

Employment Report 2018

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01

Welcome to
EAE's Employment Report

“We accompany our students throughout their development and prepare them to excel in their professional challenges, together with our pool of partner companies, headhunters and professionals”

I am proud to present a new edition of EAE's Employment Report, an in-depth analysis of the professional career of our students after their time at the School.

Over our 60 years of history, over 77,000 executives and professionals have placed their trust in us, coming from over 100 countries on all five continents and working in national and international institutions and organizations in a broad range of sectors.

Our mission is to train professionals that are equipped to lead organizations in any field successfully and sustainably. We achieve this through programs that effectively combine practical contents and participant-oriented services.

EAE is an accessible business school that is keen to share knowledge with participants, the teaching faculty and partners around the world. To this end, we currently have academic and institutional cooperation agreements in place with over 85 universities and business schools in 20 countries, as well as over 5,300 partnership agreements that we have with national and international companies.

We strive to give our participants applicable and up-to-date knowledge thanks to our methodology in which the student is firmly placed at the centre of the activity, with a global vision that integrates the academic

part of the program with the enriching experiences of students away from the classroom. With this in mind, last year, over 700 events were organized in which 10,000 EAE professionals participated, including both present and former students.

Last but not least, we always strive to meet expectations reliably and ensuring that our students are fully satisfied.

In 2018, our concept of higher education led to our MBA being ranked among the best in the world in the Best International Business Schools league table prepared by the prestigious US journal Bloomberg Businessweek. Our Masters and MBA have also been ranked among the world's best in the QS Global MBA & Masters ranking. EAE has also been named as one of the top business schools in the world in the CNN Expansión ranking. Seven of our Masters have been ranked among the best in the world in their respective field in the Eduniversal Best Masters 2018 league table. For the fifth time in a row, the Merco Companies ranking 2018 named EAE as the second most reputable business school in Spain, while 6 of the School's programs were ranked among the best in Spain in the league table prepared by Mundo.

I hope that you find the report useful and interesting.

JLFM
José Luis Fernández Martínez
General Director
EAE Business School



02

Facts & Figures

2 Facts & Figures

EAE and Companies

7,000+

employment and internships
offers published in 2018

5,300+

national and international
partner companies

100+

Graduate Programs in multinational
companies for EAE students

500+

interviews conducted by headhunters

EAE and the entrepreneurial ecosystem

10%+

of EAE students are entrepreneurs

18

projects accelerated in the EAE Lab

50%+

accelerated projects now on the market

50+

entrepreneurship partners

Top 5 recruiting companies in 2018



L'ORÉAL

LVMH



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

LVMH

universia



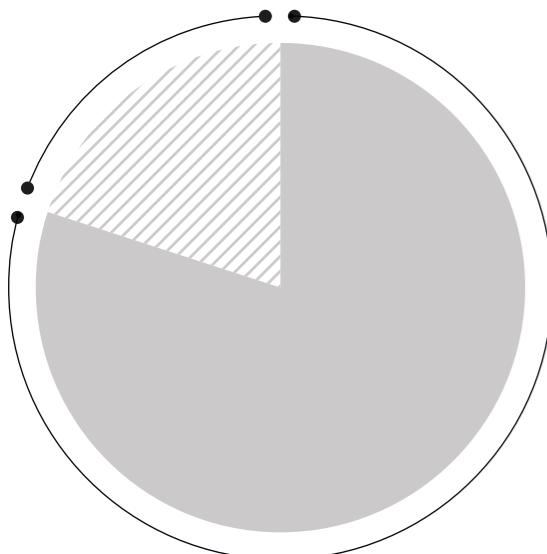
mahou

sabadell

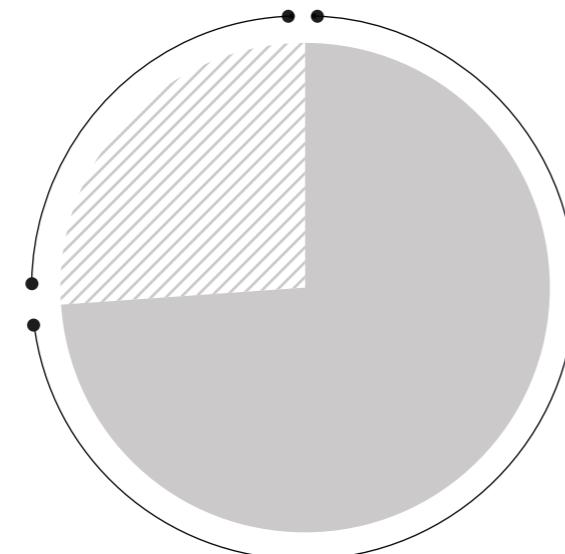


Our students

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



80%
of our students improve their professional situation after completing the master



74%
of our students improve their salary after their time at EAE

Access channels to the employment market:

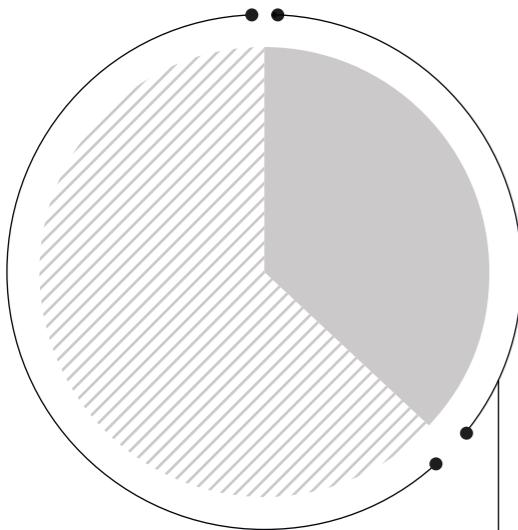
62%	get a job through EAE Business School's Professional Careers Department
98%	get an internship through EAE Business School's Professional Careers Department

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

2 Facts & Figures

Access to internships:



2,474

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

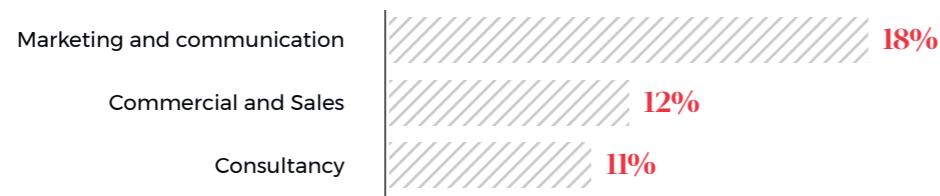
37%

are contracted after
an internship

Salary progression on Full Time programs, by department:



Many departments that our students work in:



Main areas in which our students work:



Salary progression on Executive programs, by department:



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

03

Snapshot of Employability and Entrepreneurship

3 Snapshot of Employability and Entrepreneurship

3.1 The Future of Work: Global and Sustainable Employability

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

EAE Business
School



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



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.

3 Snapshot of Employability and Entrepreneurship

3.1 The Future of Work: Global and Sustainable Employability

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:

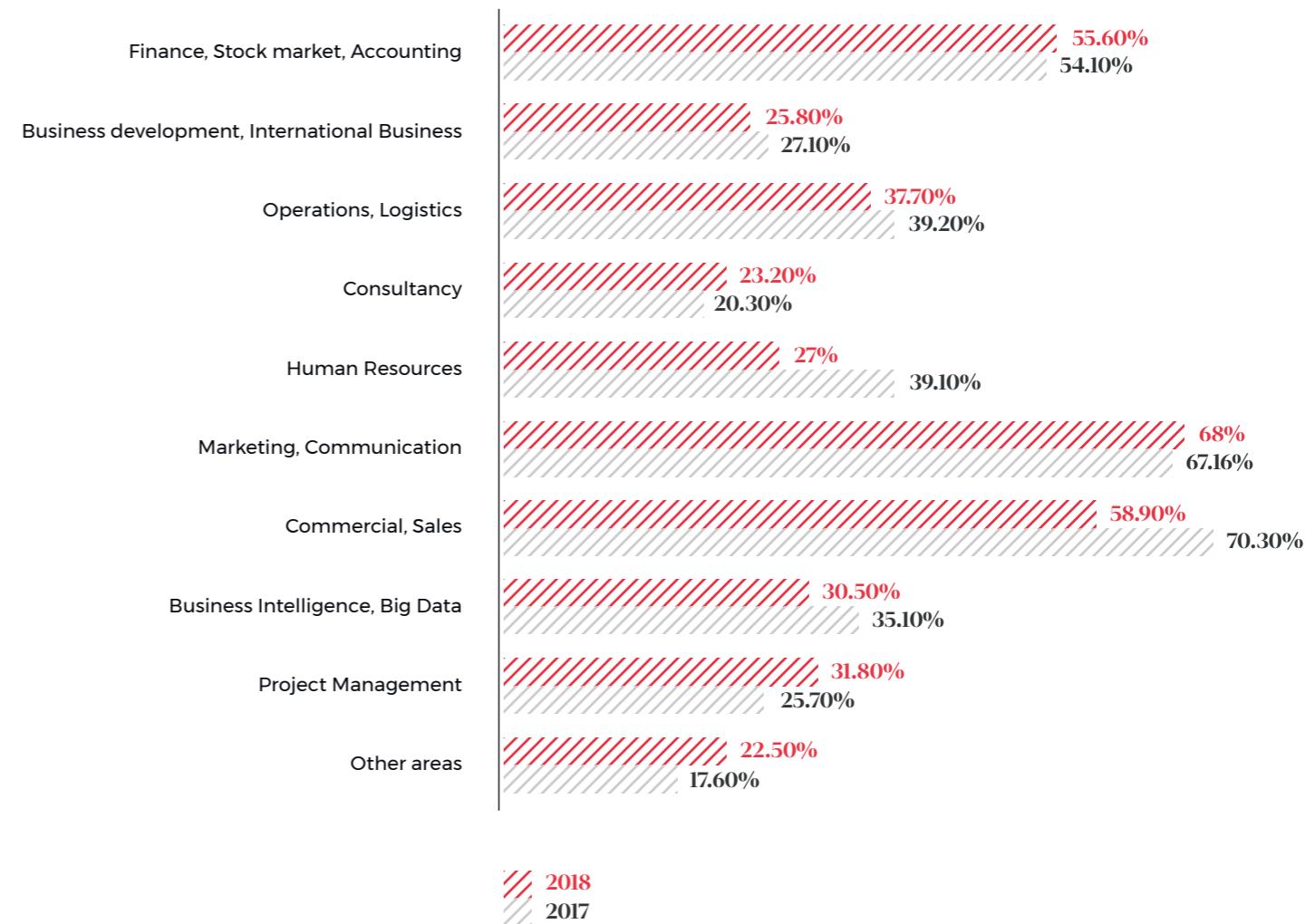
1. What functional areas are talents specializing in and what departments are they going to work in?
2. What type of training is in the highest demand in an environment of lifelong learning?
3. Where is the talent and how can I find it?
4. How versus what: competences in the highest demand that are required 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.



3 Snapshot of Employability and Entrepreneurship

3.1 The Future of Work: Global and Sustainable Employability

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

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.

Current status

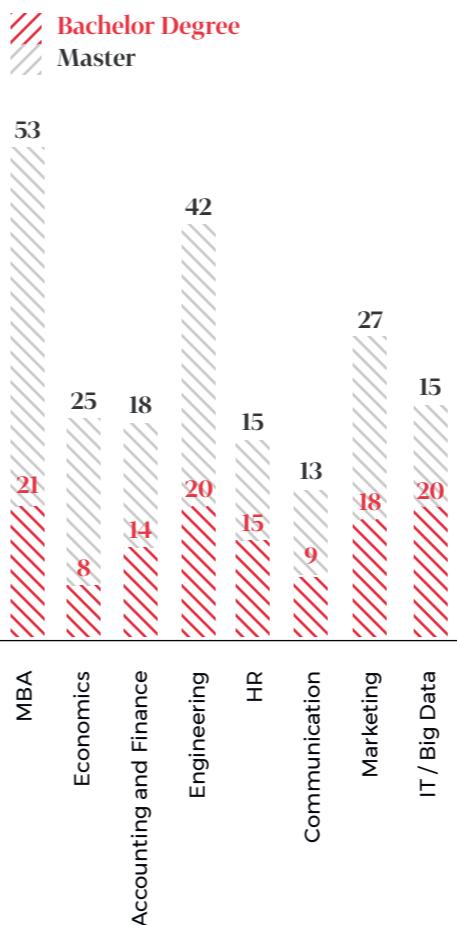
In terms of the training that is most sought after with respect to the candidates, the Bachelor Degree in Business Administration and Management, and Engineering and Technology programs are currently in the highest demand from companies.

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.

