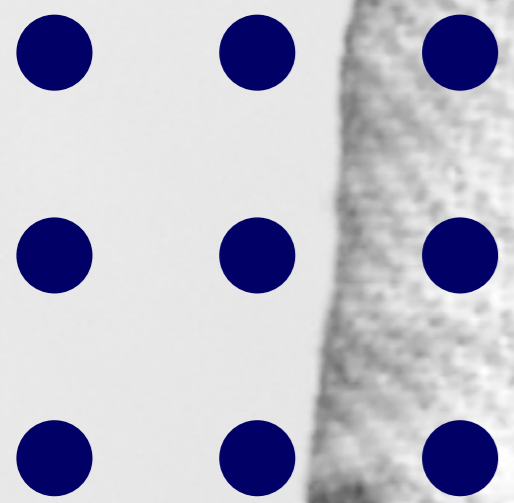


CAREERS AND EMPLOYMENT IN THE NEW WORLD OF WORK

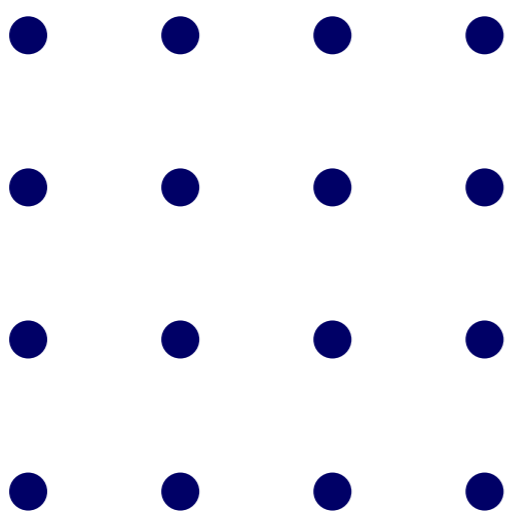
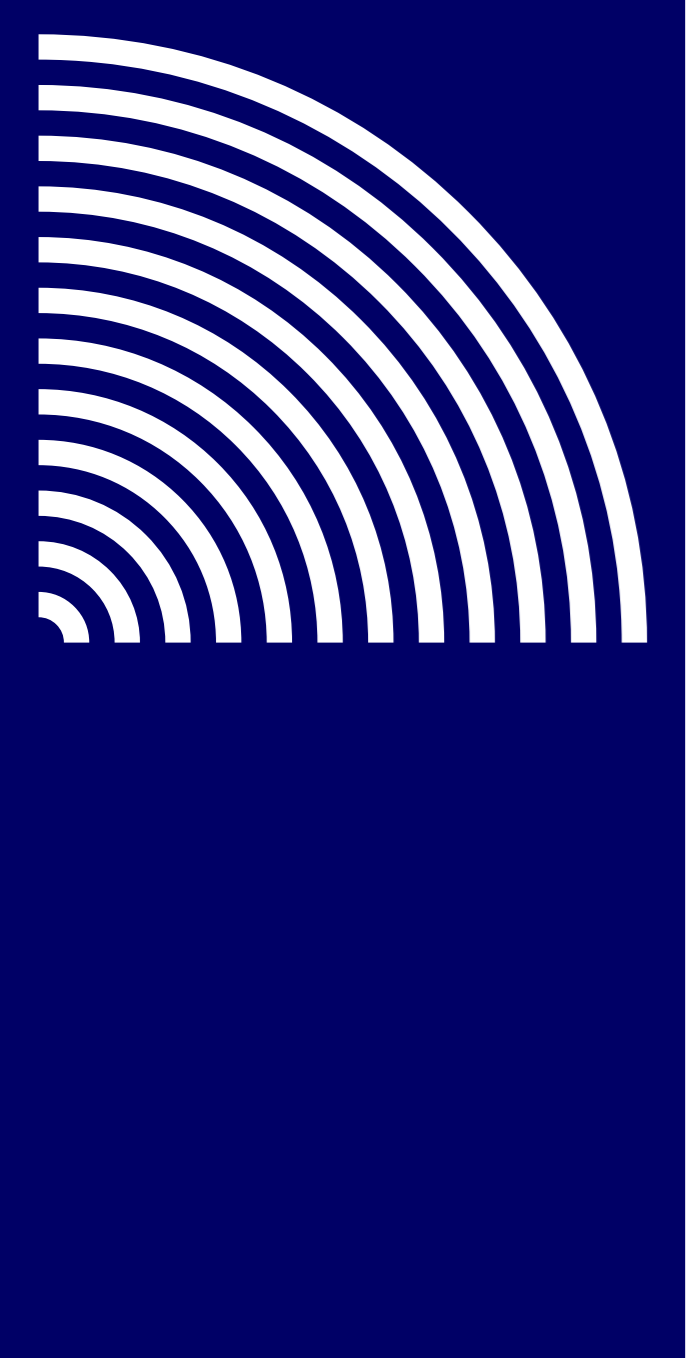
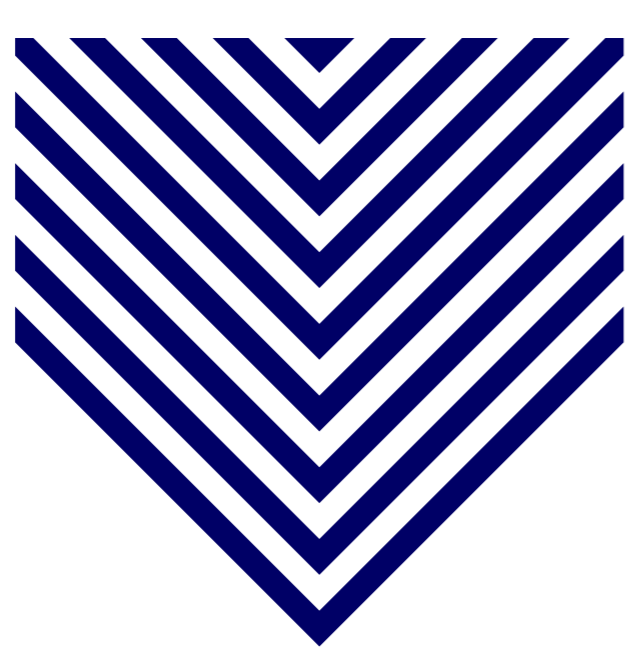


