MBA 2014 Employment Report
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<th>Page</th>
</tr>
</thead>
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</tr>
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<td>07</td>
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</tr>
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<td>SERVING YOUR NEEDS</td>
<td>29</td>
</tr>
</tbody>
</table>
A WAY TO LEARN
Case method and active learning tools
Cross cultural, peer-to-peer teamwork
A holistic general management approach
Ground-breaking, relevant research
World-class, dedicated faculty

A MARK TO MAKE
Action-oriented decision-making
Global perspective and reach
Personal and professional development
Pursuit of excellence throughout the business world
Integrity and spirit of service

A WORLD TO CHANGE
A humanistic approach
Leading by example with passion and purpose
A positive and lasting impact on people, business and society
A global alumni network leading business for the future
“A curriculum touching global situations, combined with close teamwork with classmates from every corner of the world, expanded my understanding, analytical skills and ability to solve problems in all kinds of contexts.”

David Hadley, American
MBA ’15
Internship at Intel Corporation
Santa Clara (United States)
WHAT MAKES US UNIQUE

Today’s business world is calling for leaders with the practical wisdom and global mindset to drive change.

Since 1958, IESE Business School has been at the forefront in developing exceptional business leaders who aspire to have a positive and lasting impact on the society. IESE’s success is built on a humanistic approach.

The IESE program portfolio reflects the highest standards of excellence, with a focus on personal and professional development.

Our programs take a general management and action-oriented perspective in order to enhance strategic decision-making competencies. They are enriched by the rigorous research of our world-class, international faculty and by a peer network of high-level executives.

100+ Facuty Members

10,024 MBA Alumni

42,000 IESE Alumni

2nd Producer of Business Cases in the World

28 Different Countries

5 Campuses Around the World

Barcelona  Madrid  New York  Munich  Sao Paulo
IESE Business School’s MBA program takes a comprehensive, general management approach to give students the skills and tools they need to become highly effective leaders in a global business environment. Highly ranked among MBA programs worldwide, the program prepares well-rounded business leaders who are dedicated to making a positive impact on the world.

IESE’s 19-month MBA program is noted for its high-quality curriculum and the distinctive learning experience it offers. In addition, a student body representing over 50 nationalities and world-class faculty members from over 25 countries who present business scenarios from around the world to ensure that IESE MBA students develop a truly global mindset and the cross-cultural skills they need to succeed in today’s global economy.

Using the case study method, students analyze over 600 real-life situations which not only provide a framework for effective decision-making, but also develop key competencies such as analytical thinking, an entrepreneurial mindset and communication.

Throughout the MBA program, students work in teams to analyze cases and present projects. Students are assigned personal mentors who work with them to develop the competencies required to be good team players and successful managers. During the summer between the first and second years of the MBA, students undertake corporate internships all over the world. Corporate internships offer students a perfect avenue to explore new sectors, companies and countries.

They add to the global dimension of the program and are often a source of job offers after graduation.

After building a solid foundation during the first year, students are able to tailor their MBAs in the second year by choosing from more than 70 elective courses. Eligible students have a chance to participate in the International Exchange Program and spend their first semester at one of several top business schools around the world.
MBA CLASS OF 2015
GRADUATE PROFILES

- Class Size: 272
- Women: 26%
- Average Work Experience: 4 years
- Average Age: 29 years
- Average Number of Languages Spoken (Good to Fluent Level): 2.3
- International Students: 80%
- Students with International Experience: 82%
- Years of Full-Time Work Experience:
  - 3-6 Years: 49%
  - 6-10 Years: 25%
  - -3 Years: 24%
  - 10+ Years: 2%
“Most of the cases we studied had an ethical dimension to discuss. IESE puts ethics and integrity at the heart of managerial decision making, whether this means deciding on future investments, the company’s worldwide labor practices or choosing the suppliers you work with.”

Marcelo Oliveira Daher, Brazilian
MBA ’15
Internship at the Inter-American Development Bank
Washington D.C. (United States)
SERVICES FOR COMPANIES

KEY ACCOUNT MANAGEMENT

At IESE, you will be assigned an Associate Director of Career Services, who will work with you to design the best strategy to achieve your recruitment goals.

ORGANIZATION OF INTERVIEWS

Our team can help you arrange interviews on our campus and at other locations. We will make this process smooth and efficient, regardless of whether the interviews are held in person or via videoconference.

ACCESS OUR ONLINE RECRUITMENT PLATFORM

All of our recruitment facilities are now centralized in a single Recruitment Platform (https://iese-csm.symplicity.com/employers/).

By registering as an employer, you can post your positions, search and identify student profiles, and book on-campus events.
PLANNING YOUR ON-CAMPUS PRESENCE

To plan effectively and ensure the talent you are looking for is available, it is important to be aware of when companies in your industry recruit.

**CONSULTING**

<table>
<thead>
<tr>
<th>On-Campus Presentations</th>
<th>Career Forum</th>
<th>October and February</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Internship</td>
<td>First-Round Interviews</td>
<td>November</td>
</tr>
<tr>
<td></td>
<td>Second-Round Interviews</td>
<td>January-February</td>
</tr>
<tr>
<td></td>
<td>Offers</td>
<td>Late February</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Early March</td>
</tr>
<tr>
<td>Full-Time</td>
<td>Job Postings</td>
<td>August</td>
</tr>
<tr>
<td></td>
<td>First-Round Interviews</td>
<td>Career Forum in October</td>
</tr>
<tr>
<td></td>
<td>Second-Round Interviews</td>
<td>November</td>
</tr>
<tr>
<td></td>
<td>Offers</td>
<td>December</td>
</tr>
</tbody>
</table>

