given by Carlos Salas, the lecturer on Communication and Storytelling on EAE's Master in Corporate Communication. The presentation was entitled "How to become a storyteller".
- Company Meeting with Burger King. The presentation was given by María Jiménez, from the Marketing and Franchise Department; Natalia Macías, from the Human Resources Department; and Paula Jiménez, the Regional Manager, who came to the Barcelona Campus of EAE Business School for the event.
- Visit of the Director of Communication of Grupo Godó and the Ministry of Internal Affairs, Albert Gimeno, to meet the students on the Master in Corporate Communication Management.
- Presentation of the book "Creating Human Companies: The Company 3.0", by Mónica Seara, Founder & CEO of Humanas Salud Organizacional.
- DIRCOM Conference with Cristina Aced, the Communication consultant and coach.
- The High School Baccalaureate Awards "Ideas for the New Economy".
- Company Meeting with Mind Analytics. The session was run by Anna Bugrina, the Head of HR and Talent Acquisition at the company.
- Cultural visit to Passeig de Gràcia.
- New session of EAE's Focused Program. On this occasion, Enrique Obregón, the Marketing lecturer at EAE Business School, gave a presentation entitled "The Concept of Long Tail Marketing and Advertising".
- Company Meeting with Burger King. The presentation was given by María Jiménez, from the Marketing and Franchise Department; Natalia Macías, from the Human Resources Department; and Paula Jiménez, the Regional Manager, who came to the Barcelona Campus of EAE Business School for the event.

9.2 Summary of EAE's monthly activity

JUNE 18

Over 2,000 students graduate at the Madrid Campus

EAE Business School held the Graduation Ceremony for the class of 2017-2018 at the Madrid Campus, at the Madrid Arena in the Spanish capital. The event welcomed the participation of the President of Telefónica, José María Álvarez-Pallete, as the patron of the 2017-2018 graduating class. In addition, the President of Grupo Planeta, José Creuheras, also attended the event. At the 2018 Graduation Ceremony, the School presented the Top Recruiter Award to Louis Vuitton Moët Hennessy (LVMH), the multinational that has taken on 32 students from EAE Business School this year on its Inside Program, as well as 6 students as full-time employees. Moreover, the Universidad del Norte de Colombia received EAE's International University Excellence Award.

MADRID

- Company Meeting with Vodafone. The presentation was given by Nerea Maté, a Recruitment Technician at the Fundación Universidad-Empresa, and María Luisa Sousa, the Communication Coordinator at the Fundación Universidad-Empresa, who presented the Vodafone

Graduate Program.

- Company Meeting with Llorente & Cuenca. Seara Méndez, a Consultant in the Talent Department at Llorente & Cuenca, and Diana Molina, a Senior Executive at the company gave our students a presentation of the Young Talent Internship program.
- Session of the Business Angels Academy program, run by Anindya Saha, the Founder and Partner at Nero Ventures,
- Cultural visit to Gran Vía.

BARCELONA

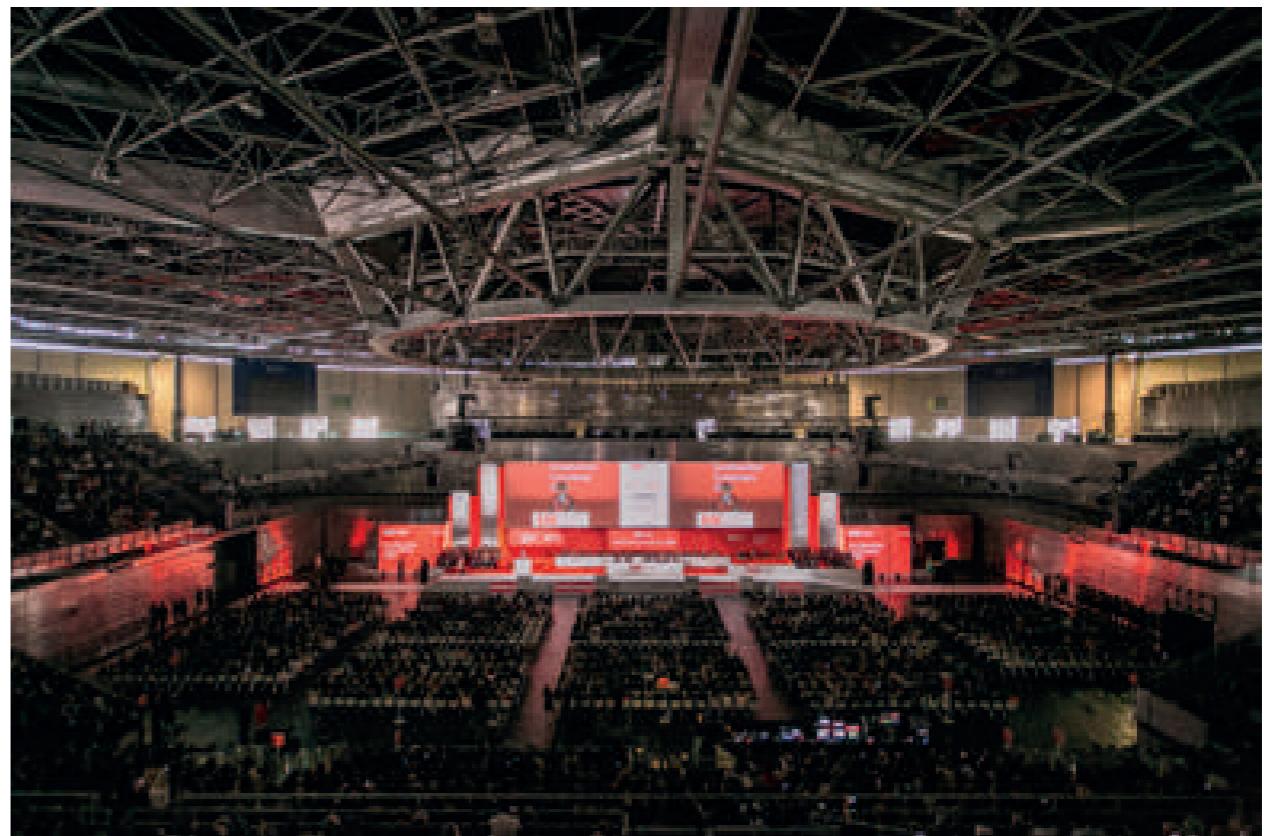
- Round Table with expert headhunters. Entitled "Making yourself visible to a headhunter", the session was chaired by Maite Moreno, the lecturer on EAE's Master in Human Resources Management, with the participation of David Chumilla, the Partner at Euromanager; Laura Urue, the FMCG & Financial Services Director at Catenon; and Ignasi Rafel, the Partner and General Director of Talman Group.
- Reception and welcome to the students from Kean University.
- Company Meeting with General Electric, with a presentation by Carmen Rojas, the HR Leadership Manager.
- Management Conference:

"Managing your Personal Branding to reach your goals successfully", given by Michiel Das, the Founder of the Brand Ambassador Club and lecturer on Personal Branding and Employer Branding at EAE Business School, and Violeta Luján, an expert on personal branding for executives and self-employed professionals.