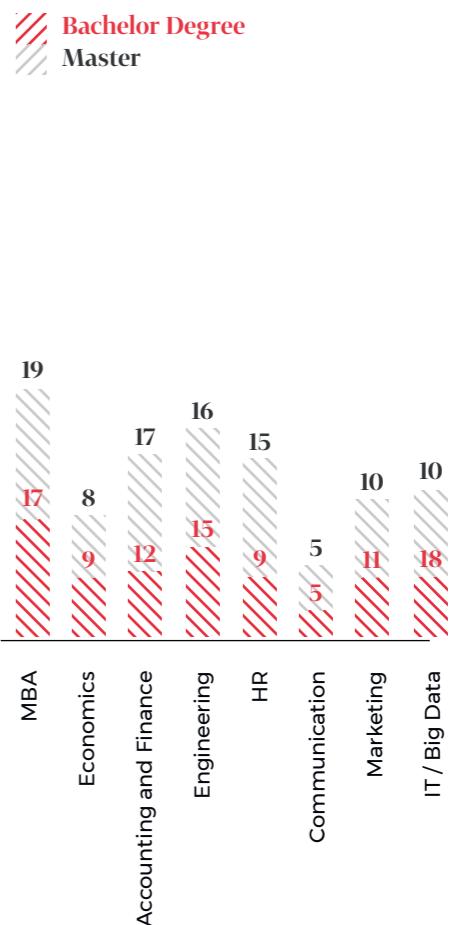
This innovative work methodology prioritizes responsiveness and flexibility. Are we going to be working in Marketing, Finance, Human Resources or IT departments, or are we going to be working on cross-departmental projects that require a profile of professionals who contribute value working in a team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

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



3 Snapshot of Employability and Entrepreneurship

3.1 The Future of Work: Global and Sustainable Employability

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.



3 Snapshot of Employability and Entrepreneurship

3.1 The Future of Work: Global and Sustainable Employability

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 profile, 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.

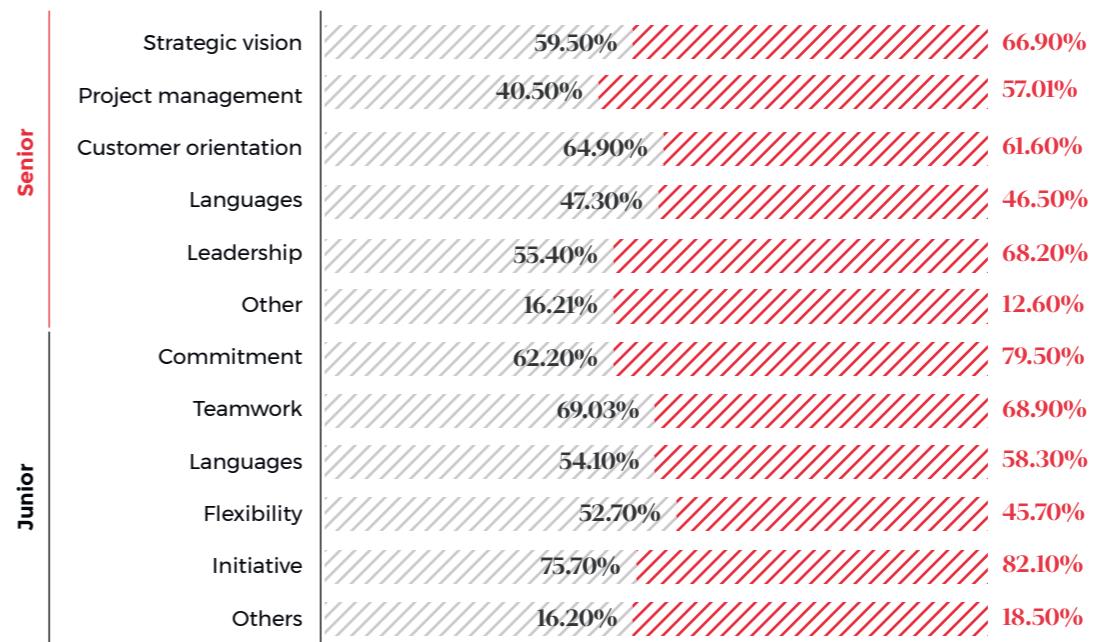
Trends

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 jobs, 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.

2018
2017



3 Snapshot of Employability and Entrepreneurship

3.1 The Future of Work: Global and Sustainable Employability

“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.



3 Snapshot of Employability and Entrepreneurship

3.1 The Future of Work: Global and Sustainable Employability

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.

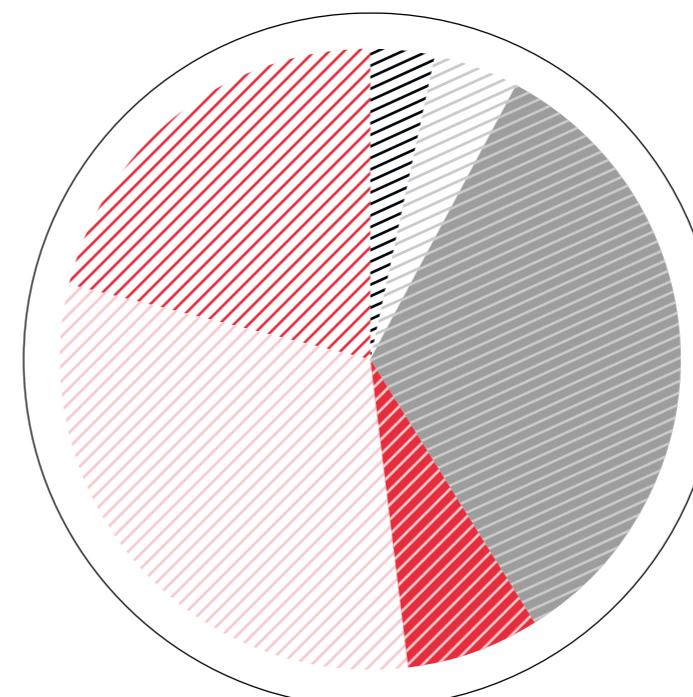
Trends

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

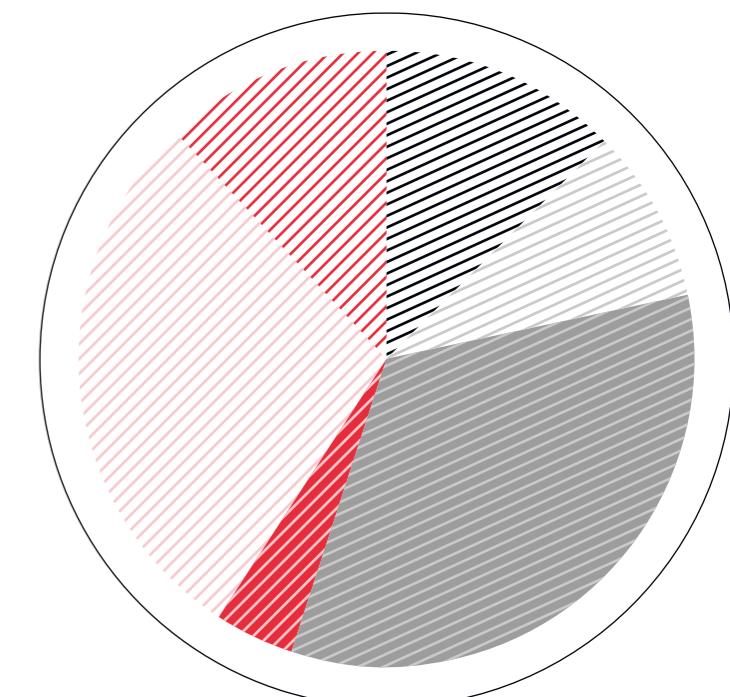
In the near future, experts believe that the trend towards collaborative leadership will become more consolidated. However, companies are not expected to change completely so that they can still capitalize on the advantages that leadership styles such as a hierarchical model may offer in certain situations. 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

**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



3 Snapshot of Employability and Entrepreneurship

3.2 Entrepreneurship as the driving force of the economy

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 might 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.



3 Snapshot of Employability and Entrepreneurship

3.2 Entrepreneurship as the driving force of the economy

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

- Lock N' Roll is a startup formed by Fabián Barrero, Fernando Gil and Karla Reyner, former students on EAE's International MBA
- The project has been selected for the second edition of 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 activity. 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 activity, 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 on the Master?

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 that 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 that 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



3 Snapshot of Employability and Entrepreneurship

3.2 Entrepreneurship as the driving force of the economy

“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 15 years old (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 are observing 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 Connector 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 started a business at the age of 15, when I really didn’t know what it meant to be an entrepreneur or was 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.

04

Professional Careers and Employability

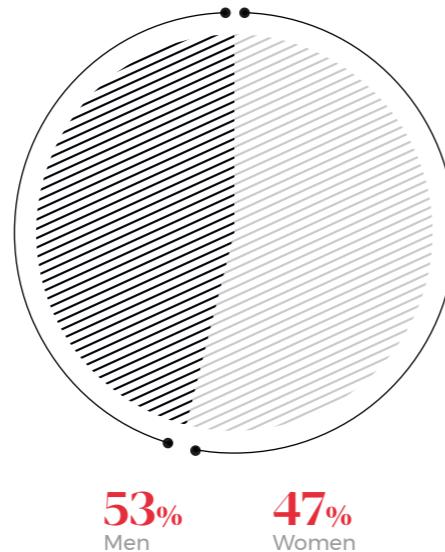
4.1.1 Profile of our students

MBA PROFILE

54
nationalities

6
years' average
professional
experience

32
average
student age

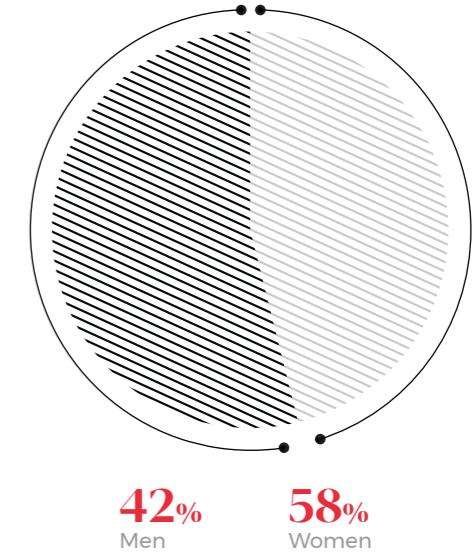


FULL TIME PROFILE

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%



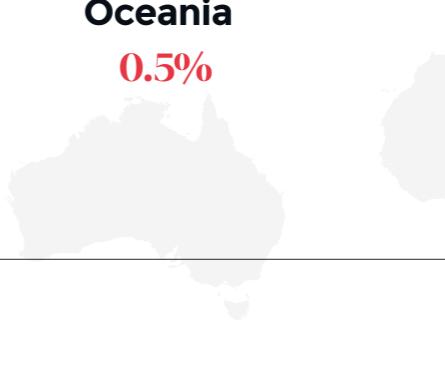
Asia

7.5%



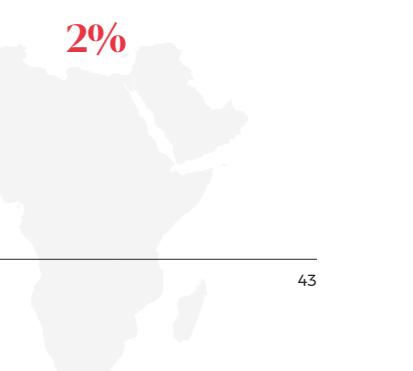
Oceania

0.5%



Africa

2%



4 Employability and Professional Careers

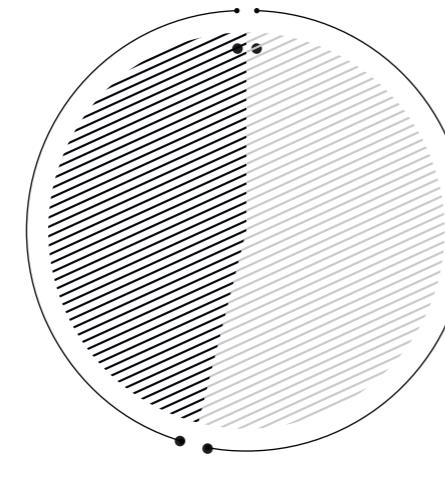
4.1 Analysis of our students' employability

EXECUTIVE PROFILE

42
nationalities

10
years' average
professional
experience

34
average
student age



The Americas

17%



Europe

79.5%



Asia

3%



Africa

0.5%



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

38

Europa

24

The
Americas

22

Asia

17

Africa

2

Oceania

Albania
Germany
Andorra
Austria
Belgium
Belarus
Bosnia-Herzegovina
Bulgaria
Cyprus
Croatia
Denmark
Slovakia
Slovenia
Spain
Finland
France
Georgia
Greece
Hungary
England
Ireland
Iceland
Italy
Latvia
Luxembourg

Macedonia
Malta
Moldavia
Montenegro
Norway
The
Netherlands
Poland
Portugal
Czech
Republic
Romania
Sweden
Switzerland
Ukraine