**FINANCIAL SERVICES**

<table>
<thead>
<tr>
<th>On-Campus Presentations</th>
<th>Career Forum</th>
<th>October and February</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Internship</td>
<td>First-Round Interviews</td>
<td>November</td>
</tr>
<tr>
<td></td>
<td>Second-Round Interviews</td>
<td>Early January</td>
</tr>
<tr>
<td></td>
<td>Offers</td>
<td>Late January</td>
</tr>
<tr>
<td>Full-Time</td>
<td>Job Postings</td>
<td>August</td>
</tr>
<tr>
<td></td>
<td>First-Round Interviews</td>
<td>Career Forum in October</td>
</tr>
<tr>
<td></td>
<td>Second-Round Interviews</td>
<td>November</td>
</tr>
<tr>
<td></td>
<td>Offers</td>
<td>December</td>
</tr>
</tbody>
</table>

**GENERAL INDUSTRY**

<table>
<thead>
<tr>
<th>On-Campus Presentations</th>
<th>Career Forum</th>
<th>October and February</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Internship</td>
<td>First-Round Interviews</td>
<td>December-March</td>
</tr>
<tr>
<td></td>
<td>Second-Round Interviews</td>
<td>February-March</td>
</tr>
<tr>
<td></td>
<td>Offers</td>
<td>March-May</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Late March-June</td>
</tr>
<tr>
<td>Full-Time</td>
<td>Job Postings</td>
<td>August onwards</td>
</tr>
<tr>
<td></td>
<td>First-Round Interviews</td>
<td>October-March</td>
</tr>
<tr>
<td></td>
<td>Second-Round Interviews</td>
<td>November-April</td>
</tr>
<tr>
<td></td>
<td>Offers</td>
<td>December-May</td>
</tr>
</tbody>
</table>
ON-CAMPUS RECRUITMENT

Personal contact is by far the most effective means of making your organization and its employment opportunities known to students. Every year, over 80 companies come to the campus to present their opportunities through Career Forum events and individual company presentations.

MBA CAREER FORUM

This comprehensive recruiting event includes presentations, a Career Fair, interviews and networking sessions. Held at different times of the year to comply with varying recruiting calendars, the Career Forums account for over 60% of our yearly placement. Career Forums take place in October and February.

2013-2014 CAREER FORUM PARTICIPATING COMPANIES*

<table>
<thead>
<tr>
<th>PLATINUM SPONSORS</th>
<th>GOLD SPONSORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>citi</td>
<td>J.P.Morgan</td>
</tr>
<tr>
<td>AMERICAN EXPRESS</td>
<td>Roland Berger</td>
</tr>
<tr>
<td>Schneider Electric</td>
<td>syngenta</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SILVER SPONSORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank of America</td>
</tr>
<tr>
<td>Merrill Lynch</td>
</tr>
<tr>
<td>BARCLAYS</td>
</tr>
<tr>
<td>BCG</td>
</tr>
<tr>
<td>Celgene</td>
</tr>
<tr>
<td>gasNatural</td>
</tr>
<tr>
<td>JENOSA</td>
</tr>
<tr>
<td>Google</td>
</tr>
<tr>
<td>McKinsey&amp;Company</td>
</tr>
<tr>
<td>Roche</td>
</tr>
<tr>
<td>Telefónica</td>
</tr>
</tbody>
</table>

*Companies participating in Career Forum events taking place during academic year September 2013 to August 2014.
PARTICIPATING COMPANIES

· ACCENTURE
· ALFA CONSULTING
· ALTADIS - IMPERIAL TOBACCO GROUP
· ALTAIR MANAGEMENT CONSULTANTS
· AMADEUS IT GROUP
· AMAZON
· AMERICAN EXPRESS
· AB INBEV
· A.T. KEARNEY
· BAIN & COMPANY
· BANK OF AMERICA MERRILL LYNCH
· BARCLAYS
· BAYER BUSINESS CONSULTING
· BBVA
· BERTELSMANN
· CAMPOFRÍO FOOD GROUP
· CARREFOUR
· CELGENE
· CELSA GROUP TM
· CITI
· CREDIT SUISSE
· DELOITTE
· DELTA PARTNERS
· DROPBOX
· E.ON INHOUSE CONSULTING
· EDREAMS
· ERNST & YOUNG
· EBRD
· GAS NATURAL FENOSA
· GESTAMP
· GLOBALPRAXIS
· GOOGLE
· HEINEKEN
· IMS CONSULTING GROUP
· INDRA BUSINESS CONSULTING
· J.P. MORGAN PRIVATE BANK
· KING
· LIDL
· LOGISTA
· L’ORÉAL
· MADBID
· MANGO
· MARKS AND SPENCER
· MCKINSEY & COMPANY
· MICROSOFT
· MIGUEL TORRES
· MONDELEZ INTERNATIONAL
· MWV- MEADWESTVACO
· NOVARTIS
· PWC
· ROCHE
· ROLAND BERGER STRATEGY CONSULTANTS
· SANTANDER
· SCHLUMBERGER BUSINESS CONSULTING
· SCHNEIDER ELECTRIC
· SIEMENS MANAGEMENT CONSULTING
· STRATEGY&
· SYNGENTA
· TELEFÓNICA
· THE BOSTON CONSULTING GROUP
· THE DOW CHEMICAL COMPANY
· UBER
· VIVASANTÉ
· ZS ASSOCIATES

“IESE helps nurture global leadership through engaging course content and then gives students the opportunity to put what they have learned into practice both within academic project teams, usually made up of 8 people of at least 6 different nationalities, and club groups, comprising of up to 400 members from more than 50 countries.”