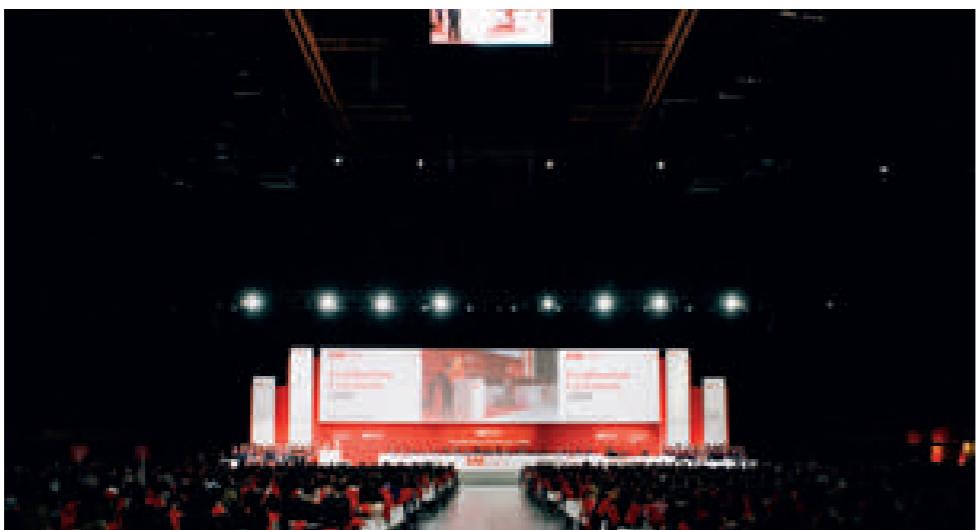
- Cultural visit to the Pedralbes Monastery.
- Gala Dinner for students to mark the end of the Bachelor Degree at the restaurant Los Tilos.

ONLINE

- Web conference: "Artificial Intelligence (AI) – the key to business digitization", given by Carmen Reina, the Data Science Manager at Orange.



9.2 Summary of EAE's monthly activity



JULY 18

Over 4,800 people gather at Palau Sant Jordi for the Graduation Ceremony of EAE's class of 2017-2018

Palau Sant Jordi was the venue for EAE Business School's Graduation Ceremony of the 2017-2018 graduating class at the Barcelona Campus,.

The event welcomed the participation of the CEO of Banc Sabadell, Jaime Guardiola, who was the patron of the 2017-2018 graduating class, as well as Carlos Fernández, the Executive Vice-President of Grupo Planeta. Moreover, Schneider Electric received the award for the Top Recruiter, which was collected by Eva Roca, the Talent Acquisition & Mobility Manager at the company. In addition, Babson College was presented with EAE's International University Excellence Award.

MADRID

- Focused Program with Aleix Ordeig, the Founder of the Blockchain Institute & Technology.
- Business Networking Conference organized in collaboration with our partner organization, the AEA (Spanish Advertisers' Association), entitled "The Store of the Future". The presentation was given by Juan Carlos Alcaide, the consultant,

conference speaker and lecturer at ESIC, who gave the participants an insight into what the store of the future will be like based on the implementation of new technologies.

- Management Conference: Breakfast meeting on Agile Seniorities, with Javier Cantera, the President of Grupo BLC and the Fundación Personas y Empresas.
- Cultural visit to the Matadero Complex in Madrid.
- Farewell dinner for the students of the International Master in Project Management at the Madrid Casino.

BARCELONA

- Business Networking Conference: "Have you started your own project, or do you have an idea for one? What next?", within the framework of EAE's Business Networking series, in collaboration with the School's partner organization, the Club de Marketing de Barcelona.

The event was chaired by the Director of EAE Business School's Entrepreneurship Program, Lluís Soldevila, with the participation of professionals such as Pep García, the President of the Academic Board of the Club de Marketing de Barcelona, Founder and General Director of Maxchief Europe, startup mentor

and investor in a range of sectors, and the entrepreneurs Xavier Castillo, the CEO of Flyshionista, a platform that facilitates connection between shoppers; and Miquel Lloveras Corbalán, the Founder of Formbytes Technologies.

- Company Meeting with Hays Recruiting Experts Worldwide
- Cultural visit to the MACBA.
- Business Networking Conference entitled "Networking in the Supply Chain: The key to developing your professional career" organized in collaboration with the CSCMP Spain Roundtable. The presentation was given by Guillermo Rodríguez, the current President of the CSCMP Spain Roundtable, and Anahí Arza, the Operations Area Manager at Amazon, SC PRO, CSCMP, and former student on EAE's Master in Supply Chain.
- Farewell dinner for the students of the Executive MBA at the Círculo

9.2 Summary of EAE's monthly activity



AUGUST 18

A new session of our EAE Focused Programs, led by the lecturer Marc Sansó, with a presentation entitled “Disruptive innovation in the current business framework”

The lecturer on the Master of International Business at EAE Business School, Marc Sansó explained the competitive paradigm shifts that companies have undergone in the last 20-30 years with the widespread use of the Internet. There has been a change in the perspectives of companies, from an approach based on having assets and products to commercialize to the current demand-centred method focused on generating interaction with the client base. “Business models benefit from the Internet because it generates business opportunities for everybody”, he explained, illustrating with the example of Uber, adding that “it is an economy based on a winner-takes-all concept”.

ONLINE

- Webinar with Neus Arqués, an analyst specializing in visibility management. The presentation was entitled “Developing your Personal Branding: become a professional who makes the difference”.

SEPTEMBER 18

EAE holds a new Management Conference in collaboration with the Spanish Marketing Association entitled “Marketing with Influencers”

Held at EAE's Madrid Campus, the session was divided into two separate parts. The first focused on an overview of the topic given by experts, followed by an open discussion. In the Management Conference organized by the Spanish Marketing Association, participants gained an insight into the current situation with respect to advertising strategies with influencers, their impact and evolution.

The experts taking part in the session included Víctor Conde, the General Director of the Spanish Marketing Association; Fernando Rivero, the CEO of Ditrendia and member of the Board of Governors of the Spanish Marketing Association; Luis Soldevila, the CEO of Brandmanic & MarvelCrowd; César Sepúlveda, the Director of Marketing at Codan; Marta Gutiérrez, the CEO of the agency SrBurns; and Javier Ollero, the influencer and blogger.

Presentation of the projects selected for the EAE LAB incubator

The participants at the EAE LAB incubator came together with investors, Business Angels and entrepreneurs in a session held at EAE's Príncipe de Vergara 156 Campus, where they presented their original ideas and high-potential business projects. With energy, passion and confidence in the viability of their projects, during the session, the representatives from each entrepreneurship project gave a brief explanation of the aims and strengths of their business models and the strategic vision behind each of them.

MADRID

- Cultural visit to the Retiro Park.
- Gala dinner to mark the end of the Executive MBA at the Madrid Casino.
- Company Meeting with CES. Juan Ángel Santos, the Sub-Director of the Development Channel, and Laura Portolés, the HR Manager at CES, gave the students of EAE Business School an overview of the professional opportunities available at a company with ninety years of history and 40 offices across Spain.