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

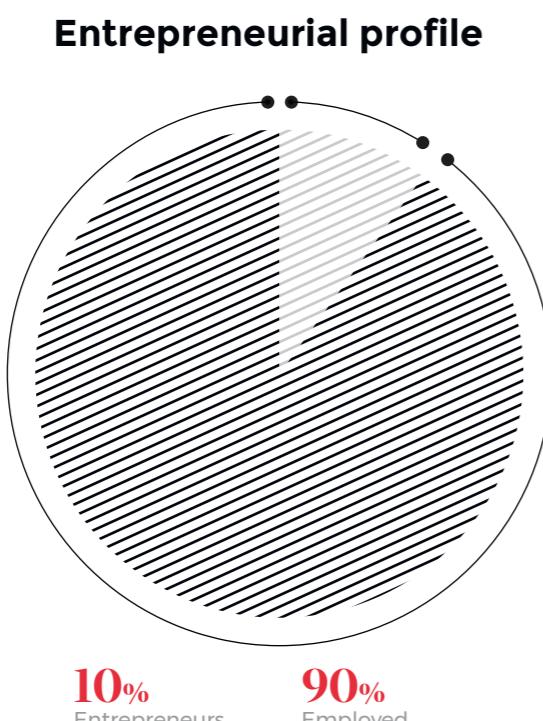
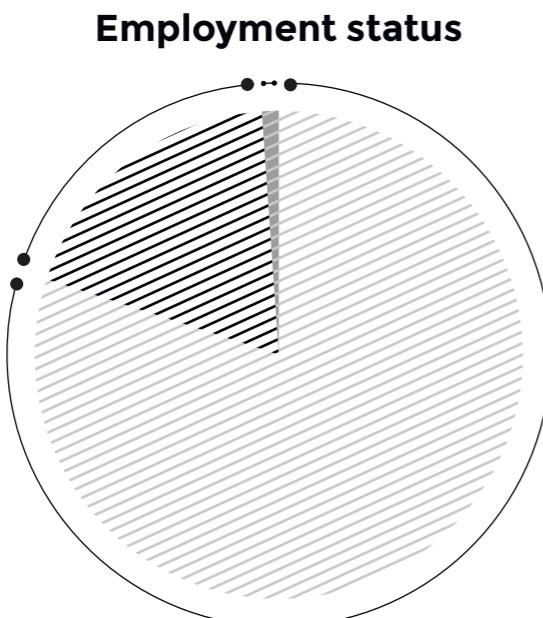
Saudi Arabia
Azerbaijan
Bahrain
Bangladesh
China
United Arab Emirates
Philippines
India
Iran
Israel
Japan
Jordan
Kazakhstan
Lebanon
Libya
Malaysia
Nepal
Qatar
Russia
Syria
Turkey
Vietnam

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

Australia
New Zealand

4.1.2 Employment data of our students

PROFESSIONAL PROFILE



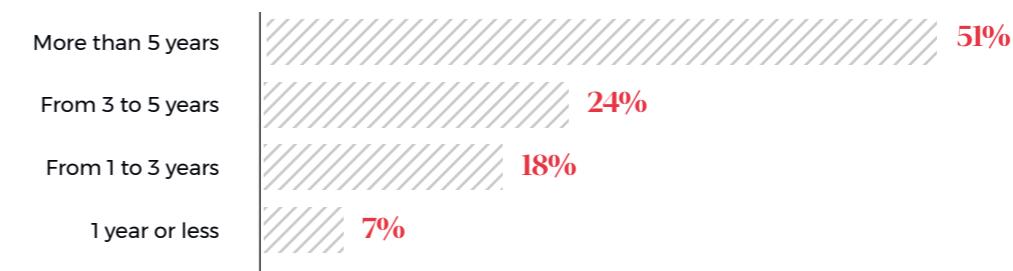
Time taken to find employment



Channels of accessing employment

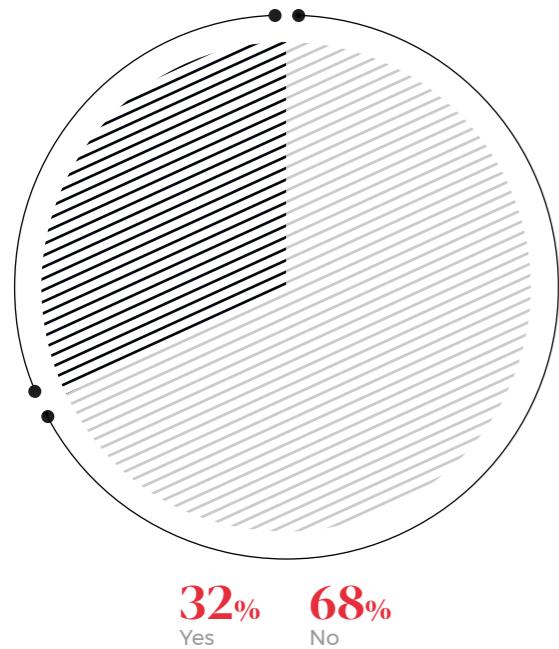


Professional experience

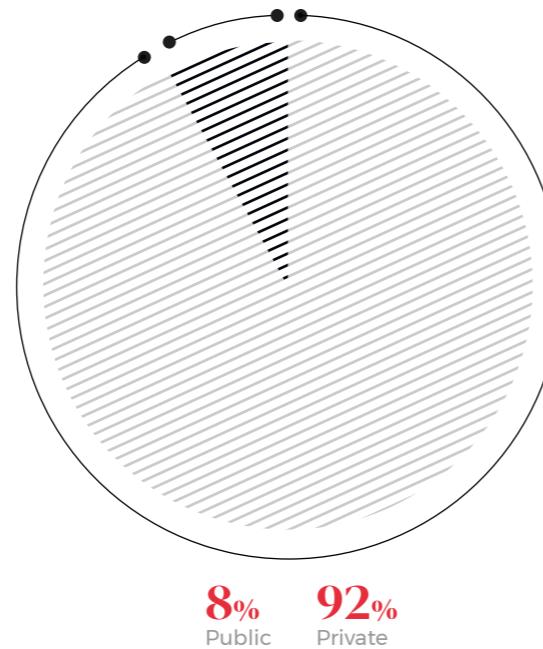


WHERE DO EAE PROFESSIONALS WORK?

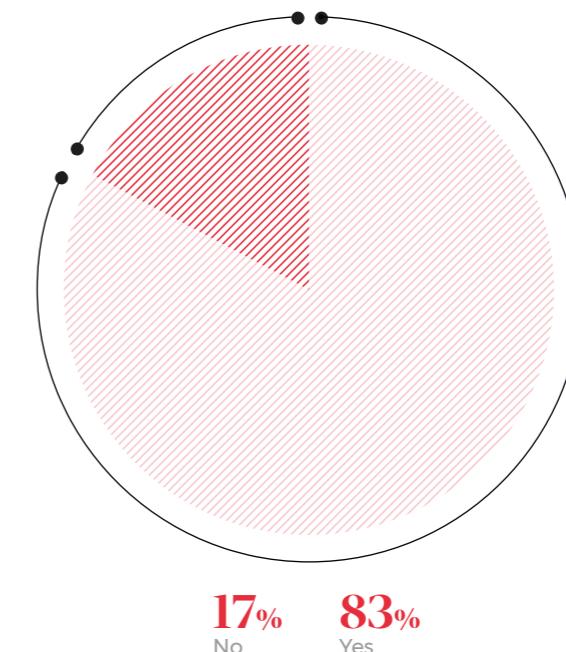
Working outside their country of origin



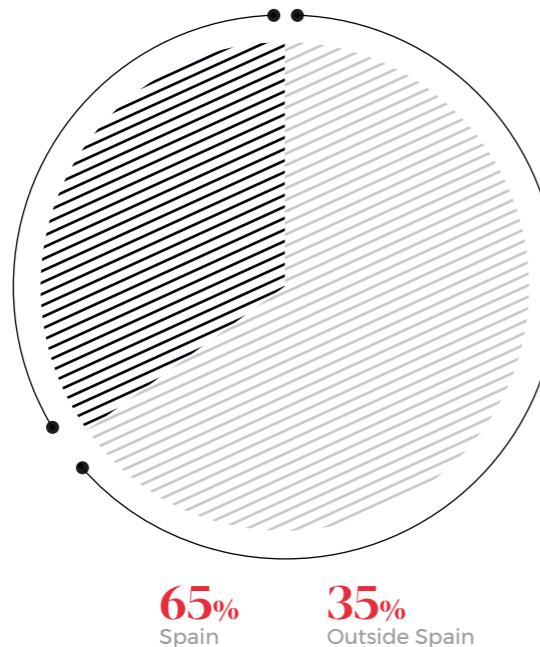
Type of company



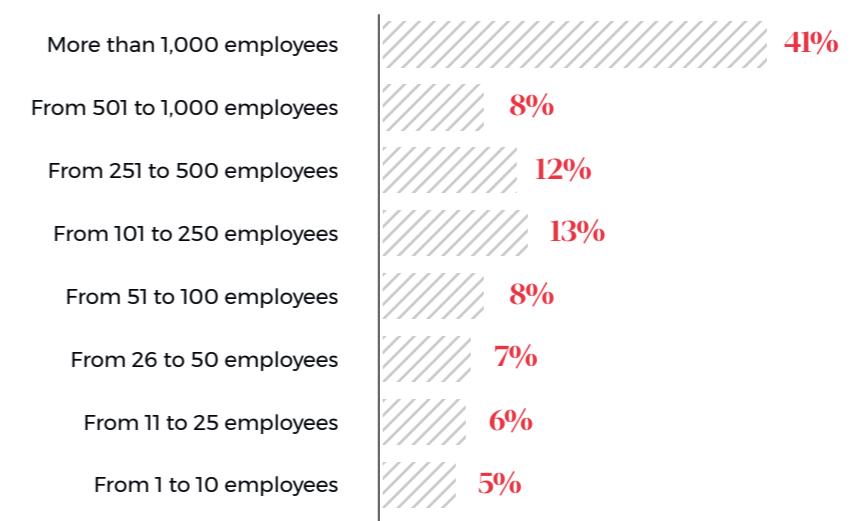
Working in the same area as their studies