Emily Fletcher, Canadian
MBA ’15
Internship at Schneider Electric
Barcelona (Spain)
ENHANCING YOUR BRAND THROUGH STUDENT CLUBS

MBA student-run organizations are focal points of student activity and networking. Working with these clubs is an effective and efficient way to reach a targeted group of MBA students segmented according to industry and regional career focus.

There are a number of ways to get involved with these groups, including:

- Hosting club members during treks and individual company visits
- Organizing a case competition
- Presenting a business case
- Sending managers to deliver career-related and content-driven sessions
- Sponsoring a club or a club-run event

Contact your account manager for more information on how to participate in employment branding activities.

PROFESSIONAL CLUBS
- Consulting
- Energy
- Entrepreneurship
- Fashion and Luxury Goods
- Finance
- Global Trade, Shipping and Transportation
- Healthcare
- Innovation and Design
- Marketing
- Private Equity
- Real Estate, Hospitality and Tourism
- Responsible Business
- Sports Business
- Technology, Media and Telecommunications
- Venture Capital
- Women in Business

REGIONAL CLUBS
- Africa Business
- Asia Business
- Catalan Business
- French Business and Culture
- German Business
- Greater China Business
- Italian Business
- Japan Business
- Latin American Business
- Middle East and North Africa Business
- North American Business
- Portugal Business
- Spanish Business
COMPANIES SPONSORING STUDENT CLUBS AND CLUB EVENTS

SPONSORSHIP OF 2014 IESE DOING GOOD & DOING WELL CONFERENCE

PLATINUM SPONSORS
- CAIXA BANK
- EXXONMOBIL

GOLD SPONSORS
- FRANKLIN & CATHERINE JOHNSON FOUNDATION
- AQUALOGY
- AMERICAN EXPRESS

IN KIND
- DEVEX
- LA FAGEDA
- CLARO PARTNERS
- BSR

SPONSORSHIP OF IESE PRIVATE EQUITY CLUB COMPETITION
- KPMG

SPONSORSHIP OF IESE HEALTHCARE CLUB
- WERFEN

SPONSORSHIP OF IESE IMPACT INVESTMENT COMPETITION
- BANCO SABADELL

SPONSORSHIP OF IESE ENERGY CLUB
- GAS NATURAL FENOSA
- BP
- SCHNEIDER ELECTRIC
- GAMESA

SPONSORSHIP OF ASIA CAREER SUMMIT
- HILTI

MAIN TREKS & WORLDWIDE EVENTS

IESE Meets the Valley
April
SILICON VALLEY

Healthcare Trek
December
NEW YORK

TMT Trek
October
DUBLIN & LONDON

Startups Trek
December
BERLIN

Middle East Business Trek
December
DUBAI

Brazilian Business Trek
December
RIO DE JANEIRO & SÃO PAULO

London Banking Tour
Marketing Trek
LAVAM Career Fair
October
LONDON

German Business Trek
December
MUNICH

Buy-Side Trek
December

Asia Career Fair
November

Mexican Business Trek
December
MEXICO CITY & MONTERREY

Healthcare Trek
December
BOSTON
EMPLOYMENT REPORT 2014

FULL-TIME EMPLOYMENT BY INDUSTRY

<table>
<thead>
<tr>
<th>Industry</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>24%</td>
</tr>
<tr>
<td>Financial Services</td>
<td>17%</td>
</tr>
<tr>
<td>Technology &amp; Media</td>
<td>13%</td>
</tr>
<tr>
<td>E-Commerce</td>
<td>12%</td>
</tr>
<tr>
<td>Consumer Goods &amp; Retail</td>
<td>11%</td>
</tr>
<tr>
<td>Healthcare &amp; Chemical</td>
<td>9%</td>
</tr>
<tr>
<td>Other Manufacturing Industries</td>
<td>5%</td>
</tr>
<tr>
<td>Other Service Industries</td>
<td>5%</td>
</tr>
<tr>
<td>Energy</td>
<td>4%</td>
</tr>
<tr>
<td>Financial Services</td>
<td>17%</td>
</tr>
<tr>
<td>Technology &amp; Media</td>
<td>13%</td>
</tr>
<tr>
<td>E-Commerce</td>
<td>12%</td>
</tr>
<tr>
<td>Consumer Goods &amp; Retail</td>
<td>11%</td>
</tr>
<tr>
<td>Healthcare &amp; Chemical</td>
<td>9%</td>
</tr>
<tr>
<td>Other Manufacturing Industries</td>
<td>5%</td>
</tr>
<tr>
<td>Other Service Industries</td>
<td>5%</td>
</tr>
<tr>
<td>Energy</td>
<td>4%</td>
</tr>
</tbody>
</table>

FULL-TIME EMPLOYMENT BY FUNCTION

<table>
<thead>
<tr>
<th>Function</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>26%</td>
</tr>
<tr>
<td>Finance</td>
<td>22%</td>
</tr>
<tr>
<td>General Management</td>
<td>12%</td>
</tr>
<tr>
<td>MBA Rotational Program</td>
<td>11%</td>
</tr>
<tr>
<td>Sales &amp; Business Development</td>
<td>10%</td>
</tr>
<tr>
<td>Marketing</td>
<td>4%</td>
</tr>
<tr>
<td>Corporate Strategy</td>
<td>4%</td>
</tr>
<tr>
<td>Operations &amp; Logistics</td>
<td>3%</td>
</tr>
<tr>
<td>Project Management</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
</tr>
<tr>
<td>Product Development</td>
<td>2%</td>
</tr>
</tbody>
</table>