BARCELONA

- Cultural visit to Parc Güell.
- Focused Program on different leadership styles. The session was



OCTOBER 18

EAE holds the Annual Alumni Reunion

EAE Business School held the Annual Alumni Reunion in Madrid, with the participation of the keynote speaker Jonas Kjellberg, the entrepreneur and investor, Co-Founder of Skype and former President of iCloud, which he sold to Apple. His presentation entitled “Social and creative innovation: new Business models for a new generation”, which attracted more than 700 former students of the School, was followed by a number of EAE Talks, brief presentations related to innovation, technology and entrepreneurship recounted by the people involved.

ONLINE

- Session of the EAE Entrepreneurs Experience series entitled “Entrepreneur and serial investor of the 21st Century”. On this occasion, the guest speaker was Jesús Alonso Gallo, the serial investor, lecturer, conference speaker and Founder of www.restaurantes.com.
- Focused Program with Enric Bayó, the Director of Business Innovation at ACCIÓ, run by the Catalan Government. Entitled “Design Thinking: key factors in business innovation”, the presentation focused on new product design and business experiences that go beyond functional aspects.
- New session of the EAE Entrepreneur Experience series led by Jesús Alonso Gallo, the mentor and investment expert, who shared his insight in presentation entitled “Entrepreneur and serial investor of the 21st Century”.

EAE closes the Online Employment Forum with more than 130 participating companies

A total of 3,588 current and former students from 59 countries signed up for 1,715 offers posted at EAE Business School's Online Employment Forum by the 130 companies that took part in this edition.

Since its launch, the number of participating companies and offers posted at the Forum has continued to grow significantly. In the latest

edition, 54.76% more companies took part, compared to the previous edition, with 13.2% more offers being posted. The Forum ran from 2nd to 8th October and received a total of 38,659 visits, which is a 65% increase compared to the previous year.

Colloquium organized in collaboration with APD, entitled “Cultural transformation: back to the origins and values”, with Javier Pijoan, the Managing Director for Iberia at Bacardi

The Managing Director for Iberia at Bacardi, Javier Pijoan, took part in a colloquium entitled “Cultural transformation: back to the origins and values” organized by EAE Business School and APD. In his presentation, Pijoan advocated “putting people at the epicentre” as a key factor in overcoming the “identity crisis” that Bacardi faced when it changed its CEO 7 times in 10 years. The event was held at the Col·legi d'Economistes de Catalunya.

MADRID

- Venture Day with Keiretsu Forum, to finance the projects in our business incubator, EAE Lab.
- Cultural visit to the Retiro Park.
- Gala Dinner for the Global Executive MBA at the Madrid Casino.

9.2 Summary of EAE's monthly activity



- Management Conference on the General Data Protection Regulations (GDPR).
- Blood donation campaign.
- Company Meeting with Catenon and the participation of Ustaritz Bartolomé, the Hubs Operations Manager at Catenon, and Iulia Kalacheva, the International Recruitment Consultant and former student at EAE Business School.
- Business Networking Session on false advertising with the Spanish Marketing Association, with the participation of experts in the field, such as Juan Antonio Muñoz, Benito Marín, Raúl Gilabert, Miguel Fernández and Christian Requena.
- Cultural visit to the theatres of Madrid.
- EAE Welcome Afterwork for new Full-Time students.
- EAE Welcome Brunch for Part-Time programs.
- Focused Program entitled “Relational Marketing and generating customer loyalty” with Eduardo Correa, a specialist consultant at the Management Education Quality Institute for the Central Region IPC Delegation and the Partner and Director of

Ephemeral Life, as well as lecturing at EAE Business School.

- Company Meeting with SAP.
- Recruiting Day. Round Table chaired by Pilar Llacer, the expert in Human Resources and selection at EAE. Participants in the Round Table included Alicia Sánchez, the Director of HR at Altran; Jesús Briones, the HR Manager at Cepsa; and Elvira Vega, the Director of HR at Mapfre.
- Company Meeting with Talent Point.

BARCELONA

- EAE Welcome Afterwork for new Full-Time students.
- EAE Welcome Brunch for Part-Time programs.
- Round Table on talent with Josep Armengou, the Head of Talent Acquisition & Internal Selection at Banco Sabadell; Núria Martín, the Human Resources Director at Cuatrecasas; Jaime Puig, the Head of Business Development at Talent Clue; and David Gómez, the Head of Talent Acquisition at SAP. The session was chaired by Maite Moreno, the lecturer on EAE's Master in Human Resources Management.
- Cultural visit to the theatres on La Rambla.

- Focused Program on the importance of the Marketing Department in companies, with a presentation by EAE's marketing lecturer, Carmen Vallhonesta

ONLINE

- Focused Program “Neuromarketing applied to the digital experience” led by Gustavo Rojas, the EAE lecturer.
- Web conference entitled “Innovation within business: the importance of reinvention” given by Jorge Serra, the lecturer on Marketing and Communication at EAE.

NOVEMBER 18

Company Week 2018 in Madrid and Barcelona

Held in the first week of November, the event reaffirmed the School's commitment to the students' profession projection, with a program full of activities.

Over four days, at both the Madrid and Barcelona Campus, lots of meetings were held between recruiters from national companies and students at EAE Business School on a different Master programs, including Management and Commercial Management, Corporate Communication, Project Management, MBA, Marketing & Sales, MIB and Supply Chain, among others.

Others.
EAE's Professional Careers
Department organized Company
Week 2018, with the participation of
companies such as Alsa, NH, Volotea,
Talent Search People, Le Guide Noir,
Avon, Upbizon, Rimsa, NH, Cirsa, Caja
de Ingenieros and Future Track.

MADRID

- Company Meeting with Santander and Universia to present Santander Talent League 360°. The session was overseen by Jesús Lorca, the Talent Acquisition at Banco Santander HQ (Universia).

- Recruiting Day with L'Oréal, run by Brezo Ruiz, the HR Business Partner of the Mass Market Division of L'Oréal, and Lara Ferrández, the Talent Acquisition and Personnel Selection Director at Universia.

- Students at EAE's Madrid Campus visit the National Archaeological Museum.
- Business Networking Conference "Trends in company training and development" organized by APD, Bankia and EAE, with speakers from companies such as Bankia, Sanitas and Accenture, among others.
- Focused Program: "People before strategy - a new vision for the company" with Esther González Arnedo, the Director of Human Resources Programs at EAE Business School and Associate Director of Grupo BLC.
- Entrepreneur session at EAE Lab with Carolina Franco, the Strategy & Innovation Consultant at Toushka Capital.
- Session of EAE Entrepreneur Experience with Ernesto Muñoz, a Managing Director of Management Consulting (MIC).
- Session of EAE Entrepreneur Experience with Ignasi Tribó, the COO of My Poppins.
- EAE students visit Barcelona's iconic landmark, La Sagrada Família.

ONLINE

- 'Focused organizations: reducing organizational complexity', a webinar given by Marc Sansó, Director of the Master of International Business.
- Web conference "Cloud Tools: How to transform your business" with Pouria Sayyad, the Senior ICT R&D Technical Lead of the i2CAT Foundation

BARCELONA

- Conference by Toni Nadal, Rafa Nadal's coach for 27 years.
- 4th edition of SCLForum 2018 "Smarter Supply Chains" with Mark S. Baxa, the Incoming Chairman of

9.2 Summary of EAE's monthly activity

SUMMARY OF THE CULTURAL VISITS

EAE Business School organizes monthly cultural visits at both the Madrid and Barcelona Campus to give national and international students the chance to discover the cultural heritage of the cities in which they are studying.