Where our professionals work



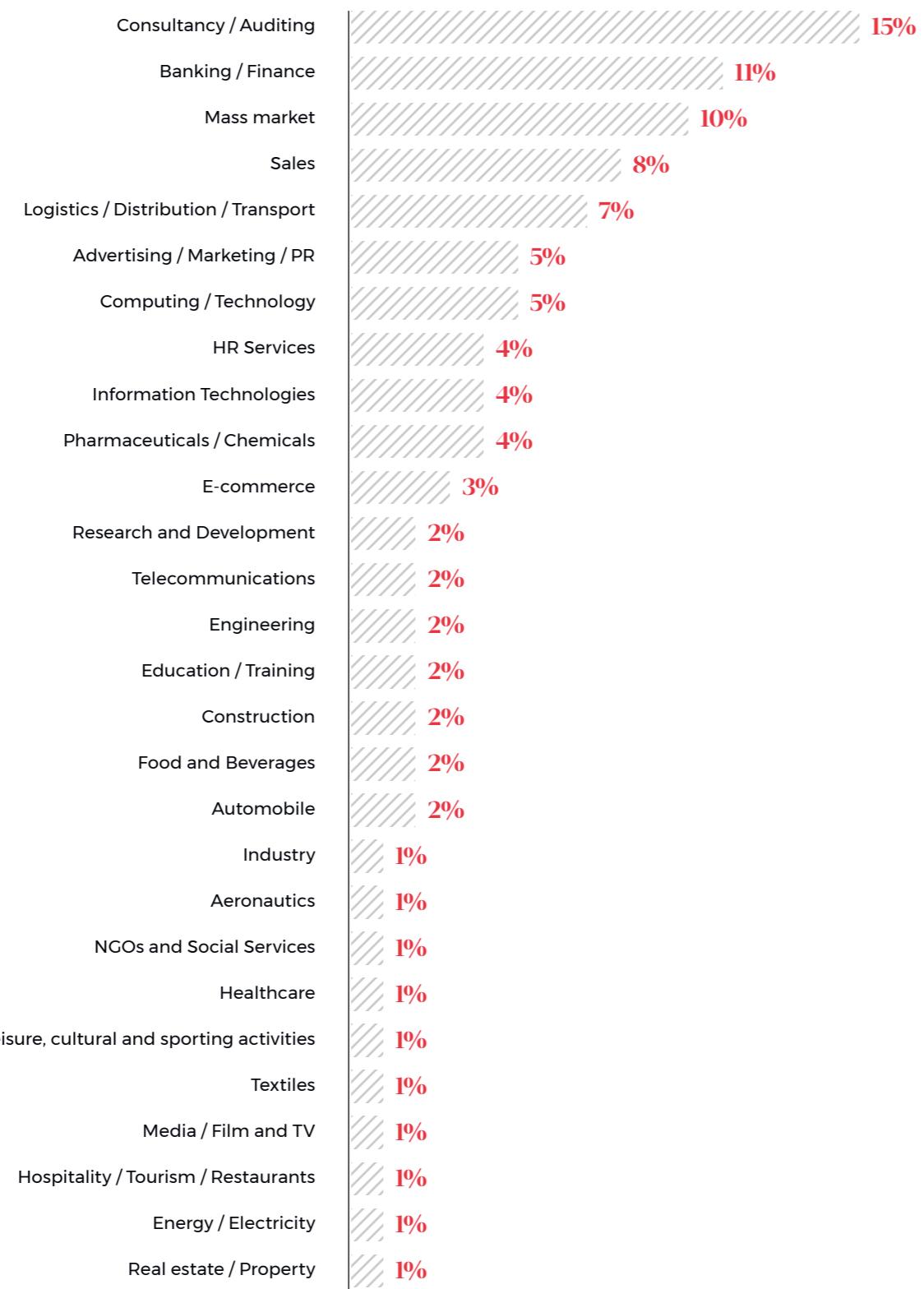
Company size



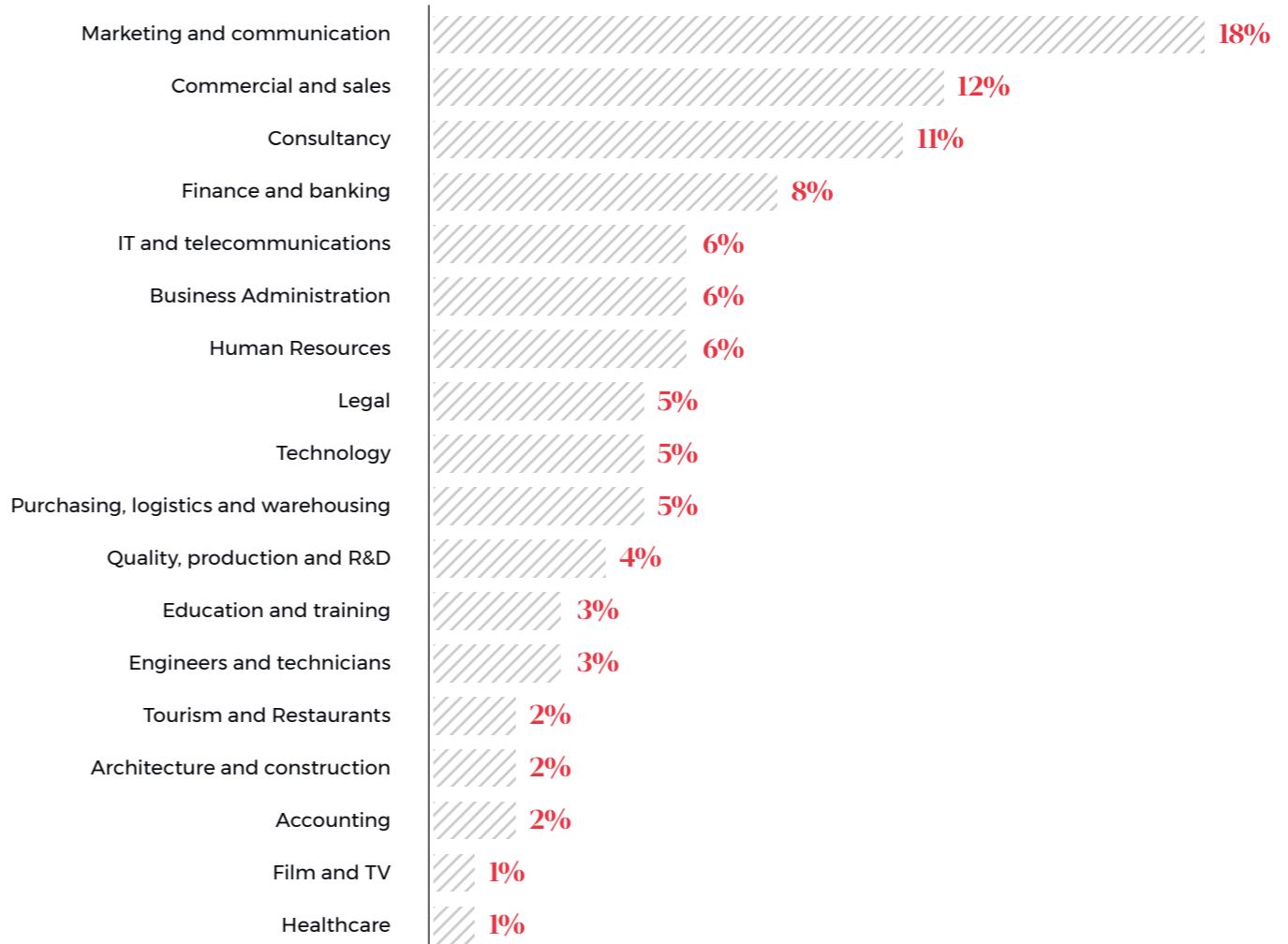
4 Employability and Professional Careers

4.1 Analysis of our students' employability

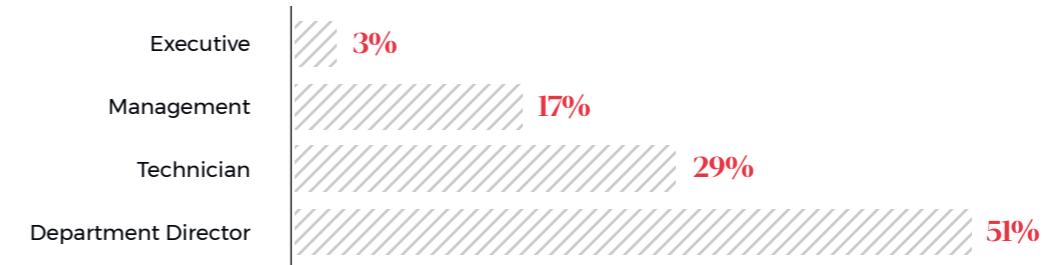
Company sector



Departments they work in



Position



WHERE DO OUR STUDENTS DO INTERNSHIPS?

The percentages of Master and MBA students in each area who applied to do an internship and were placed on a program are as follows:

MBA Programs

96.81%

of students who applied to do an internship were successful

International Business

99.36%

of students who applied to do an internship were successful

Human Resources

96.79%

of students who applied to do an internship were successful

Digital Marketing

100%

of students who applied to do an internship were successful

Supply Chain Management & Logistics

95.62%

of students who applied to do an internship were successful

Financial Management

94.68%

of students who applied to do an internship were successful

Stock and Financial Markets

91.30%

of students who applied to do an internship were successful

Marketing Management

95.10%

of students who applied to do an internship were successful

Corporate Communication

94.12%

of students who applied to do an internship were successful

Project Management

96.55%

of students who applied to do an internship were successful

Big Data & Analytics

100%

of students who applied to do an internship were successful

Entrepreneurship and Innovation

95.45%

of students who applied to do an internship were successful

Executive Development, Emotional Intelligence and Coaching

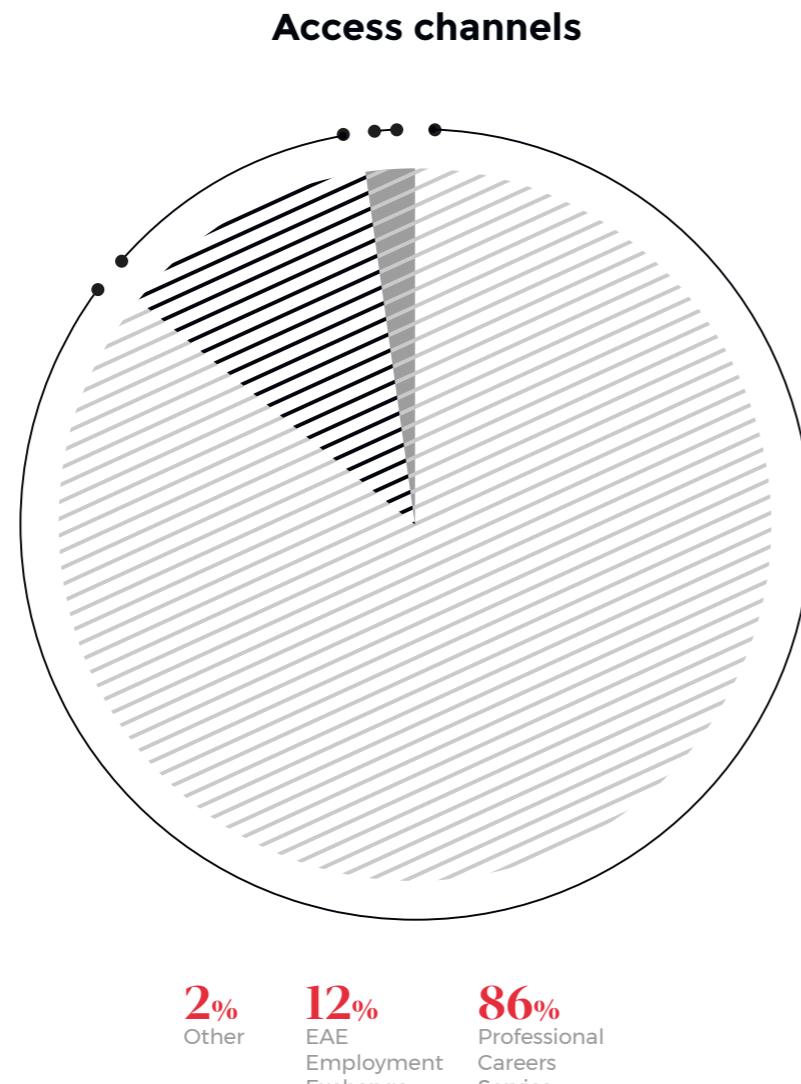
91.48%

of students who applied to do an internship were successful

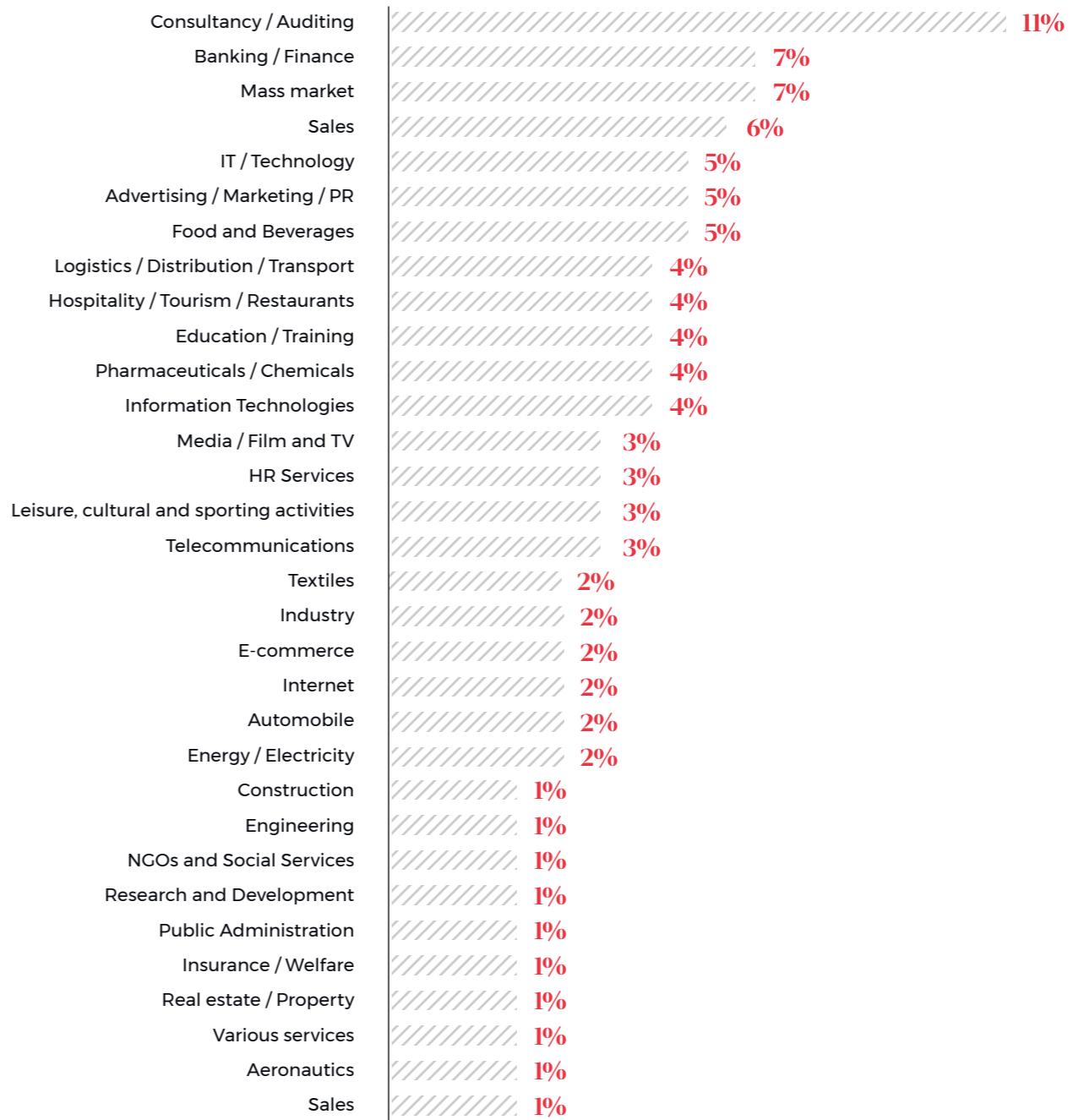
4 Employability and Professional Careers