FULL-TIME EMPLOYMENT BY REGION

<table>
<thead>
<tr>
<th>Region</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>12%</td>
</tr>
<tr>
<td>Europe</td>
<td>43%</td>
</tr>
<tr>
<td>Spain</td>
<td>23%</td>
</tr>
<tr>
<td>Asia</td>
<td>12%</td>
</tr>
<tr>
<td>Middle East &amp; Africa</td>
<td>1%</td>
</tr>
<tr>
<td>LATAM</td>
<td>9%</td>
</tr>
</tbody>
</table>

SOURCE OF OFFER

<table>
<thead>
<tr>
<th>Source of Offer</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>IESE MBA Career Services</td>
<td>61%</td>
</tr>
<tr>
<td>Own Job Search</td>
<td>13%</td>
</tr>
<tr>
<td>Sponsor Company</td>
<td>12%</td>
</tr>
<tr>
<td>IESE Network</td>
<td>6%</td>
</tr>
<tr>
<td>Starting Own Business</td>
<td>3%</td>
</tr>
<tr>
<td>Previous Employer</td>
<td>3%</td>
</tr>
<tr>
<td>Family Business</td>
<td>2%</td>
</tr>
</tbody>
</table>
# SALARY INFORMATION 2014

## SALARIES BY REGION (€)*

<table>
<thead>
<tr>
<th>GEOGRAPHIC REGION</th>
<th>BASE SALARY</th>
<th>VARIABLE SALARY</th>
<th>TOTAL SALARY</th>
<th>SIGN-ON BONUS</th>
<th>% SIGN-ON</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe (except Spain)</td>
<td>81,150</td>
<td>17,719</td>
<td>98,869</td>
<td>28,099</td>
<td>68%</td>
</tr>
<tr>
<td>Spain</td>
<td>61,813</td>
<td>11,886</td>
<td>73,699</td>
<td>17,133</td>
<td>38%</td>
</tr>
<tr>
<td>Asia</td>
<td>55,990</td>
<td>22,595</td>
<td>78,585</td>
<td>29,432</td>
<td>43%</td>
</tr>
<tr>
<td>Latin America</td>
<td>72,031</td>
<td>18,631</td>
<td>90,663</td>
<td>26,546</td>
<td>88%</td>
</tr>
<tr>
<td>United States &amp; Canada</td>
<td>76,098</td>
<td>29,203</td>
<td>105,300</td>
<td>25,697</td>
<td>60%</td>
</tr>
<tr>
<td>Middle East &amp; Africa</td>
<td>60,865</td>
<td>na</td>
<td>na</td>
<td>nm</td>
<td>nm</td>
</tr>
<tr>
<td><strong>Global</strong></td>
<td><strong>72,475</strong></td>
<td><strong>17,423</strong></td>
<td><strong>89,898</strong></td>
<td><strong>26,546</strong></td>
<td><strong>60%</strong></td>
</tr>
</tbody>
</table>

## SALARIES BY INDUSTRY (€)*

<table>
<thead>
<tr>
<th>INDUSTRY</th>
<th>BASE SALARY</th>
<th>VARIABLE SALARY</th>
<th>TOTAL SALARY</th>
<th>SIGN-ON BONUS</th>
<th>% SIGN-ON</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>79,646</td>
<td>20,037</td>
<td>99,682</td>
<td>22,758</td>
<td>86%</td>
</tr>
<tr>
<td>Financial Services</td>
<td>73,890</td>
<td>23,008</td>
<td>96,898</td>
<td>24,927</td>
<td>69%</td>
</tr>
<tr>
<td>E-commerce</td>
<td>77,409</td>
<td>23,026</td>
<td>100,435</td>
<td>45,983</td>
<td>89%</td>
</tr>
<tr>
<td>Healthcare &amp; Chemical</td>
<td>69,400</td>
<td>10,510</td>
<td>79,910</td>
<td>20,158</td>
<td>28%</td>
</tr>
<tr>
<td>Technology, Media &amp; Telecom</td>
<td>74,239</td>
<td>17,424</td>
<td>91,654</td>
<td>18,695</td>
<td>50%</td>
</tr>
<tr>
<td>Consumer Goods &amp; Retail</td>
<td>64,234</td>
<td>10,012</td>
<td>74,246</td>
<td>8,771</td>
<td>24%</td>
</tr>
<tr>
<td>Energy</td>
<td>60,455</td>
<td>11,747</td>
<td>72,202</td>
<td>30,263</td>
<td>33%</td>
</tr>
<tr>
<td>Other Manufacturing Industries</td>
<td>65,516</td>
<td>15,046</td>
<td>80,562</td>
<td>38,910</td>
<td>33%</td>
</tr>
<tr>
<td>Other Service Industries</td>
<td>55,937</td>
<td>12,577</td>
<td>68,514</td>
<td>16,028</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Global</strong></td>
<td><strong>72,475</strong></td>
<td><strong>17,423</strong></td>
<td><strong>89,898</strong></td>
<td><strong>26,546</strong></td>
<td><strong>60%</strong></td>
</tr>
</tbody>
</table>