Madrid Campus

In 2018, Master students at EAE's Madrid Campus visited art museums such as El Prado, the Sorolla and the Reina Sofía, as well as the Matadero Complex and other iconic landmarks and neighbourhoods of the city, such as Madrid de los Austrias and Gran Vía.

In February, the students of EAE Business School visited the Sorolla Museum and the temporary exhibition 'Sorolla and fashion'. The visit to the workshop and home of Joaquín Sorolla y Bastida, represented in iconic masterpieces such as the 'El baño del caballo' (the Bathing Horse) and 'El Balandrito' (The Little Yacht), was complemented by an extensive collection of drawings and sculptures. The tour gave participants the ideal opportunity to gain an insight into the Valencian artist's contributions to the world of fashion and his ability to pick the most avant-garde garments of the time for his wife, Clotilde.

Iconic landmarks in the capital city, the Sabatini and Nouvel buildings are home to the Reina Sofía Museum, which was visited by the students of EAE Business School in May.

The guided tour took participants on a journey through some of the most representative artists of Spanish culture, such as Goya, Picasso and Dalí. The highlight was the historic painting of Guernica, an important reminder of our national history.

A must-see on any visit to Madrid is the El Prado Museum, which was a popular tour among the School's students early in the year. The popularity of this edition of the cultural visit highlights the great interest among the participants, all of who were very satisfied with the experience. El Prado is one of the most important art museums in the world, with masterpieces by artists such as Velázquez, El Greco, Goya, Bosch, Murillo and Zurbarán reaffirming this well-deserved status.

The history of Madrid's streets and landmarks was the focus of excursions such as the visit to the Madrid de los Austrias neighbourhood and the tour along Gran Vía.

Historic buildings such as the Royal Palace, the Almudena Cathedral and famous thoroughfares such as Calle Mayor, Calle Arenal and the Plaza de Isabel II form part of the city's history during the reign of the Habsburg dynasty. The visit to Gran Vía included a number of anecdotes and explanations in relation to the buildings along the avenue, spanning

back over the last century. The historical changes that this central street has undergone were the focus of this enjoyable and surprising tour.

The Arganzuela neighbourhood of Madrid is the location of the Matadero Complex, which was visited by EAE students in July. On the tour, the students gained an in-depth insight into the history of the place, the reasons it was built there, the current use of the different halls, the way of life in Madrid in the 20th Century and the city's most industrial architecture. The complex has now been transformed into a flagship of avant-garde aesthetics for emerging artists and enthusiasts of culture, film and theatre.

Barcelona Campus

In 2018, the students of EAE's Barcelona Campus visited key landmarks in the Catalan capital, such as the Pedralbes Monastery, the MNAC, the Picasso Museum and the MACBA, as well as some of the most iconic corners of the city, including the El Clot and Distrito 22 neighbourhoods and Passeig de Gràcia. In April, EAE students at the Barcelona Campus went on a tour of the Barri Gòtic, La Ribera and El Born neighbourhoods. This medieval part of Barcelona still has vestiges dating back to the 15th Century, such as the façade of the Barcelona City Council

building and the old city walls in the Paral-lel area. Discovering some of the city's history was a great experience for the participants, who finished the tour at the Basílica of Santa María del Mar, known as the people's church.

Medieval Gothic art is one of the attractions of the Royal Monastery of Santa María de Pedralbes, which is a must-see for any visitor to Barcelona. Founded in 1326 by King Jaime II and his wife Elisenda de Moncada, the site was home to a community of nuns of the Order of Saint Clare, which was an enclosed community. The complex includes a kitchen, the chapel, the church and the cloister. It is three-storeys high and the columns of its broad arches are topped by capitals decorated with the emblem of the Counts of Barcelona and the House of Moncada.

Moving forward in history, the 20th Century was the focus of the guided tour of Passeig de Gràcia, which gave students the opportunity to learn its importance in terms of tourism and the city's rich heritage of art nouveau architecture.

The avenue is home to some of the most iconic buildings designed by the architects Antoni Gaudí, Puig i Cadafalch and Lluís Domènech i Montaner, some of which have been declared World Heritage sites, such as Casa Amatller, Casa Batlló and La Pedrera.

Picasso has left his mark on a great part of the Catalan capital's history, as showcased in the permanent collection at the Picasso Museum. The Malaga-born artist lived, studied and worked in Barcelona in the 1890s, returning from 1905 onwards, alternating between the city, Paris and Madrid. The Museum exhibits works from the artist's different periods, such as his blue and pink periods, with masterpieces such as the El Arlequín (The Harlequin), El Passeig de Colom and Blanquita Suárez, as well as other paintings focusing on Bullfighting. The participants also took advantage of the visit to see the exhibition "Lucien Clergue: Twenty-Seven Meetings with Picasso", a series of snapshots capturing anecdotes from the Andalusian artist's life.

The Farinera Cultural Centre in the El Clot neighbourhood is a good example of the city's industrial, working-class past, with a complex of factories such as Can Jaumandre, which is now the Humanities and Social Science faculty of the Universitat de Barcelona. Described by students at the Barcelona Campus as "out of the ordinary", this original visit took the participants to the Municipal Market, along the Rambla del Poble Nou and to the new buildings of the Distrito 22@ neighbourhood, which is home to many technological companies and startups.

In the Raval neighbourhood, the MACBA (Barcelona Museum of Contemporary Art) was the destination of another visit for students at EAE's Barcelona Campus. The museum has a collection of around 5,000 works of art from the second half of the 20th Century and right up to the present day. The students were impressed by the spectacular complex of building in Plaça dels Àngels, remarking on the bright white colour of the building and the sparkling glass of its skylights. Art lovers in Barcelona can also find a great collection of modern art at the MNAC (National Art Museum of Catalonia).

Structured into four areas and an epilogue (the modern artist, Art Nouveau, the Noucentisme movement, Art and the Civil War and the avant-garde of the Post-War period), the Catalan art museum exhibits art nouveau masterpieces by Gaudí, Fortuny and Gutiérrez-Solana to name just a few.

9.3 Solidarity at EAE

4	food collection drives at our campuses
4	blood donation campaigns at our campuses
2	participation in the Company Race
4	Charity Christmas drinks events
2	Charity book donation campaigns
2	Charity concerts in collaboration with the AECC

150+

BLOOD
AND TISSUE DONORS

600+

KILOGRAMS
OF FOOD FOR FAMILIES
IN NEED

6.000+ €

COLLECTED
FOR COOPERATION
PROJECTS



A few figures from 2018:

EAE Business School's Charity Book campaign 2018 is a great success

From 20th to 24th April, in collaboration with AIDA Books&More, EAE organized the Charity Book campaign, giving students and lecturers the opportunity to browse the various stands located in different buildings and buy books for the token price of €2.

This initiative raises money for the projects carried out by the NGO AIDA (International Aid for Development in Africa), all over the world, focusing in improving the quality of life and human rights of people in developing countries. In this second edition, the initiative was organized at both the Barcelona and Madrid Campus to coincide with Sant Jordi (St. George's Day), a very important celebration in Barcelona, where books and roses take centre stage throughout the day.