4.1 Analysis of our students' employability

98% of EAE students did an internship thanks to EAE Business School



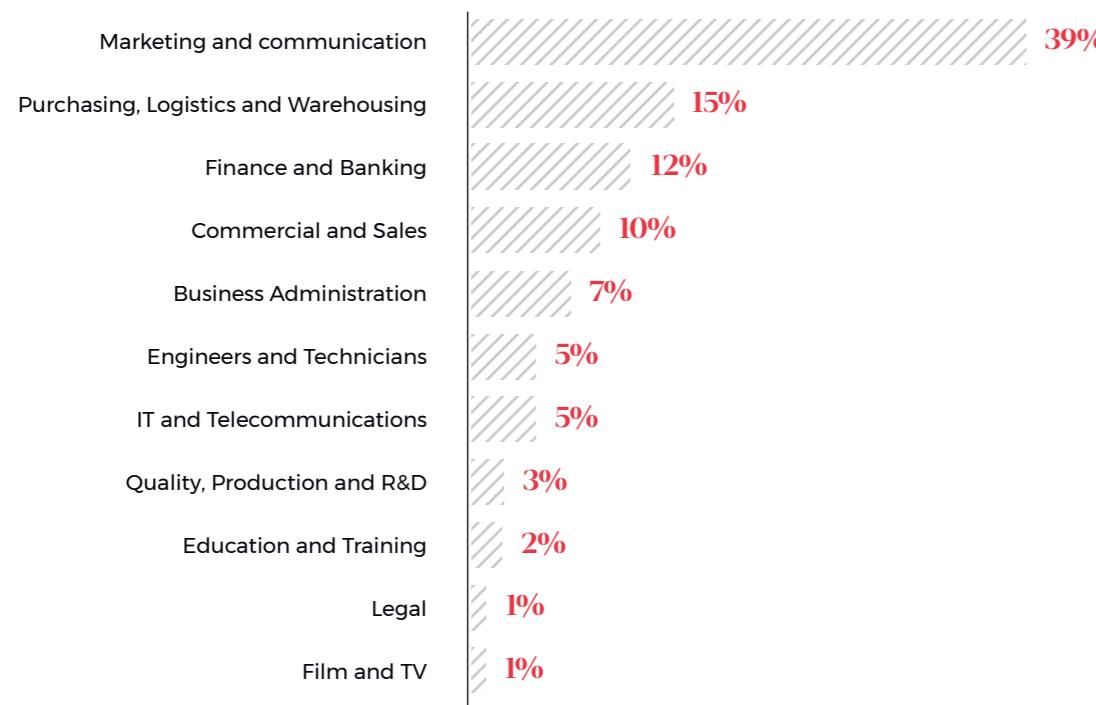
Sector of activity of the companies where students did their internship



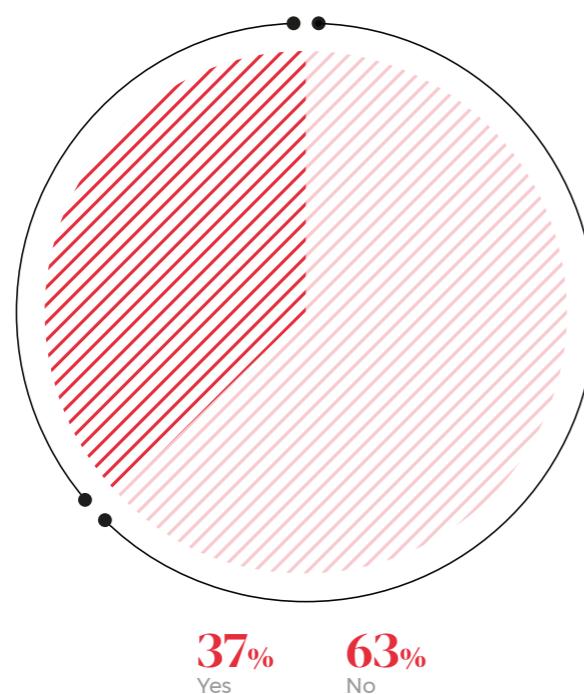
4 Employability and Professional Careers

4.1 Analysis of our students' employability

Department in which students did their internship



Contract signed after the internship



The following EAE students improved their professional status over the course of the 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	Cocrea
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

4 Employability and Professional Careers

4.1 Analysis of our students' employability

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 Marketing Online 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 Operations	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

4 Employability and Professional Careers

4.1 Analysis of our students' employability

4.1.3 Salary status

If we analyse the average salary progression of EAE students from each area compared to the year before starting their program, we see the following results:

MBA

Full Time	
Before the program	€39,171
3 months later	€42,167
6 months later	€44,100
Current salary	€50,083
Progression	28%

Executive	
Before the program	€42,500
3 months later	€57,750
6 months later	€57,750
Current salary	€61,500
Progression	45%

Supply Chain Management and Logistics

Full Time	
Before the program	€18,000
3 months later	€19,300
6 months later	€21,833
Current salary	€23,400
Progression	30%

Executive	
Before the program	€27,000
3 months later	€31,933
6 months later	€32,667
Current salary	€38,000
Progression	41%

Human Resources and Coaching

Full Time	
Before the program	€18,769
3 months later	€19,495
6 months later	€24,532
Current salary	€27,521
Progression	47%

Executive	
Before the program	€25,563
3 months later	€27,486
6 months later	€30,714
Current salary	€31,800
Progression	24%

Finance, Accounting and Stock Market

Full Time	
Before the program	€17,100
3 months later	€19,018
6 months later	€20,200
Current salary	€25,421
Progression	49%

Executive	
Before the program	€29,333
3 months later	€32,123
6 months later	€32,143
Current salary	€34,286
Progression	17%

4 Employability and Professional Careers

4.1 Analysis of our students' employability

Marketing and Sales

Full Time	
Before the program	€22,636
3 months later	€25,727
6 months later	€32,588
Current salary	€35,911
Progression	59%

Executive	
Before the program	€37,154
3 months later	€42,538
6 months later	€43,615
Current salary	€52,231
Progression	41%

Digital Marketing

Full Time	
Before the program	€18,240
3 months later	€20,100
6 months later	€23,190
Current salary	€25,210
Progression	38%

Executive	
Before the program	€23,857
3 months later	€25,100
6 months later	€33,914
Current salary	€35,733
Progression	50%

Project Management

Full Time	
Before the program	€24,146
3 months later	€25,746
6 months later	€26,672
Current salary	€32,330
Progression	34%

Executive	
Before the program	€32,095
3 months later	€33,024
6 months later	€33,762
Current salary	€41,568
Progression	30%

Executive Development Program

Executive	
Before the program	€41,000
3 months later	€42,100
6 months later	€44,000
Current salary	€46,667
Progression	14%

Big Data, Analytics and Business Intelligence

Full Time	
Before the program	€21,156
3 months later	€29,956
6 months later	€31,289
Current salary	€31,460
Progression	49%

Executive	
Before the program	€36,667
3 months later	€37,667
6 months later	€44,500
Current salary	€48,710
Progression	33%

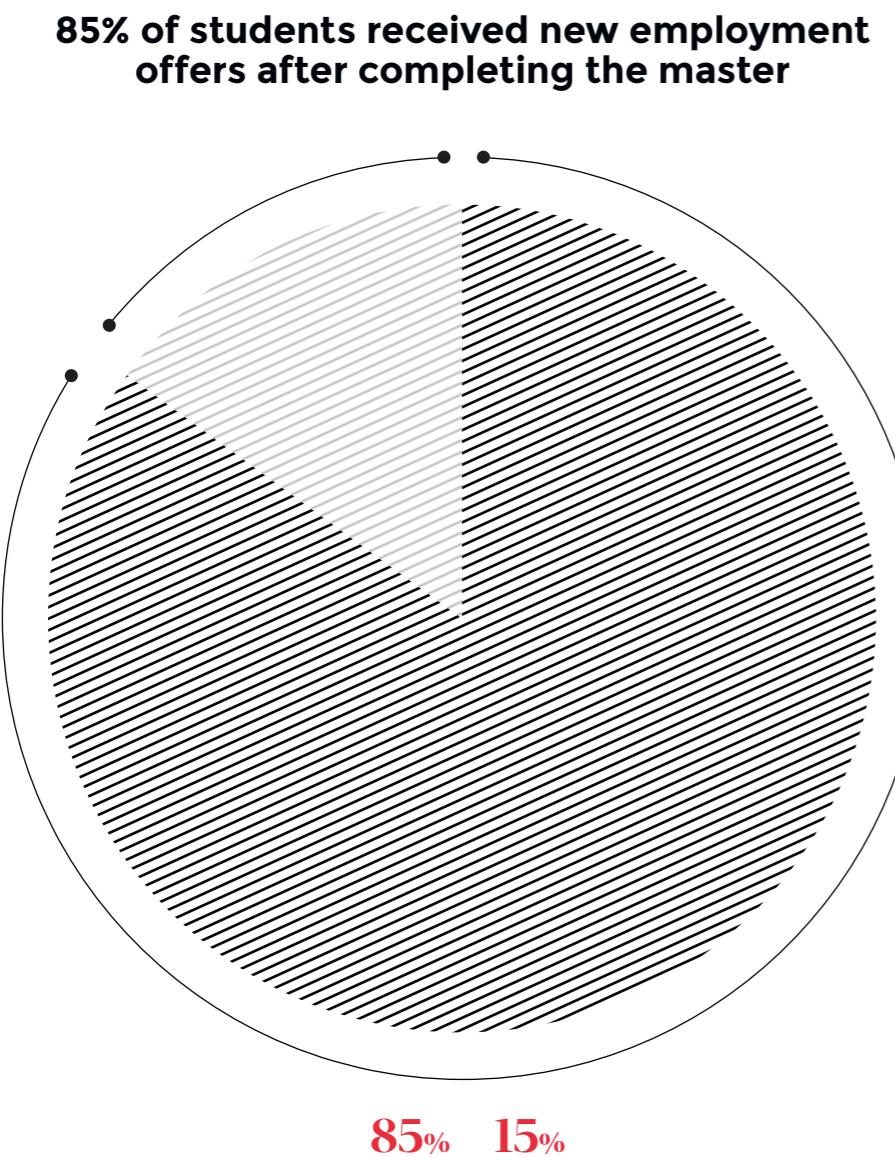
Corporate Communication

Full Time	
Before the program	€26,436
3 months later	€29,165
6 months later	€31,914
Current salary	€32,000
Progression	21%

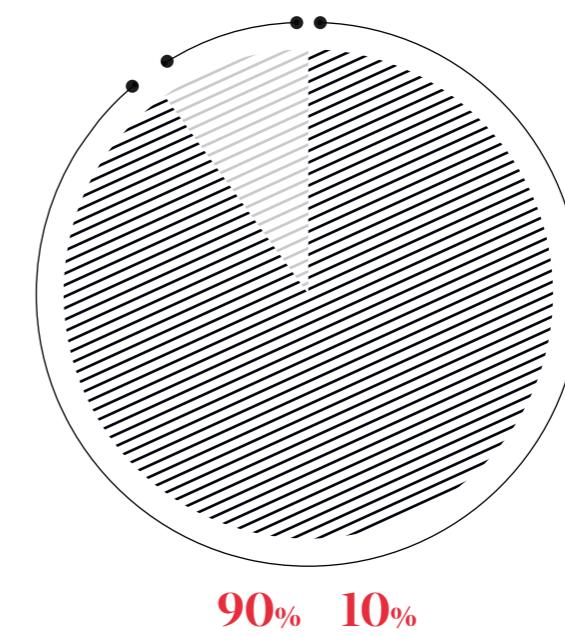
International Business

Full Time	
Before the program	€22,200
3 months later	€23,300
6 months later	€26,219
Current salary	€32,017
Progression	44%

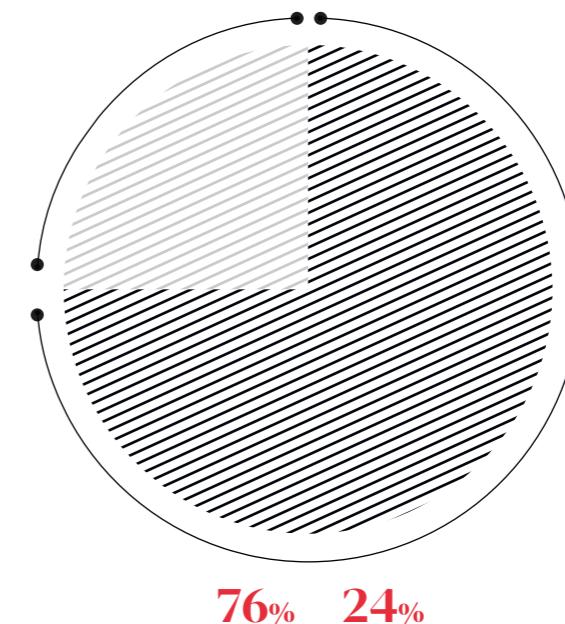
4.1.4 Professional impact of the master on our students' careers