## SALARIES BY FUNCTION (€)*

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>BASE SALARY</th>
<th>VARIABLE SALARY</th>
<th>TOTAL SALARY</th>
<th>SIGN-ON BONUS</th>
<th>% SIGN-ON</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting &amp; Corporate Strategy</td>
<td>76,848</td>
<td>18,993</td>
<td>95,841</td>
<td>23,316</td>
<td>83%</td>
</tr>
<tr>
<td>Finance</td>
<td>71,898</td>
<td>19,610</td>
<td>91,507</td>
<td>26,564</td>
<td>65%</td>
</tr>
<tr>
<td>General Management</td>
<td>68,560</td>
<td>16,947</td>
<td>85,506</td>
<td>39,799</td>
<td>36%</td>
</tr>
<tr>
<td>Sales, Marketing &amp; Business Development</td>
<td>70,665</td>
<td>14,270</td>
<td>84,935</td>
<td>21,429</td>
<td>54%</td>
</tr>
<tr>
<td>Operations &amp; Logistics</td>
<td>82,769</td>
<td>11,185</td>
<td>93,954</td>
<td>21,667</td>
<td>100%</td>
</tr>
<tr>
<td>Project Management</td>
<td>70,023</td>
<td>12,500</td>
<td>82,523</td>
<td>8,094</td>
<td>33%</td>
</tr>
<tr>
<td>Other</td>
<td>72,648</td>
<td>14,176</td>
<td>86,824</td>
<td>27,107</td>
<td>44%</td>
</tr>
<tr>
<td><strong>Global</strong></td>
<td><strong>72,475</strong></td>
<td><strong>17,423</strong></td>
<td><strong>89,898</strong></td>
<td><strong>26,546</strong></td>
<td><strong>60%</strong></td>
</tr>
</tbody>
</table>

(\*) All salaries shown are annual averages as reported by the class of 2014.

- All salaries shown exclude any type of corporate benefits (healthcare, pensions, car allowances, vacations, etc...)
- Salary data have been converted at average FX rates for the period of May through August 2014
  (source: www.oanda.com)
- Values are reported where-ever 3 datapoints or more are available. “nm” (not meaningful) denotes less than 3 data points available; “n/a” denotes no data available
- “% Sign-on bonus” denotes the proportion of students who reported receiving a sign-on bonus
## Total Salaries by Industry and Region (€)*

<table>
<thead>
<tr>
<th>Industry</th>
<th>Europe (Exc. Spain)</th>
<th>Spain</th>
<th>Asia</th>
<th>Latin America</th>
<th>US &amp; Canada</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>107,592</td>
<td>83,841</td>
<td>nm</td>
<td>96,599</td>
<td>nm</td>
<td>99,682</td>
</tr>
<tr>
<td>Financial Services</td>
<td>103,349</td>
<td>nm</td>
<td>nm</td>
<td>85,844</td>
<td>83,994</td>
<td>96,898</td>
</tr>
<tr>
<td>E-commerce</td>
<td>103,298</td>
<td>68,333</td>
<td>na</td>
<td>93,779</td>
<td>nm</td>
<td>100,435</td>
</tr>
<tr>
<td>Healthcare &amp; Chemical</td>
<td>98,620</td>
<td>60,329</td>
<td>82,201</td>
<td>nm</td>
<td>na</td>
<td>79,910</td>
</tr>
<tr>
<td>Technology, Media &amp; Telecom</td>
<td>87,230</td>
<td>nm</td>
<td>nm</td>
<td>na</td>
<td>104,634</td>
<td>92,354</td>
</tr>
<tr>
<td>Consumer Goods &amp; Retail</td>
<td>86,805</td>
<td>69,591</td>
<td>nm</td>
<td>na</td>
<td>nm</td>
<td>74,246</td>
</tr>
<tr>
<td>Energy</td>
<td>nm</td>
<td>66,600</td>
<td>nm</td>
<td>nm</td>
<td>nm</td>
<td>72,202</td>
</tr>
<tr>
<td>Other Manufacturing Industries</td>
<td>81,463</td>
<td>nm</td>
<td>87,838</td>
<td>na</td>
<td>nm</td>
<td>80,562</td>
</tr>
<tr>
<td>All Functions</td>
<td>98,869</td>
<td>73,699</td>
<td>78,585</td>
<td>90,663</td>
<td>105,300</td>
<td>89,898</td>
</tr>
</tbody>
</table>

## Total Salaries by Function and Region (€)*

<table>
<thead>
<tr>
<th>Function</th>
<th>Europe (Exc. Spain)</th>
<th>Spain</th>
<th>Asia</th>
<th>Latin America</th>
<th>US &amp; Canada</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting &amp; Corporate Strategy</td>
<td>103,622</td>
<td>81,854</td>
<td>nm</td>
<td>93,338</td>
<td>nm</td>
<td>95,841</td>
</tr>
<tr>
<td>Finance</td>
<td>99,169</td>
<td>65,250</td>
<td>nm</td>
<td>89,757</td>
<td>75,399</td>
<td>91,507</td>
</tr>
<tr>
<td>General Management</td>
<td>103,441</td>
<td>72,106</td>
<td>76,524</td>
<td>nm</td>
<td>nm</td>
<td>85,506</td>
</tr>
<tr>
<td>Sales, Marketing &amp; Business Development</td>
<td>94,876</td>
<td>67,329</td>
<td>85,165</td>
<td>nm</td>
<td>nm</td>
<td>84,935</td>
</tr>
<tr>
<td>Project Management</td>
<td>88,333</td>
<td>nm</td>
<td>na</td>
<td>na</td>
<td>nm</td>
<td>82,523</td>
</tr>
<tr>
<td>Other</td>
<td>78,697</td>
<td>nm</td>
<td>nm</td>
<td>na</td>
<td>116,073</td>
<td>86,824</td>
</tr>
<tr>
<td>All Functions</td>
<td>98,869</td>
<td>73,699</td>
<td>78,585</td>
<td>90,663</td>
<td>105,300</td>
<td>89,898</td>
</tr>
</tbody>
</table>
## FULL-TIME CAREER CHANGE