AIDA has projects running in Africa, Asia, the Middle East and Latin America. As well as selling online, AIDA Books&More has physical bookstores in Madrid, Barcelona, Segovia, Valencia, Castellón and Santander. The network of stores is managed by volunteers who spend a few hours each week to support the work on the projects. The Association was created in 1999 to improve the quality of life of the poorest communities. In 2004, it was declared a Public Benefit Organization by the Ministry of Internal Affairs.

EAE students take part in the Company Race

Once again this year, the corporate red of the EAE students' t-shirts added a distinctive touch of colour among the 17,000 runners in this popular race in which 5,930 teams from 1,149 companies have participated.

With two distances of 6 km and 10 km, this running race is highly original as the participating teams are made up of 2, 2, 3 and 4 members belonging to the same company. In addition, the runners take part on an equal footing regardless of the position they hold at the organization. The race fosters team spirit and all the members make an equal contribution to the team's final classification.

At EAE's Madrid Company, a total of 162 participants took part with the t-shirt and bib, out of 200 people who originally registered. In Barcelona, the final figure was 102 runners, making a total of 264 participants from the two campuses, sharing the motto "We make it happen".

Companies such as KPMG, Correos, Deloitte, Saint Gobain, Mediapro, Mutua Madrileña, QUAD, NH, Elecnor, Havas, PWC and Amazon were among the teams participating in the Company Race 2018, organized by Banco Santander and sponsored by Audi, Mercedes-Benz, Fira Barcelona, Sanitas and Kaspersky Lab, among others.



The charity initiatives organized by EAE throughout the year included:

Once again this year, EAE joined the AECC's campaign to fight breast cancer.

At the end of October, as in previous years, EAE Business School joined the campaign to fight breast cancer of the AECC (Spanish Association Against Cancer), under the slogan "Join the Pink". The AECC has an information desk at the EAE Campuses in Madrid and Barcelona with the aim of raising the students' awareness of the fight against breast cancer.

Charity concert in collaboration with the AECC.

In December, EAE once again organized the Charity Christmas Concert of the EAE Campuses in Barcelona and Madrid. All the attendees at the concert could make their donations at a desk of the AECC (Spanish Association Against Cancer) throughout the event. The money raised at the two campuses went to the fight against cancer.

Teaming

This micro-donation project currently has the support of 1,000 companies in 40 countries, including EAE, which apply teaming at a global level and generate €200,000 per month for charity projects.

EAE E-Secretary

Within the framework of improving the environment, the School runs the e-Secretary initiative, a new virtual Secretary's Office that enables us to reduce the amount of paper sent to students, as all aspects are organized digitally. Thanks to this initiative, EAE has reduced its paper consumption by 95% on its administrative processes before, during and after student enrolment.

Renewal of our agreement with FEMAREC.

Once again, we have renewed our agreement with FEMAREC, a non-profit organization that works to enhance the employability and social and cultural integration of people at risk of social exclusion. FEMAREC runs programs involving waste recycling, collection and management services, confidential document destruction, assembly of circuit boards, remanufacturing printer and fax ink cartridges, sale of office supplies, recovery and repair of vending machines, pressure reducers and nozzles, product assembly and picking services.

EAE students sign up to the blood donation campaign

Held on both the Barcelona and Madrid Campuses, EAE Business School's blood donation campaign has been a great success. To be specific, they received a total of 78 valid donations, thereby breaking the record from previous years.

Every day, 1,000 donations are needed to treat all the people who need blood in hospitals across Catalonia. For this reason, in collaboration with the Red Cross and the Catalan Government's Banc de Sang i Teixits (Tissue and Blood Bank), EAE Business School has run this campaign, which was held at both the School's Madrid and Barcelona Campuses.

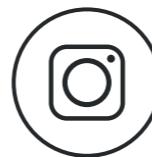
EAE, a leading participant in the Great Food Collection held in Madrid and Barcelona

9.4 EAE's Social Community



Would you like to keep up to date on what is going on at EAE? Follow us and join our community

EAE Business School's social community is now formed by more than 280,000 professionals divided into 6 profiles. Would you like to get to know them?



Instagram

With over 11,000 followers, on our Instagram profile, you can see what is going on at our two campuses in Madrid and Barcelona, get a first-hand insight into our students' EAE experience, keep up-to-date with the key management trends and find out what life is like in these two dynamic cities.



Twitter

If you like sharing opinions and information, follow us on Twitter and join more than 20,000 EAE followers. On Twitter, we can keep you informed about the latest research and work conducted by EAE, share the latest news and business success stories.



YouTube

EAE's YouTube channel is the platform you need if you want to find out about EAE's facilities, watch web conferences on demand, listen to the latest interviews from our lecturers in the media or find out more about life at the School. To do so, we give you access to more than 900 videos and post an average of 10 videos per month, divided into 9 playlists.



Facebook

In our Facebook group, you can interact with more than 125,000 current and former students, lecturers and professionals that form part of the EAE Community. With them, you can share knowledge and experiences, find out about the regular activities that we organize and keep up to date with what is going on at our Madrid and Barcelona campuses. Moreover, it is an ideal platform for making an initial contact with future EAE students, ask current and former students for references, and resolve any potential doubts or questions that you may have about us.



LinkedIn

Open to all audiences, EAE Business School's profile brings together more than 80,000 professionals, including current and former students, as well as external executives and professionals with links to the School. In this profile, you can read the recommendations of professionals who have trained at the School and find out about the main features of the EAE Community: where they currently work, in which sector, where they live and what sectors they specialize in, among many other aspects. You can also follow the latest developments at EAE, news, appointments and other information of interest.



LinkedIn Alumni

Only members of EAE can join this private group on LinkedIn. In this group, you have the opportunity to meet more than 14,500 colleagues on a professional basis, making it a great platform for sharing concerns in relation to improving your professional career. Moreover, each week, the group's members receive a newsletter with the main employment offers processed by EAE Business School's Professional Careers Service.

10

Alumni EAE

10.1 Discover the Association of Current Students and Former EAE Students

The Association of Current and Former EAE students is a joint initiative between current and former students, academic faculty and the business community, providing services to over 77,000 current and former students that have formed part of our school community since 1958.



Updating
Enabling current and former students to refresh and update their knowledge and enhancing the continuous development of their skills.

Professional development
Supporting the professional development and career guidance of current and former students.

Networking
Promoting opportunities for networking between the members through conferences, seminars, forums and working breakfasts that are regularly organized.

Community
Enhancing the relations between students and the institution

Raising Awareness
Publicizing and supporting EAE's mission: to train business leaders equipped to head companies and institutions sustainably in all sectors through programmes that effectively blend practical contents and participant-oriented services.

What services does EAE Alumni offer?

Alumni provides five areas of services to its members, with the aim of comprehensively catering for the academic and professional interests of the School's current and former students:

PROFESSIONAL DEVELOPMENT

- Executive Mentoring service (for senior profiles).
- Exclusive access to the Employment Exchange.
- Professional competence self-assessment program Lidera-T 360º.
- Professional Guidance and personalized advice for new career challenges.
- Webinars on talent management and employability.
- Entrepreneurship laboratory, Alumni Entrepreneur.