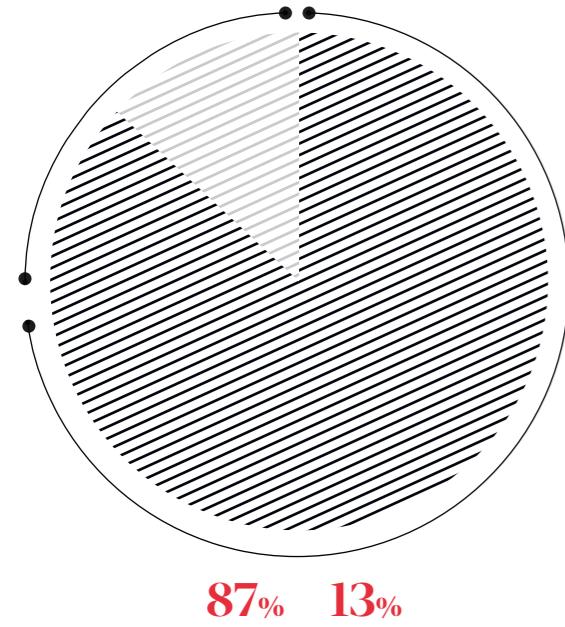
90% of students state that they increased their professional responsibilities after doing the master



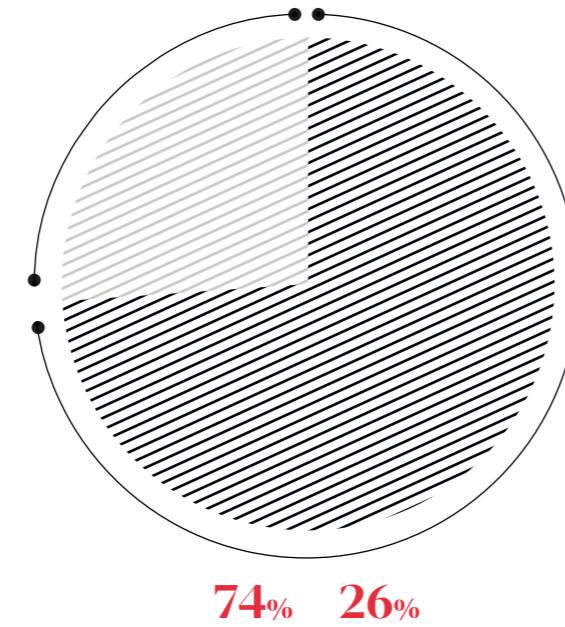
76% of students say that they detected new professional opportunities after doing the master



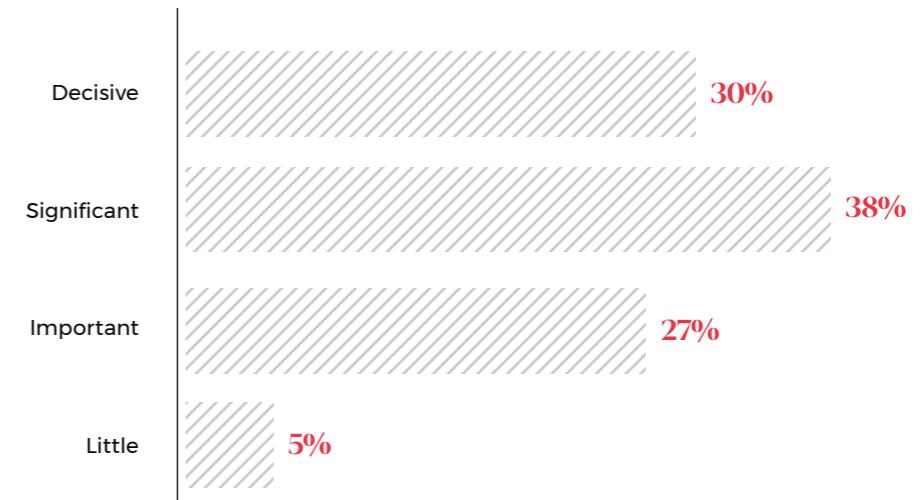
87% of students built a network of useful contacts on the master



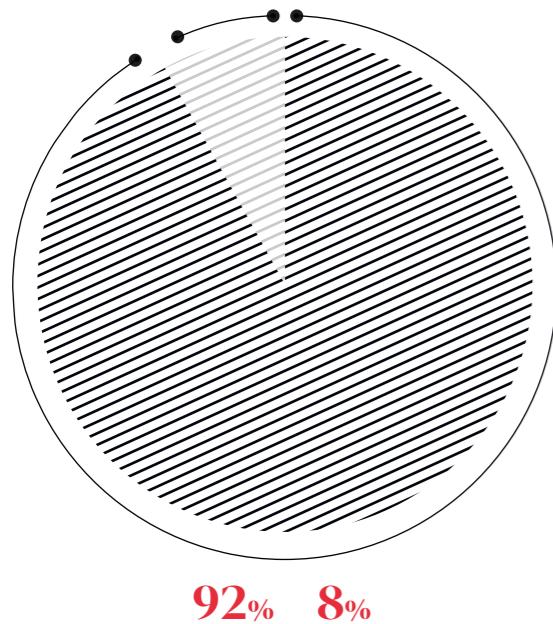
74% of students gained a network of useful contacts



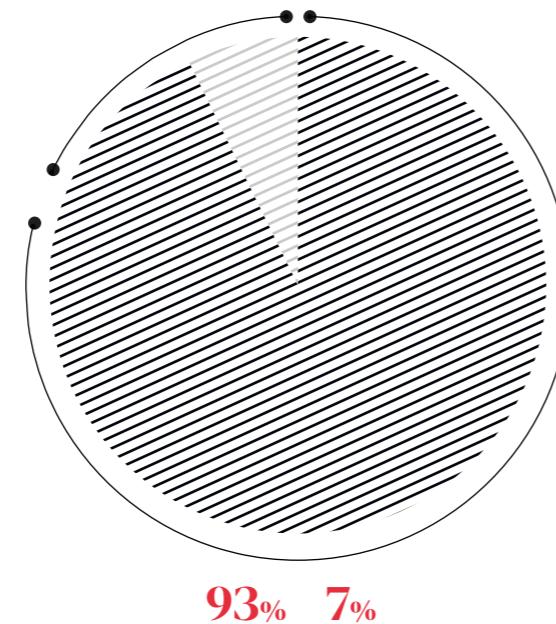
What impact did the EAE master have on the graduates' professional career?



92% of students improved their decision-making capacity on the master



93% of students are satisfied with the knowledge they acquired



Key areas of training



4 Employability and Professional Careers

4.2 EAE and the business community

4.2.1 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.



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

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

4 Employability and Professional Careers

4.2 EAE and the business community

4.2.2 Partner Companies

We have built a complete network of partnerships with national and international companies. The result? We know what professionals companies need and can share our insight gained from case studies of success stories and failures.

RECRUITMENT

Our partners place their trust in us when they find business leaders from EAE all over the world.

NETWORKING

The conferences, webinars, colloquiums, congresses and annual Employment Forum are some of the meeting points that bring together participants on the programs and companies.

RESEARCH AND ACADEMIC PARTNERSHIP

We promote interaction between the academic and business worlds, between executives, professionals and lecturers, between guest presenters and conference speakers. We create research platforms that facilitate the exchange of knowledge.

LIFELONG LEARNING

We develop comprehensive and flexible in-company training solutions, made-to-measure for each organization.

VISIBILITY

We strive to offer our partners the maximum corporate visibility through events such as the Annual Conference of the Company Club, presence on the website, on the various pieces of corporate communication and the EAE Alumni magazine.

4.2.3 Company and networking 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.

The following companies that took part in Talent Week 2018:

Almirall
Banco Mediolanum
Boehringer Ingelheim
Burger King
Burson Marsteller
Carrefour
Danone
Decathlon
Deloitte
Desigual
DHL
Everis
EY
Grifols
Grupo Hotusa
Grupo Planeta
Hays
Huawei

IBM
Ikea
Indra
Kraft Heinz Company
LG
L'Oréal
Manpower Group
Melia Hotels International
Nestlé
NH Hotel Group
Ogilvy
Pepe Jeans
Randstad
Schneider Electric
Siemens
Volotea
Whirlpool

Participating companies:



4 Employability and Professional Careers

4.2 EAE and the business community

2. 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
Burguer King
Vodafone
Grant Thornton
Llorente & Cuenca

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

3. 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

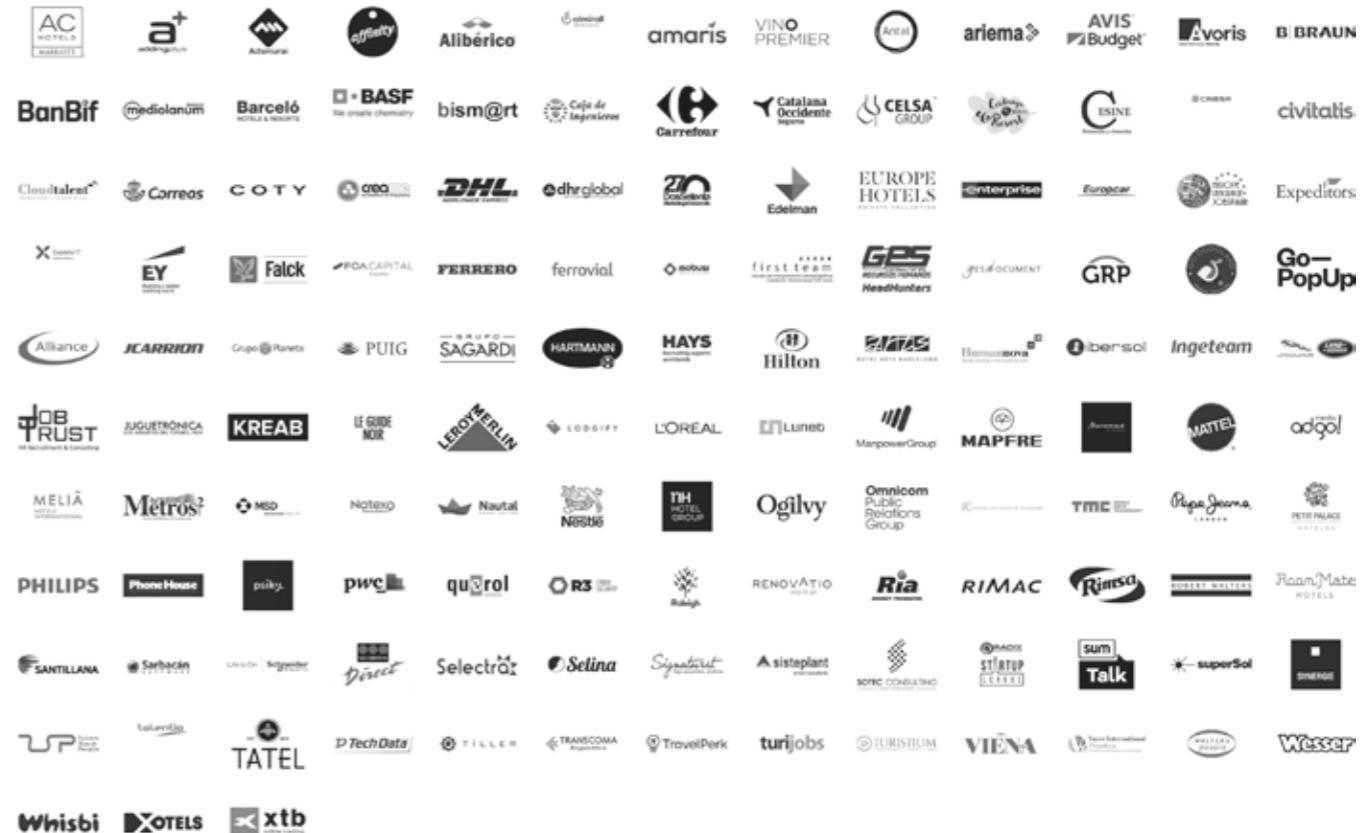
edition, the number of companies taking part rose by 54.76%, and 13.2% more offers were published.

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:



4 Employability and Professional Careers

4.2 EAE and the business community

4. 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.