<table>
<thead>
<tr>
<th>INDUSTRY OF EMPLOYMENT</th>
<th>STUDENT CHANGED INDUSTRY</th>
<th>STUDENT CHANGED FUNCTION</th>
<th>STUDENT CHANGED BOTH INDUSTRY &amp; FUNCTION</th>
<th>STUDENT CHANGED COUNTRY</th>
<th>STUDENT CHANGED INDUSTRY, FUNCTION &amp; COUNTRY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare &amp; Chemical</td>
<td>48%</td>
<td>75%</td>
<td>38%</td>
<td>52%</td>
<td>19%</td>
</tr>
<tr>
<td>Consulting</td>
<td>56%</td>
<td>44%</td>
<td>44%</td>
<td>22%</td>
<td>11%</td>
</tr>
<tr>
<td>Banking</td>
<td>43%</td>
<td>40%</td>
<td>20%</td>
<td>28%</td>
<td>10%</td>
</tr>
<tr>
<td>E-commerce</td>
<td>79%</td>
<td>71%</td>
<td>57%</td>
<td>46%</td>
<td>32%</td>
</tr>
<tr>
<td>Energy</td>
<td>60%</td>
<td>90%</td>
<td>60%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Consumer Goods &amp; Retail</td>
<td>76%</td>
<td>68%</td>
<td>52%</td>
<td>40%</td>
<td>20%</td>
</tr>
<tr>
<td>Technology &amp; Media</td>
<td>68%</td>
<td>55%</td>
<td>39%</td>
<td>45%</td>
<td>19%</td>
</tr>
</tbody>
</table>

## FULL-TIME REGIONAL MOBILITY

<table>
<thead>
<tr>
<th>STUDENT MIGRATING</th>
<th>STUDENT RESIDING</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASIA</td>
<td>53%</td>
</tr>
<tr>
<td>EUROPE (EXCEPT SPAIN)</td>
<td>27%</td>
</tr>
<tr>
<td>LATIN AMERICA</td>
<td>46%</td>
</tr>
<tr>
<td>MIDDLE EAST &amp; AFRICA</td>
<td>78%</td>
</tr>
<tr>
<td>NORTH AMERICA</td>
<td>49%</td>
</tr>
<tr>
<td>SPAIN</td>
<td>34%</td>
</tr>
</tbody>
</table>

“Working and learning among peers from over 50 different countries has really helped sharpen my communication skills and will enable me to become a more effective communicator in any global setting in the future.”

Divya Gautam, Indian & Australian MBA ’15
Internship at International Finance Corporation
Jakarta (Indonesia)
<table>
<thead>
<tr>
<th>INDUSTRY &amp; FUNCTION</th>
<th>EMPLOYMENT CHANGED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthcare &amp; Chemical</td>
<td>48%</td>
</tr>
<tr>
<td>Consulting</td>
<td>56%</td>
</tr>
<tr>
<td>Banking</td>
<td>43%</td>
</tr>
<tr>
<td>E-commerce</td>
<td>79%</td>
</tr>
<tr>
<td>Energy</td>
<td>60%</td>
</tr>
<tr>
<td>Consumer Goods &amp; Retail</td>
<td>76%</td>
</tr>
<tr>
<td>Technology &amp; Media</td>
<td>68%</td>
</tr>
</tbody>
</table>

“The MBA has helped me develop my intuition to detect possible sources of conflict and has given me the tools to solve them creatively before it's too late.”

David Olivé
MBA ’15
Internship at Bain & Company
Madrid (Spain)
The corporate internship is an integral part of IESE’s MBA experience and takes place between the first and second years of the program. The project is carried out for a maximum of 11 weeks over the summer (the average is 9 weeks), starting in the third week of June.

Companies are able to benefit from the talent of current MBA students by putting them on projects that permanent staff members may not have time to undertake.

MBA students can lend support and expertise to enterprises by applying their previous work experience, along with the skills and knowledge developed during the first year of the MBA program. Seeing how students carry out a project and how they fit in with the team and the corporate culture is also the most tangible means of testing a candidate for a full-time position.

**EXAMPLES OF INTERNSHIPS UNDERTAKEN BY STUDENTS IN 2014**

**CORPORATE STRATEGY**

- Development of the 2015-2016 strategic plan, identifying key success factors for building a model for international expansion.
- Analysis and presentation of potential asset acquisition opportunities, including recommendations on strategic rationale, valuation ranges and merger models.

**OPERATIONS**

- Creation of a shared services operating model to manage multiple manufacturing plants across different geographic locations.
- Reduction of returned goods rate and increase in customer satisfaction through improved packaging methodologies.
- Design and standardization of operational processes to increase service quality and reduce maintenance time.
- Reduction of purchasing costs by identifying new suppliers and improving current conditions.

**SALES & BUSINESS DEVELOPMENT**

- Feasibility study of a new product launch and formulation of strategy to integrate e-commerce efforts across Europe.
- Big data analysis to develop a mathematical model for identifying potential clients and cross-selling opportunities.
- Preparation of a churn rate report to identify service weaknesses and enable the sales department to improve retention rates.
- Analysis of business opportunities and market trends across the globe and design of an opportunity prioritization model to evaluate the attractiveness of different geographies and the company’s positioning in each market.
- Definition of the new worldwide customer loyalty strategy to develop a new customer proposition and improve value perception.
- Development of a valuation framework to assess the financial impact of potential partners’ exit from the loyalty program.
FINANCE

- Definition of pricing policy for working capital deals.
- Cost Accounting Project: proposal of an activity-based costing model by product within the division and a standardized approach to track expenses at a regional level.
- Design and implementation of an investment performance benchmarking model to be used to track investments against peers and various indices.
- Design and implementation of a new financial report with features such as the budget vs. forecast and new performance indicators.
- Development of an international cost model to improve resources allocation.