LIFELONG LEARNING

- Up to 30 refresher programs and courses.
- Web conferences on new trends and innovation.

KNOWLEDGE

- Research Reports of the Strategic Research Centre
- Digital Library and subscriptions to specialist journals.
- Digital subscription to Harvard Deus-to journals.
- Specialist blogs.

NETWORKING

- Annual Alumni Reunion.
- Talent Alumni Review.
- Monthly Alumni Newsletter.
- Online community and Alumni Directory.

E-CLUB

Special offers and discounts on more than 1,600 big-brand products and services in the fields of food, household goods, leisure, healthcare, beauty, travel and technology.

If you want to join the EAE Alumni Community, go to www.eae.es/alumni

10.2 Alumni in figures

In 2018, the main alumni figures are:

77,000+

former EAE students
since 1958.

80+

national and international
exclusive Alumni activities
organized in 2018.

15

activities organized in 15
countries.

12,000+

professional participants in
Alumni activities.

700+

attendees at the Annual Alumni
Reunion.

**Ambassadors in
Peru, Mexico,
Colombia, Ecuador,
Costa Rica and
Panama, among
many other
countries.**

8,6

**OVERALL
SATISFACTION
RATING OF THE
SERVICE**



The companies that took part in the EAE Alumni activities in 2018 included:



skype™



Santander



orange™



Microsoft



JUST EAT



fintonic



ManpowerGroup



SCHIBSTED
MEDIA GROUP



InfoJobs

10.3 Alumni Experiences in 2018



Omar Al-Nehlawi

Brand Manager at Novartis
Former student of the Full-Time MBA

"More than two years had passed since I had finished my Bachelor Degree in Pharmacy and I had enjoyed an intensive period working in the field of healthcare. I wanted to keep training, but I wasn't sure whether to opt for a more specific technical program or a more cross-profile option. EAE offered me a great deal of flexibility and, in the end, I decided to take the master at EAE due to the international and multidisciplinary environment. For people who already have professional experience, but who want to give their professional development a boost, the School ticks all the right boxes to generate a really favourable environment for achieving this. I studied at the Barcelona Campus and one aspect that I would highlight is the fact that EAE knew how to generate great synergies between students with really different educational and cultural backgrounds, while, at the same time, integrating it all within the experience of transformation and entrepreneurship we had in the city".



Carlos Alonso

Corporate Event Manager & Trade Marketing at Sony
Former student on the Executive Development Program

"My time at EAE has had an impact on my life at various levels. First of all, I had a sense of excitement again, with a project for the future. The experience has shaped me both as a person and as a professional, because I have learned to relativize, prioritize issues and balance periods of high pressure at work and at the School. Although it may seem contradictory, my life is calmer now. Perhaps it is a result of the knowledge I have acquired, which I can apply in my day-to-day life. This knowledge has made me more self-confident than I ever have ever felt before in my career. In my opinion, other people notice this self-assurance and I am certain that it had a positive influence on my being promoted to the post of Corporate Event Manager at Sony".



Kakio Araujo

Digital Customer Acquisition Director at Banco Santander
Former student on the Master in Online Marketing and Digital Commerce

"EAE helped me to update my knowledge and tackle the challenges I faced when I joined the Digital Customer Activation Department, based on the development of Marketing strategies that enable us to increase the number of customers we have on the bank's digital channels. Moreover, when approaching Design Thinking projects, I have had the opportunity to embrace new ways of learning, incorporating new technologies".



Anahí Arza

Area Manager at Amazon
Former student on the Master in Supply Chain Management

"After my time at EAE, both my professional and personal life have taken a 180 degree turn. After completing the Master, I had the opportunity to form part of the launch team for Amazon's Fulfilment Center, one of the most modern installations in Europe, as well as being part of a company that is a pioneer and a leader in the sector.

As well as the Master itself, EAE gave us the opportunity to prepare for and sit the examination for the SCPro Level 1 certification (Supply Chain Professional) of the CSCMP. I managed to get a certificate for English that is recognized in both the USA and Europe. However, more importantly, I am now a Board Member of the Spain Round Table as a Young Professional, which not only enables me to keep my knowledge up-to-date, but also to network with leading professionals."



David Busquets

Commercial Director at Audax Energía
Former student on the Master in Commercial and Sales Management

"Before starting the Master at EAE, my personal and professional situation was very stable. In professional terms, I had been at one of the largest commercial companies in the energy market for four and a half years, but I am a very ambitious person and I needed to take a step forward. I was sure that I want to grow professionally. After setting myself a goal and a timeframe within which to achieve it, I decided that the first thing I had to do was get more training and get up-to-date with the latest trends and evolution of the markets.

EAE has not only helped me in my professional life but also at a personal level. It doesn't matter how old you are or whether you work as a director or a salesman, there is always more to learn. It is essential to do a Master of this type to achieve your goals, be better qualified and gain a broader perspective of all the departments".



Jaume Boada

Head of Growth & Sales at Just Eat
Former student on the Full-Time MBA

"I was a Regional Sales Manager and I wanted to do an MBA in order to keep learning and, at the same time, it would enable me to boost my career. Trying to fit my work schedule in with my studies was not easy, and that is when I came across EAE Business School.

The level of competence on the employment market is increasing all the time. There are more people who are better prepared academically, with languages, experience, etc. In my opinion, if you don't fulfil a certain standard set of requirements, you won't get through the filters at many companies. After doing the MBA at EAE, I was promoted and the team I supervised grew from 6 to 23 people.

The most important thing is not just a matter of learning new things, but rather identifying your weak points as a professional. In my opinion, we are not self-critical enough and, when you study subjects and you think you are getting a grip on them, it reminds you that there is always something new to learn".

10.3 Alumni Experiences in 2018



Joely Bolívar

Revenue Management Controller at Seat. Former student on the Master in Accounting and Financial Management

"Professionally, I was in a very stable position. I was working at Procter & Gamble and I had just changed to a new role in charge of a team of people, with great prospects in terms of growth. However, I made the decision to take this Master because I felt that it was the right time to make a change in the direction my professional career was heading".



Lara González

**Senior Digital Analyst at Zoom
Former student on the Master in Business Intelligence and Technological Innovation**

"The whole experience and everything I learned is applicable at both a professional and personal level. I learned to stay alert and learn from everything going on around you at all times in every situation. The Master equipped me with the tools I need to resolve any professional situation. I now apply all the strategies I learned when taking on a new challenge or striving to improve a process. From the most technical aspects right through to the pure business side of things, the topics covered help me make day-to-day decisions".



Alberto Guijarro

**Accounting Expert at Desigual
Former student on the Master in Financial Management**

"I would recommend EAE because, from my own experience, I can assure you that they meet your expectations. I had a great experience at both a personal and professional level. I gained a lot of theoretical knowledge and experiences from professionals who have been working for many years as leaders in their companies. Luckily, I achieved the top score on my Master program and so I made it on to the Dean's List, which I am very proud of".