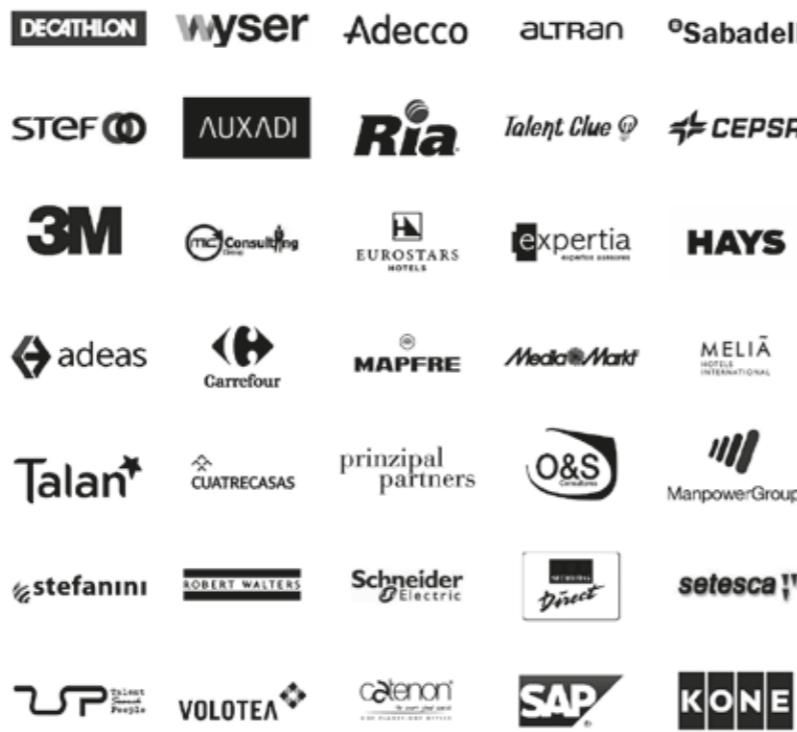
Over the course of the day, the School organizes two kinds of activities: firstly, employment workshops and round tables with the employers; and secondly, Company Meetings with the participating companies, which give a presentation of the company and an overview of the vacant positions they are currently 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:

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



Participating companies:



5. 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.

The participating companies at the Madrid and Barcelona Campuses included:

Wyser
Prinzipal Partners
Heidrick & Struggle
Catenon
Euromanager
Talman Group
Banc Sabadell
Cuatrecasas
SAP



Participating companies:



4 Employability and Professional Careers

4.2 EAE and the business community

4.2.4 Human Resources Advisory Board

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

MEMBERS

JOSÉ ANTONIO GARCÍA

Partner and Director
Ackermann Beaumont Group

CARLOS UTANDA

Partner and Director
Ad Hoc Executive Search

ALICIA SÁNCHEZ

Director of Human Resources
Altran

RICARDO ALFARO

General Sub-Director
Asepeyo

JUAN MANUEL DELGADO

HR Manager
BP

MARC NICOLA

Global Talent & Development Head
Coca Cola

MARIANO CAÑAS

Director
Experis España

MANEL GIMÉNEZ

People & Organization Director
GAES

SUSANA GUTIÉRREZ

Director of Human Resources
General Óptica

MATEO BORRÁS

Chief Human Resources Officer
Grifols

NATALIA FERNÁNDEZ

Director of Personnel & Corporate Cultures
Mutualidad de la Abogacía

MANEL SALCEDO

Director of Human Resources
Hospital Sant Joan de Deu

CRISTINA MARQUÉS

Recruitment Leader
IBM

JOSEP SENAR

Human Resources Manager
Kostal

ANTONIA ARÉVALO

Director of Human Resources
Laboratorios Ordesa

JUAN TINOCO

Director of Human Resources
LG Electronics

MIREIA VIDAL

Talent Acquisition & HR Director Digital
L'Oréal

MAITE MORENO

CEO
Monday Happy Monday

ÓSCAR IZQUIERDO

General Director
RAY Human Capital España

DANIEL FERREIRO

Manager of Human Resources,
Selection and Training
Sanitas

JUAN DE HOCHES

HR Senior Director
Viacom

DAVID CAMPOS

Human Resources Director
Volkswagen Group Retail Spain



Participating companies:



4.2.5 Our recruiters' opinion

“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”.

“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”.

“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”.



Schneider Electric

Ines Schwartzman
Employer Branding Lead Spain & Senior Talent



Pepe Jeans

Juliana Caicedo
Talent Acquisition & Employer Branding Manager



B. Braun

Verónica Serrano
HR Business Partner



Natexo

Claudia Escalante
HR Coordinator

“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".



Chiesi España

Daniel Aguilera
People Business Partner Expert



The Phone House

Victoria Rodrigo Bernal
HR Selection, Promotion, Development & Training

“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".



Kraft Heinz

Rodrigo Oddy
Continental Europe - Talent & People Performance

“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".



Hilton

Marta Sanz
Marketing Manager

“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
Director of Talent Acquisition and Employer Branding

Maria Calvo
Talent Acquisition and Employer Branding Technician



Compass Group

Gemma Llort
Recruitment Manager



LVMH

Marta Juan
Talent Acquisition Manager



Grupo Vips

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

“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”.

“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”.

“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”.

4 Employability and Professional Careers

4.2 EAE and the business community

“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
RPO Consultant



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”.

4.3 EAE's Professional Careers Service

4.3.1 What do we 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, they are given guidance and tools, define their professional strategy and build a career 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.

as a starting point from which to approach the market.

- Giving guidance on the most effective actions and resources for positioning themselves of the market and setting themselves apart from the other candidates.

- Adapting their CV and personal branding to the professional environment.

Personalized guidance

Individual session with the student with the aim of:

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

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. To do this, we give them

4 Employability and Professional Careers

4.3 EAE's Professional Careers Service



an in-depth insight into the key tools available for designing and implementing a personalized strategy to achieve differentiation.

In the session, your 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 our 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

Role Play

- Interviews
- Assessment Center and group activities

4 Employability and Professional Careers

4.3 EAE's Professional Careers Service



GO!

MBA CAREER PATH (new program in 2019)

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

4 Employability and Professional Careers

4.3 EAE's Professional Careers Service

4.3.2 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 students 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.

EAE BUILDING LEADERS (NEW PROGRAM IN 2019)

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:

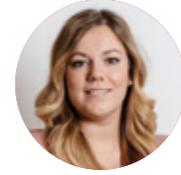


4 Employability and Professional Careers

4.3 EAE's Professional Careers Service

4.3.3 Professional Careers Team

BARCELONA CAMPUS

**AS****Alba Salas**
Careers Advisor**AC****Andreina Carrillo**
International Careers Manager**BH****Beatriz Hernanz**
Careers Manager
Barcelona Campus**CF****Cristina Freeman**
Senior Associate Careers Advisor**DR****Daniela Ruiz**
Careers Trainee**LB****Lidia Bonvehí**
Careers Advisor**MG****Miriam Gimeno**
Careers Trainee

MADRID CAMPUS

**AM****Antonia Muriel**
Senior Associate
Careers Advisor**CM****Carmen Martos**
Director of Professional Careers**FA****Federica Assandria**
Careers Manager
Campus Madrid**JS****Jorge Saiz**
Careers Advisor**MGB****María Gracia
Banderas**
Careers Trainee**PP****Patricia Panero**
Careers Manager -
International Programs

4 Employability and Professional Careers

4.3 EAE's Professional Careers Service

PANEL OF EXPERTS

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
María 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 Casanueva	Managing Partner	GT Linkers
Teresa Vila	HR Consultant & Coach	Universia
Yvan Coquentin	Partner of SpenglerFox / Abaq Operations	Skilldealer

EMPLOYABILITY PARTNERS

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

05

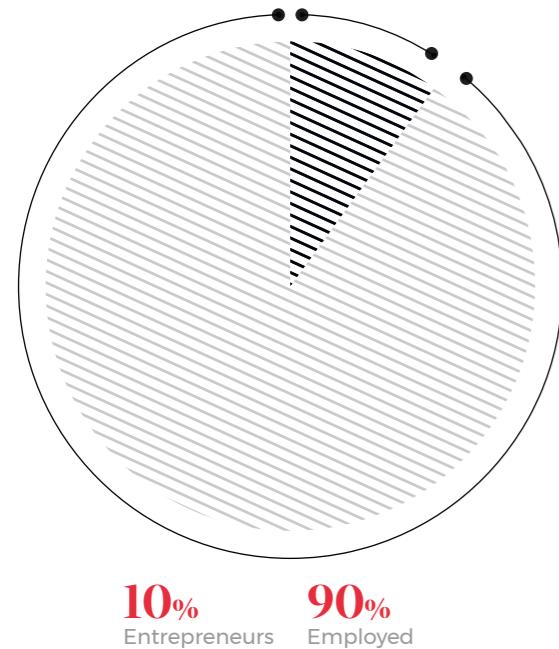
EAE Entrepreneur

5 EAE Entrepreneur

5.1 Snapshot of EAE's entrepreneurial students

5.1.1 Profile of EAE's entrepreneurs

10% of students decide to start their own business



32

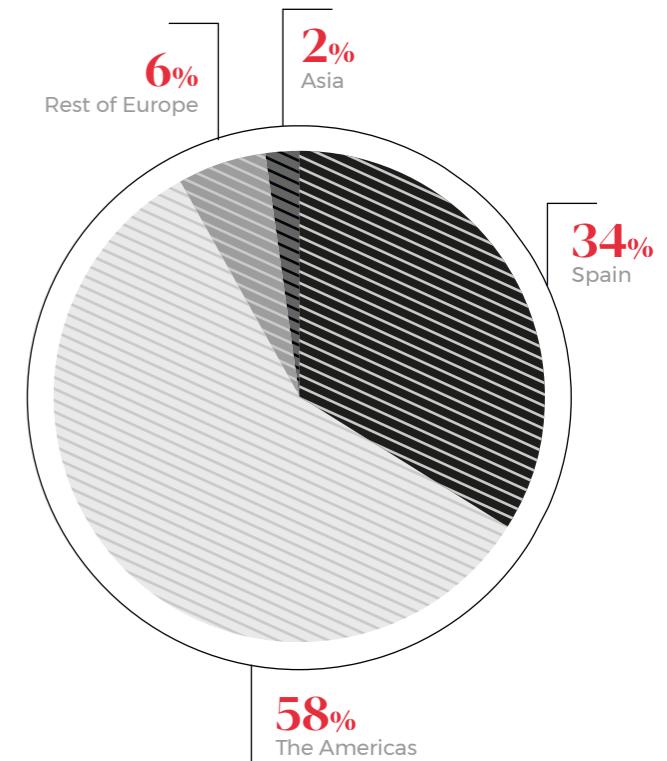
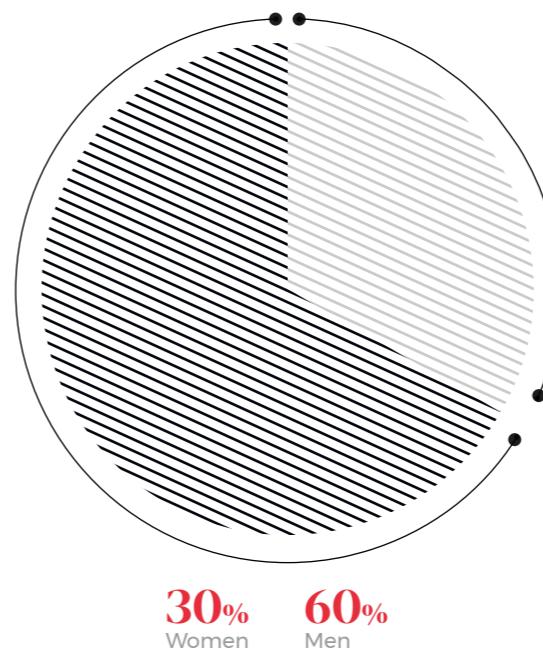
average age of EAE's entrepreneurs

5

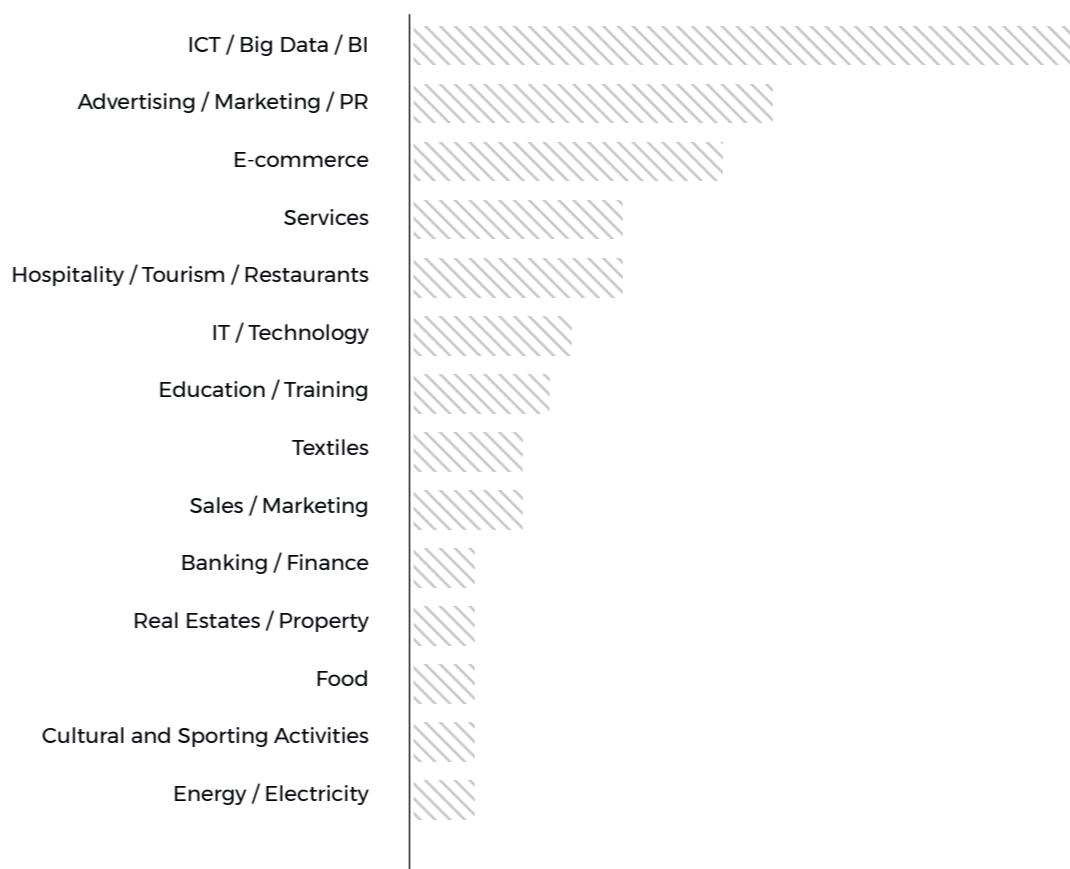
years' professional experience on average

26

nationalities



Main sectors in which EAE students start their own business



5 EAE Entrepreneur

5.1 Snapshot of EAE's entrepreneurial students

5.1.2 Entrepreneurial projects in EAE Lab

The entrepreneurial projects selected for these business ventures 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 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 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, Annamaria 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.