MARKETING

- Planning and execution of marketing activities, including print ads, social media, trade shows and email marketing, resulting in a 50% increase in followers on Twitter and Facebook.
- Development of a strategic marketing campaign as part of the organization’s business development activities in Southeast Asia.
- Market research project to identify growth opportunities in the EMEA market. Identification of potential partners and different strategies to attract them.
- Building trends analysis reports on the Asian FMCG market by identifying consumption drives and marketing trends.
- Market sizing and competitive analysis of the asset management solutions market.

IT

- Analysis and selection of a collaboration technology platform designed to improve knowledge sharing and expertise throughout the organization.
- Design of a business model to recover the web-based learning platform’s annual operating costs. Total adoption costs reduced by 20% and global adoption time improved by 30%.

REMUNERATION

The salary is negotiated directly with the candidate. Given our student profile, we recommend that the remuneration for the project should be equivalent to the salary received by an employee with the same level of responsibility and experience.

“The MBA workload can demand up to 70 hours a week. Professors push for structured thinking and smart decisions based on imperfect information. Ultimately, time constraints are what enforce that discipline.”

Adrian McCourt, Australian MBA ‘15
Internship at Barclays
London (United Kingdom)
## CORPORATE INTERNSHIP EMPLOYMENT - SUMMER 2014

### BY REGION

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe (except Spain)</td>
<td>40%</td>
</tr>
<tr>
<td>Spain</td>
<td>33%</td>
</tr>
<tr>
<td>Asia</td>
<td>13%</td>
</tr>
<tr>
<td>Latin America</td>
<td>6%</td>
</tr>
<tr>
<td>Middle East &amp; Africa</td>
<td>4%</td>
</tr>
<tr>
<td>North America</td>
<td>4%</td>
</tr>
</tbody>
</table>

### BY SOURCE OF OFFER

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>IESE MBA Career Services</td>
<td>68%</td>
</tr>
<tr>
<td>Own Network</td>
<td>17%</td>
</tr>
<tr>
<td>IESE Network</td>
<td>6%</td>
</tr>
<tr>
<td>Sponsor Company</td>
<td>4%</td>
</tr>
<tr>
<td>Starting Own Business</td>
<td>3%</td>
</tr>
<tr>
<td>Previous Employer</td>
<td>2%</td>
</tr>
</tbody>
</table>

### BY FUNCTION

<table>
<thead>
<tr>
<th>Function</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>26%</td>
</tr>
<tr>
<td>Consulting</td>
<td>19%</td>
</tr>
<tr>
<td>Marketing</td>
<td>11%</td>
</tr>
<tr>
<td>Sales &amp; Business Development</td>
<td>10%</td>
</tr>
<tr>
<td>Corporate Strategy</td>
<td>7%</td>
</tr>
<tr>
<td>Operations &amp; Logistics</td>
<td>6%</td>
</tr>
<tr>
<td>General Management</td>
<td>5%</td>
</tr>
<tr>
<td>Project Management</td>
<td>3%</td>
</tr>
<tr>
<td>Information Technology</td>
<td>2%</td>
</tr>
<tr>
<td>Product Development</td>
<td>2%</td>
</tr>
<tr>
<td>Planning &amp; Accounting</td>
<td>1%</td>
</tr>
</tbody>
</table>

### BY INDUSTRY

<table>
<thead>
<tr>
<th>Industry</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Services</td>
<td>22%</td>
</tr>
<tr>
<td>Consulting</td>
<td>13%</td>
</tr>
<tr>
<td>Healthcare &amp; Chemical</td>
<td>13%</td>
</tr>
<tr>
<td>Consumer Goods &amp; Retail</td>
<td>13%</td>
</tr>
<tr>
<td>Technology &amp; Media</td>
<td>10%</td>
</tr>
<tr>
<td>E-Commerce</td>
<td>10%</td>
</tr>
<tr>
<td>Other Manufacturing Industries</td>
<td>6%</td>
</tr>
<tr>
<td>Other Service Industries</td>
<td>6%</td>
</tr>
<tr>
<td>Energy</td>
<td>4%</td>
</tr>
<tr>
<td>Social / Public Sector</td>
<td>3%</td>
</tr>
</tbody>
</table>

“Working in teams during the first year, we learned about each other’s strengths and weaknesses, which helped us delegate and distribute tasks more effectively. Thanks to this, we were able to manage an intense academic workload alongside job hunting.”

Daniel Malpartida, Peruvian
MBA ’15
Internship at Bank of America Merrill Lynch
London (United Kingdom)
COMPANIES RECRUITING AT IESE

TOP FULL-TIME OFFERS
- A.T. KEARNEY
- ALTADIS - IMPERIAL TOBACCO GROUP
- ALTAIR MANAGEMENT CONSULTANTS
- AMAZON
- AMERICAN EXPRESS
- BAIN & COMPANY
- BANK OF AMERICA MERRILL LYNCH
- CAMPER
- CITIGROUP
- DELOITTE
- ELI LILLY
- GAS NATURAL FENOSA
- INDIRA CONSULTING
- INFOSYS TECHNOLOGIES
- KPMG
- LATAM AIRLINES
- MANGO
- MCKINSEY & COMPANY
- NOMURA
- NOVARTIS
- THE BOSTON CONSULTING GROUP
- UBER TECHNOLOGIES
- WERFEN GROUP

TOP INTERNSHIP OFFERS
- AB INBEV
- A.T. KEARNEY
- AMAZON
- AMERICAN EXPRESS
- BAIN & COMPANY
- BANK OF AMERICA MERRILL LYNCH
- CITIGROUP
- CREDIT SUISSE
- ELI LILLY
- GAS NATURAL FENOSA
- GOOGLE
- HSBC INVESTMENT BANK
- INDIRA CONSULTING
- INFOSYS
- JOHNSTON & JOHNSON
- KING.COM
- MCKINSEY & COMPANY
- NOVARTIS
- ROCHE
- SCHNEIDER ELECTRIC
- THE BOSTON CONSULTING GROUP
- VODAFONE
- WERFEN GROUP