Félix Maroto

**Senior Trainer at Manpower
Former student on the Master in Executive Development, Emotional Intelligence and Coaching**

"EAE was a real discovery for me. As it was one of the topics covered on the Master, you start applying emotional intelligence to yourself and, if you have an open mind, you come into contact with lots of new ideas and different approaches. I would recommend EAE based on its professionalism right from your first contact with the School through to graduation and beyond. The School gives high-quality, very specialized and up-to date tuition. It has helped me to improve as a person and as a professional. What more can I say?"



Alicia de la Sierra

**HR Business Partner JR. Global Digital Hub at Nestlé
Former student on the Master in Human Resources Management**

"EAE offered me a very varied program that was compatible with my work timetable. Moreover, it gave me an overview of Human Resources based on experience. Another aspect worth highlighting is the lecturers. Having Human Resources professionals currently working in companies on the faculty gave us a real insight into the difficulties and challenges faced in these departments nowadays. If I hadn't taken this Master, I would never have been had the opportunity to work in the Human Resources Department at Nestlé".



Juan Luis Vázquez

**Project Manager, Network Engineer at Telefónica
Former student on the Master in Project Management**

"The tuition is a fundamental aspect when it comes to evaluating the quality of a Master. I had some top-level lecturers who taught me in both professional and personal terms. I hope to keep in contact with them, as we share the same interests and professional practices. I really rate the use of practical case studies on many of the courses and, in my opinion, it is what sets the teaching methodology apart.

I have applied what I learned on the Master right from the start. I have been working in project management for the last five years and the Master has enabled me to change plenty of aspects of my management. The Master enabled me to update my knowledge and it has given me the chance to take on management positions".

10.3 Alumni Experiences in 2018



Miguel Martínez

Corporate Communications Manager at Deloitte
Former student on the Master in Corporate Communication Management

"After finishing my Bachelor Degree in Journalism and having worked in the media throughout this period, I decided to live in the UK for a while to improve my English. When I returned to Spain, I wanted to redirect my professional career towards Corporate Communication, and I chose the Master at EAE because it fulfilled all the requirements I was looking for. The Master enable me to focus my career towards the world of business, equipping me with very useful knowledge and professional experiences from the lecturers".



Cristina Massons

Product Manager at Mango
Former student on the Bachelor Degree in Business Administration and Management at EAE

"Taking the Bachelor Degree helped me to access the employment market, as we now live in a really competitive world and it is important to set yourself apart from the rest. Recruiters really positively rate the fact that we have studied at EAE.

First of all, I did a year as an intern in the Purchasing Department in a company in the hotel sector, where I learned loads. The experience helped me later to find my first job in the offices of Mango, in the Purchasing Department. After two years working there, I was promoted and I now work as a Product Manager for accessories in the Spanish and Italian market. It was an unforgettable experience in all respects".

Fernando Sánchez

Software Engagement Manager of the Software Business Unit for Spain and Portugal at Diebold Nixdorf
Former student on EAE's MBA

"The MBA at EAE enabled me to apply all the strategic management knowledge I acquired in my job, both in terms of formulation and execution, as well as the insight I gained in Commercial Management and B2B Marketing".

Arturo Carballo

Director of the Corporate Strategy and Development at CBRE Spain
Former student on EAE's Bachelor Degree in Business Administration and Management

"The CBRE Proptech Challenge Program 2018 is looking for digital talent with the power to revolutionize the Real Estate sector with innovative and disruptive ideas. The benefits of the program enable participants to develop an idea or startup by giving them access to workspaces, the mentorship of CBRE and an attractive financial incentive for the finalists".



10.4 Alumni Highlights in 2018

Jonas Kjellberg, the Co-Founder of Skype, keynote speaker at the Annual Alumni Reunion 2018

- Over 600 people met up once again at the Annual Alumni Reunion 2018, held in Madrid
- Executives from Microsoft, HP, Fintonic and Just Eat, speakers in the EAE Talks

After the very successful previous editions, the Annual Alumni Reunion 2018 was held on Friday 5th October in the VIP box of the Santiago Bernabéu Stadium in Madrid. The keynote speaker at the event was Jonas Kjellberg, the entrepreneur and investor, Co-Founder of Skype and former President of iCloud, which he sold to Apple. In a presentation entitled "Social and creative innovation: new Business models for a new generation", which attracted more than 700 of the School's alumni, the Co-Founder of Skype encouraged the former students of EAE Business School to start their own business, joking that, if you are working at a great company, he recommends leaving it because "to be successful, it is important to be free". "The best thing about being an entrepreneur is making your own decisions and taking the company in the direction you choose. Do it and you'll soon see whether or not it is worth the effort. Perhaps it will be a failure, but you will learn and enjoy the process".

He went on to say that, during his time at Skype, he only recruited candidates who "had failures under their belt". During his presentation, Kjellberg recommended applying "zero-cost innovation to achieve success", just as Facebook, Google, Amazon and Apple have done with their users' data.

He gave the example of when he was at Skype and they couldn't afford to spend any money on marketing or advertise on television. So, they crea-

ted a pop-up window in the users' email that notified them of other users that were using Skype, a strategy that went viral. "The users themselves recommended the service", he explained.

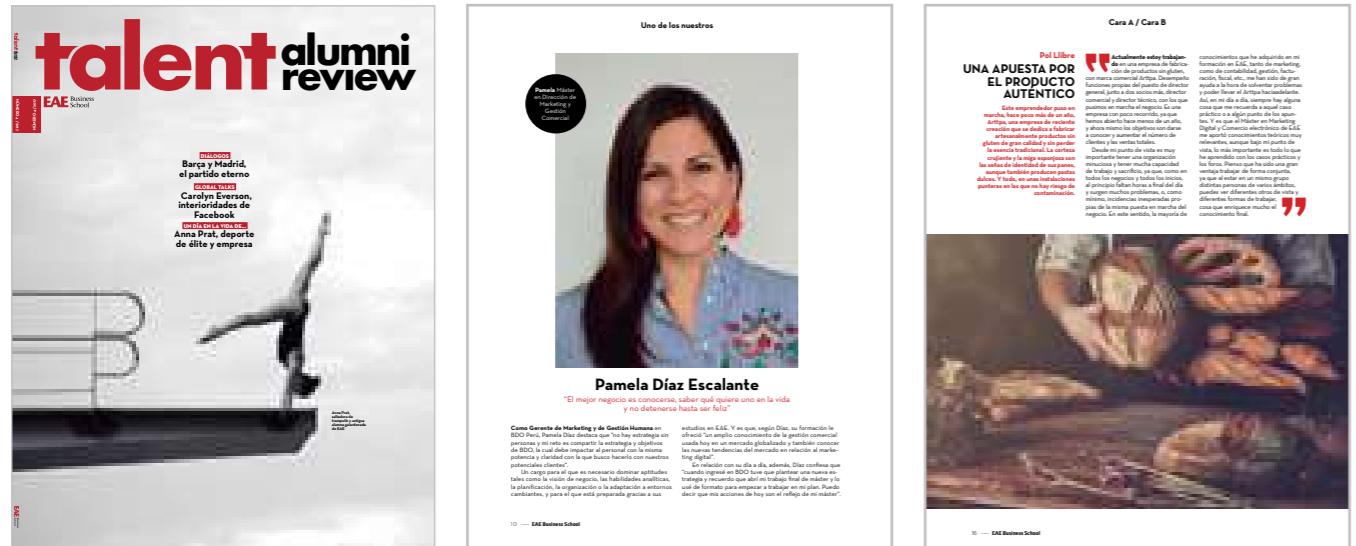
EAE Talks

After Kjellberg's presentation, there was a round of EAE Talks, short 20-minute presentations related to innovation, technology and entrepreneurship in various sectors (music, medicine, artificial intelligence and fintech) recounted by the people involved.