5 EAE Entrepreneur

5.1 Snapshot of EAE's entrepreneurial 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**.



The Cloud Gaming
eSports company

5 EAE Entrepreneur

5.1 Snapshot of EAE's entrepreneurial 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 currently 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.



5.2 EAE and the entrepreneurial ecosystem

5.2.1 Partner Companies at 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



^BSabadell

Crowe

indra



TEDx

5 EAE Entrepreneur

5.2 EAE and the entrepreneurial ecosystem



EAE, member of Babson College's Babson Collaborative program

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.

The School has four campuses, all in the United States (Boston, San Francisco, Miami and Wellesley) and offers the best program in the world of entrepreneurship. 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.



Babson College Campus

5.2.2 Company and networking events

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 Polensvaig, 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 most recent 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.

5.2.3 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".



5 EAE Entrepreneur

5.2 EAE and the entrepreneurial ecosystem



Anindya Saha

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



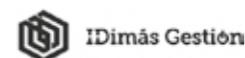
"I strive to convey the importance and utility of finance in a newly created company. EAE Lab's finance sessions achieve the following objectives:

- a. Understanding the initial hypotheses of the business well and learning to question them based on market feedback. This helps to strengthen the business plan.
- b. 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.
- c. Identifying and calculating the Key Performance Indicators (KPIs) with a certain level of accuracy in order to measure growth.
- d. 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



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".



Ignasi Tribó

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



"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".

5 EAE Entrepreneur

5.2 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 businesses, 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 be 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 Luís 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 tools to ensure that the lessons



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".

5 EAE Entrepreneur

5.3 EAE Entrepreneur Service

5.3.1 What do we offer our entrepreneur students?

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 student 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.

3. EAE LAB

One of the key factors in our entrepreneurial ambition is EAE's search for innovative projects for the School's incubation program. Through this initiative, known as EAE Lab, EAE helps entrepreneurs to consolidate their team and identify the problem they are striving to resolve with the design of a viable business model viable. The incubator gives participants access to the following services throughout the five-month incubation period:

- Well-equipped physical workspaces.
- Legal, administrative, accounting and employment advice.
- Financial guidance.
- Training on the following topics:
 - Lean Methodology
 - Design Thinking
 - 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.

5.3.2 Big entrepreneurship events



First event 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





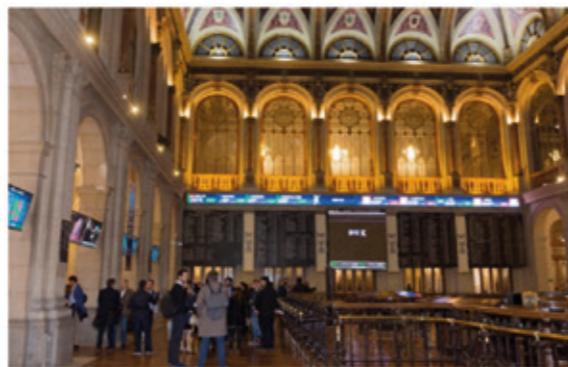
Inauguration of EAE Lab 2018

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.

5 EAE Entrepreneur

5.3 EAE Entrepreneur Service



Venture Day

An event designed to promote the business ecosystem by putting the best startups in contact with investors and entrepreneurs.

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 educación, 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.

5 EAE Entrepreneur

5.3 EAE Entrepreneur Service

5.3.3 The EAE Entrepreneur Team

THE EAE LAB TEAM

Name	Position	Role
Álvaro Cuesta	Founder and President of Sonar Ventures. CEO and Founder of Food In The Box	<p>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</p> <p>2. Mentor of the Tribeme project</p>
Henri Mennens	Innovation Specialist at Minsait (Indra). Manager of the Product Office. Director of Strategy and Commercial Planning	<p>1. Training: (3 sessions) a) Converting why into challenges and defining your problem statement,</p> <p>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</p> <p>2. Mentor on the Start Learning and TheAring projects</p>
Anindya Saha	Founding Partner of Nero Ventures. Investment and Operations Specialist.	<p>1. Finance training (2 sessions)</p> <p>2. Mentor on the Lock N Roll and The South Experience projects</p> <p>3. Financial advice</p>
Jorge Urios	Founder of Ecommercemoda. Owner of Lab Solutions. Lecturer on the Master in Entrepreneurship and Innovation at EAE Business School	<p>1. Marketing Digital training</p> <p>2. Mentor of the Qupa project</p>
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.	<p>1. Sales training</p> <p>2. Mentor on The Cloud Gaming project</p>
Loreta Calero	International Liaison Partner for Auditing and Consultancy, and Managing Consultancy Partner at Crowe Spain	<p>1. Legal training with Rocío Álvarez</p> <p>2. Project legal advice with Rocío Álvarez Ossorio</p>
Emilio Rodríguez	Cofounder & CEO at Lyra	1. Metrics training
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	<p>1. Mentor on the Hupity project</p> <p>2. Liquid Building service</p>

Name	Position	Role
José Luis Santamaría	Sales Manager at Microsoft. CEO at NewBeing. Founder of the Fundación Elige. 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	<p>1. Legal training with Loreta Calero</p> <p>2. Project legal advice with Loreta Calero</p> <p>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.</p>
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

5 EAE Entrepreneur

5.3 EAE Entrepreneur Service

THE EAE ENTREPRENEUR TEAM

Name	Position	Role
Loreta Calero	International Liaison Partner for Auditing and Consultancy, and Managing Consultancy Partner at Crowe Spain.	Legal Helpdesk for Entrepreneurs.
Javier Carballo	Founder of Micropolix	EAE Experience "An entrepreneur's successes and failures. A methodology for creating startups".
Óscar Flores	CEO at Genomcore	EAE Experience "The Blockchain paradigm. New business ideas".
Jesús Alonso Gallo	Chief Sales Officer at The Primos New York. Founder and Chairman of Restaurantes.com. Serial investor, mentor, lecturer.	EAE Experience "The entrepreneur and serial investor of the 21 st Century".
Ignasi Tribó	COO of MyPoppins	EAE Experience "The entrepreneur attitude in the face of challenges. Managing them positively".
Stéphan L. Maisons	Partner at Fellow Funders. Founding Partner of Balibar MP	EAE Experience "How does a Venture Capitalist choose which startup to invest in?".
Manuel Juanes	COO of Smartmee	Workshop for Responsible Entrepreneurs
Anindya Saha	Founding Partner of Nero Ventures. Specialist in investments and operations.	Workshop for Business Angels
Elena García	Director of Bstartup Madrid at Banco Sabadell.	Financing
Ángel Manuel Rafael	CEO and partner at IDIMAS, expert in public, national and European grants.	Financing
Mathie Carenzo	Founding Partner at Nero Ventures	Financing
René de Jong	Business Angel Associate Director at Equiteq	Financing

Annex: Methodology for drafting Point 3.1

ANALYSIS OF THE PRESENT STATUS OF EMPLOYMENT

Key insights from the EPyCE Reports and the Talent Management Barometer 2017, Online Employment Forum 2018 and the Report on the Employability of the Working Population 2018. The companies that have taken part in our reports include:

Schneider Electric

AD HOC Executive Search & Co

BP

LVMH

GRUPO BLC

Mapfre

Aurovitas

Sanitas

Repsol

Manpower

AC HOTELS BY MARRIOTT

Adding Plus

Adsmurai

Affinity Petcare

ALIBÉRICO

Almirall

Amaris

Andowines S.L.

Antal International

ARIEMA

Avis Budget Group

Ávoris

B. Braun

BanBif

Banco Mediolanum

Barceló Hotel Group

BASF México

BISMART

Caja de Ingenieros

Carrefour

CESINE

CINESA

Civitatis

Cloudtalent (Grupo Humanova)

Correos

Coty Spain S.L.U

CREAME INCUBADORA DE EMPRESAS

DHL EXEL SUPPLY CHAIN

Dhr Global

Dos Setenta: Marketing y Desarrollo

Edelman

EUROPCAR

Europe Language Jobs

EXPEDITORS

Experis

EY

FCA Capital España

Ferrero Ibérica S.A

Ferrovial Servicios España

Fibonad

Gesdocument

Go Dodoland

Go-PopUp

Grupo Alliance

Grupo JCARRION

Grupo Planeta

Grupo SAGARDI

HARTMANN

HAYS

Hotel Arts Barcelona

Hotel Hilton Diagonal Mar Barcelona

Ibersol

INGETEAM

JAGUAR

Job Trust

JUGUETRONICA

KREAB

L'Oréal

LE GUIDE NOIR S.L.

Leroy Merlin

LOGIFY

LUNET S.L

Manpower Group

MAPFRE

MARIONNAUD

MATTEL INC.

Media ADGO

MELIÁ HOTELS INTERNATIONAL

MSD

Nautal Smart Sailing, S.L.

NESTLÉ

NH HOTELE GROUP

Ogilvy

OmnicomPublicRelationsGroup

PC International Search & Assessment

Pepe Jeans

Petit Palace Hoteles

Philips

PHONE HOUSE

Pricewaterhousecoopers

PUIG

QUEROL

R3 CyberSecurity

Europe Hotels Private Collection

Ria Money Transfer

RIMAC Seguros

RIMSA

Robert Walters

Room Mate Hotels

Santillana

Sarbacán Software S.L.

Schneider Electric

Securitas Direct

SEGUROS CATALANA OCCIDENTE

SELECTRA

Selina

Signaturit

SISTEPLANT

SOTEC CONSULTING

TMC Spain

Startup League

SUM TALK

SUPERSOL SPAIN S.L.U.

SYNERGIE

Talent Search People

TALENTIA GESTIÓN

TATEL

Tech Data

Tiller Systems

TravelPerk

Turijobs

TURISTIUM

Walters People

WelkhomeClub

Whisbi

XOTELS

X-Trade Brokers D.M S.A.

GES CONSULTORES

MSD

Indra BPO

SANOFI

FALCK VL

Enterprise Rent-a-Car

ANALYSIS OF THE FUTURE OF EMPLOYMENT

Parametric interviews with Human Resources experts on their forecasts for employment:

Eva Roca
Talent Acquisition Manager Iberia.
Global Human Resources. Schneider Electric

Juan Manuel Delgado
Director Talent & Development Europe & Southern Africa at BP

Carlos Utanda
Partner and Director at AD HOC
Executive Search & Co. Founder of NEXTEP

The objective of the analysis presented in this report, the present status and future of employability, inevitably involves multiple aspects and agents that must be taken into account in order to ensure we obtain a comprehensive and integrated overview. This complexity requires a research strategy that combines both quantitative and qualitative techniques and a methodological triangulation approach that enhances the validity and reliability of the results and projections that we present over the following pages.

The Employment Report 2019 is the result of the various points of view that, year after year, we use to analyse the current scenario: EPyCE, DCH, Employment Forum and the Strategic Research Center's Annual Report on the Employability of the Working Population, and all the activities we organize to enhance our students' employability, such as our participation in Inside LVMH, the Correos Talent Program, Jumping Talent, Bootcamp Axa, Crecemos Grupo Mahou, Banc Sabadell, Uniqlo Management Candidate Program, Burger King Business King Program, Graduate Programme Axa, IKEA Talent Program, HP Graduate Program and Mastercard Innovation Challenge.

The methodologies applied in these reports is structured as follows. In the first three, surveys are conducted with a representative sample of the analysis universe of each profile analysed. In the fourth, powerful secondary data is examined to enable us to analyse larger samples.

Together with the quantitative results obtained and the main highlights concluded from them, for this new report, we have added in-depth interviews with experts in the fields analysed to ensure that we have a more subjective and qualitative view of each sampling unit. This new addition certainly enhances clarity and enables us to achieve our objectives more effectively.

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