COMPANIES MAKING OFFERS*
- AB INBEV
- A.T. KEARNEY
- ABB
- ABBOTT LABORATORIES
- ABERTIS
- ADIDAS
- AKZONOBEL
- ALMIRALL
- ALTADIS
- AMERICAN EXPRESS
- AMEX
- BAIN & COMPANY
- BANK OF AMERICA MERRILL LYNCH
- BARCLAYS CAPITAL
- BASF
- BAYER BUSINESS CONSULTING
- BAYER HEALTHCARE
- BP
- BT
- CAMPER
- CAMPOFRÍO FOOD GROUP
- CELGENE
- CITIGROUP
- CONTINENTAL
- CREDIT SUISSE
- DAIMLER
- DELoitte
- DELTA PARTNERS
- DESIGUAL
- DEUTSCHE BANK
- DSM CHEMICALS
- E.O.N INHOUSE CONSULTING
- ELI LILLY
- ERICSSON
- ERMENEGILDO ZEGNA
- EY
- FACEBOOK
- GAS NATURAL FENOSA
- GE CAPITAL
- GENERAL MOTORS
- GLAXOSMITHKLINE
- GLOBAL PRAXIS GROUP
- GOOGLE
- GRUPO FERRER
- HENKEL
- HILTI
- HSBC INVESTMENT BANK
- IBM
- INDIRA CONSULTING
- INFOSYS
- INTEL
- JOHNSON & JOHNSON
- JP MORGAN
- KEMPINSKI HOTELS
- KING.COM
- KPMG
- LATAM AIRLINES
- LAZADA
- MADIBID
- MANGO
- MARKS & SPENCER GROUP
- MCKINSEY & COMPANY
- MICROSOFT
- MONDElez INTERNATIONAL
- MORGAN STANLEY
- NESTLÉ
- NOMURA
- NOVARTIS
- NTT DOCOMO
- PHILIPS
- RAKUTEN
- ROCHE
- ROCKBRIDGE CAPITAL
- ROLAND BERGER STRATEGY CONSULTANTS
- SCHIBSTED IBÉRICA
- SCHLUMBERGER BUSINESS CONSULTING
- SCHNEIDER ELECTRIC
- STANDARD CHARTERED BANK
- STATOIL
- STRATEGY&
- TELEFÓNICA
- TELEGRAPH HILL GROUP
- THE BOSTON CONSULTING GROUP
- UBER TECHNOLOGIES
- UNILEVER
- VODAFONE
- WERFEN GROUP
- ZS ASSOCIATES

*Companies making 4 or more offers to members of the class of 2014 (or having 3 accepted)
IESE alumni form an extensive international community made up of more than 43,000 IESE graduates and highly qualified professionals who have completed MBA and Executive Education programs at IESE.

With more than 140 job offers posted monthly, the IESE ALUMNI Job Board is one of the services most valued by our alumni.

Post your positions on the IESE ALUMNI JOB BOARD, a user-friendly job board with postings targeted at IESE alumni.

Recruiters post their senior management positions worldwide free of charge and alumni apply directly to the site.

ALUMNI PROFILE BY PROGRAM

- **IESE GRADUATES**: 43,000+
- **SENIOR EXECUTIVES**: 15,500+
- **COUNTRIES**: 108+
- **NATIONALITIES**: 120
- **AVERAGE AGE**: 44

**EXECUTIVE EDUCATION**

- **31%**: MBA
- **69%**: EXECUTIVE EDUCATION
ALUMNI PROFILE BY INDUSTRY

- **65%** Service Industry
- **3%** Primary Sector
- **32%** Industry

### BREAKDOWN BY SERVICE INDUSTRY

- **Consulting**: 25%
- **Finance**: 20%
- **Distribution**: 11%
- **Transportation**: 8%
- **Education, Culture**: 8%
- **Media & Communication**: 7%
- **Healthcare**: 6%
- **Real Estate, Civil Engineering**: 6%
- **Associations, Trust and NGO’s**: 4%
- **Public Sector**: 3%
- **Others**: 2%

### BREAKDOWN BY CONTINENT AND COUNTRY WHERE ALUMNI LIVE

- **North America**: 1,246
- **Central America and Caribbean**: 146
- **South America**: 1,577
- **Western Europe**: 33,335
- **Eastern Europe**: 735
- **Middle East**: 418
- **Asia**: 282
- **Africa**: 1,246
- **Middle East**: 146
- **Oceania**: 54
ONLINE RECRUITMENT

To publish job offers, click on

www.iese.edu/alumni/en/recruiters

If you are not registered as recruiter, enter your company details and the system provides you immediately with a password and you can then fill in the job offer form.

If you are already registered, access directly with your username and password at “registered user”.

FOR MORE INFORMATION, PLEASE CONTACT

Bettina Semmel
Alumni & Institutional Development
Career Development
Tel.dir.: (+34) 93 253 64 08
bsemmel@iese.edu
We are a team of 17 members representing over 10 nationalities and based out of our campuses in Barcelona, New York and Sao Paulo, and offices in Singapore, Tokyo and Shanghai.

In order to provide expert strategic advice on employment branding and recruitment, IESE’s MBA Career Services Department is organized by main MBA recruitment industry and region.

**FINANCIAL SERVICES**
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If your company does not belong to one of these industries, please contact MBA Career Services and a key account manager will be assigned to help you with your needs.

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