The Director of the CNIO (National Centre of Oncological Research), María A. Blasco shared her insight into the relationship between science and ageing; Aitor Chinchelu, the Founder & COO of Fintonic, discussed the key factors of fintech; Víctor Momparler, the Digital Manager at Just Eat Spain, focused on the revolution of home delivery meals based on his own experience; Luis Montero, the Director of Data Solutions, IoT & AI at Microsoft, gave the attendees an overview of smart organizations driven by AI; Miguel Ángel Turrado the General Director of HP SCDS and Chief of Staff at HP Iberia, discussed the coexistence between machines and people, as well as the opportunities this situation offers. Lastly, Ana Laura Iglesias, the professional cellist and Director of Communication at Clásica FM Radio, gave the audience a different insight into music, with her infectious passion spreading to the participants.



10.4 Alumni Highlights in 2018



Facebook and Netflix, alongside EAE students and faculty members, the protagonists of the fourth and fifth issues of the Talent Alumni Review

In 2018, EAE published the fourth and fifth issues of the Talent Alumni Review, the exclusive magazine for the School's Alumni Community.

The twice-yearly publication is aimed at EAE's Community and combines institutional contents with opinion articles by management experts.

In 2018, EAE published two issues of the Talent Alumni Review, the exclusive magazine for the School's Alumni Community. These issues were the fourth and fifth editions.

Facebook, one of the focuses of the fourth issue

The front cover of the fourth issue shows the former student Anna Prat, the diving champion and winner of the award for the best academic report on the Bachelor Degree in Business Administration and Management 2011-2015, who explains her exciting daily routine in which she manages to balance her studies, sport and work. This is followed by a dialogue between the lecturers Francesc Rufas and Pilar Llácer, who discuss incorporating sports management principles into other areas of management, based on the case of FC Barcelona and Real Madrid. This issue

also includes a heavyweight interview with the Global Director of Marketing at Facebook, Carolyn Everson. The executive gives us an overview of the efforts made by the social network to forge meaningful and lasting relationships with its employees and industrial partners, as well as advocating connectivity as a right. However, the students are the real stars of the magazine, forming a key part of most of the sections. The One of Our Own section presents the professional experience of former students such as Pamela Díaz, from BDO Peru; Sophie Coujoulou, from the French e-commerce firm, Index Multimedia; Francisco Lara, the Commercial Director at BBVA Spain; and

10.4 Alumni Highlights in 2018

Lucía Jurado Lara, who works at a toy company.

The Face A/Face B section showcases four entrepreneurial projects: Solidarity App, designed by Martín Morillo; Vision Communication, headed by Ramon Vila; Artpa, a project specializing in the production of high-quality gluten-free artisan products, spearheaded by Pol Llibre; and Advantage Service, a venture headed by Juanita Acevedo that provides business training and personal coaching services.

In the Generations sections, the former students Marina Salmerón, the Digital Communication and Social Media specialist at Telefónica, and Javier Jiménez, the Director of Social Media and Digital Contents at Legá-litas, discuss the fusion of digital and traditional marketing, and mutual need between them in order to ensure success.

To bring the issue to a close on a high note, on the back cover, the 'In the Mirror' section contains an interview with a senior executive who has studied at EAE. In this issue, Fernando Sánchez, the Software Engagement

Manager of the Software Business Unit for Spain and Portugal at Diebold Nixdorf, who gives us an overview of his professional experience.

Netflix takes centre stage in the fifth issue

The star of the cover of the fifth issue is the Co-Founder of Netflix and current CEO of Movie Pass, Mitch Lowe, who was the keynote speaker at EAE's Annual Alumni Reunion held in Madrid in 2017.

The fifth issue includes a discussion on cryptocurrencies between Francisco Javier Rivas, the Director of EAE's Master in Financial Management, and Ángel Barbero, the EAE lecturer and Business Development Director at Hanzo Studio.

The magazine also looks at the professional career of certain former students in the One of Our Own section, such as María Mercedes Pastor, the Supply Chain Coordinator at Henkel in Mexico; Víctor Fernández, the Senior Brand Manager at Nestlé; Rosana Foment, the Controller at a pharmaceutical company; Paula Andrea Gil, who

works in the Marketing Department at Johnson & Johnson.

The Face A/Face B section focused on entrepreneurial ventures, specifically 4 projects headed by former students selected to take part in the School's EAE Lab's acceleration program, including Mombox, designed by Sara Rojas and Martha Cecilia Castaño, and FranZo, headed by the former student Francesca Ricaldi. The former MBA student, Manuel Andrés Holgado, launched a new platform, JoinBuy, with Daniel Campillo. This innovative startup brings together blockchain technology and virtual reality. Lastly, Roger Gibert launched Clean Tracker Box, a device for the cleaning sector that already boasts a multinational company as a customer.

In the Generations section, two former students specializing in Green Logistics, Alberto Marina from the Ingenico Group and Rosario Llerena from Tradipacart, analysed this new approach to conceptualizing the production activity of companies, with a commitment to the environment in which the philosophy of corporate responsibility is crucial. Other execu-

tives to share their knowledge and skills with the EAE alumni include Toni Raurich, the Director of Marketing for Europe at Booking.com, in the Profiles section, and Safra Catz, the CEO of Oracle, in the Global Talks section. Meanwhile, the Corporate Culture section presents the case of Estée Lauder, discussing the key factors in "staying relevant in this age of transformation". Lastly, the new issue includes a new Press Review section, with some of the media articles by EAE experts and lecturers published in the media.

10.4 Alumni Highlights in 2018

Focused Programs run in 2018

30+
courses a year

17
in-person

15
online

A lifelong learning program that aims to ensure that knowledge applied to the professional is constantly updated, in response to the new needs and trends of the employment market.

Six fields of knowledge:

Management

Finance

Leadership

Marketing

Sales

Innovation

Sectors

Professional development

EMPLOYMENT OPPORTUNITIES

5,300+
EMPLOYMENT OFFERS
PER YEAR

7,000 +
PARTNER COMPANIES

EXECUTIVE MENTORING

40+
REGISTRATIONS

6
MENTORING PROGRAMS
COMPLETED

20
MENTORS ON THE STAFF

LIDERAT-360°

3
SESSIONS IN 2018

300+
PARTICIPANTS

EMPLOYABILITY GUIDANCE

75+
REGISTRATIONS

57
MENTORING PROGRAMS
COMPLETED

3
ADVISORY SESSIONS

Barcelona Campus

C/ Aragó, 55 - 08015
C/ Tarragona, 110 - 08015

Madrid Campus

C/ Joaquín Costa, 41 - 28002
C/ Príncipe de Vergara, 156 - 28002

eae.es
900 494 805



We would like to thank all the members of the EAE Community, current and former students, faculty members and staff, who have made it possible to produce this report. This group of people represent the philosophy and values that guide us on this exciting journey. We make it happen.