INTERNATIONAL MBA
2023





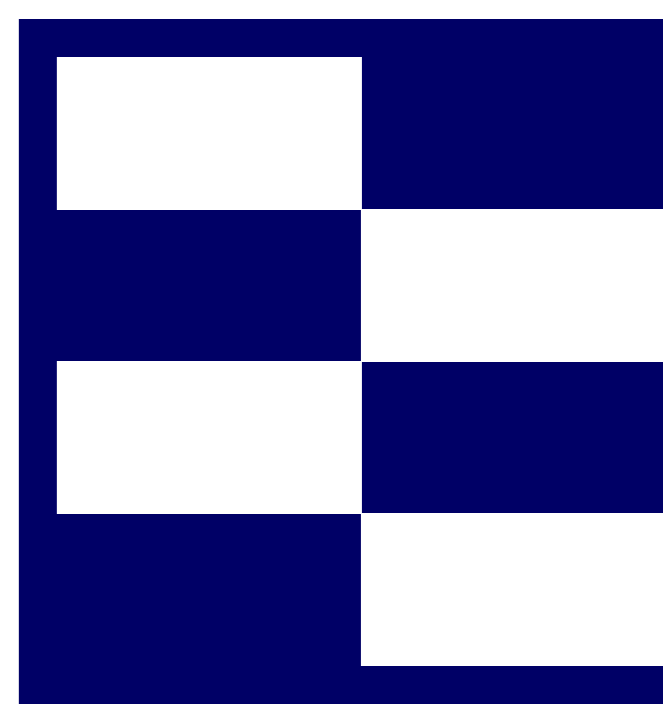
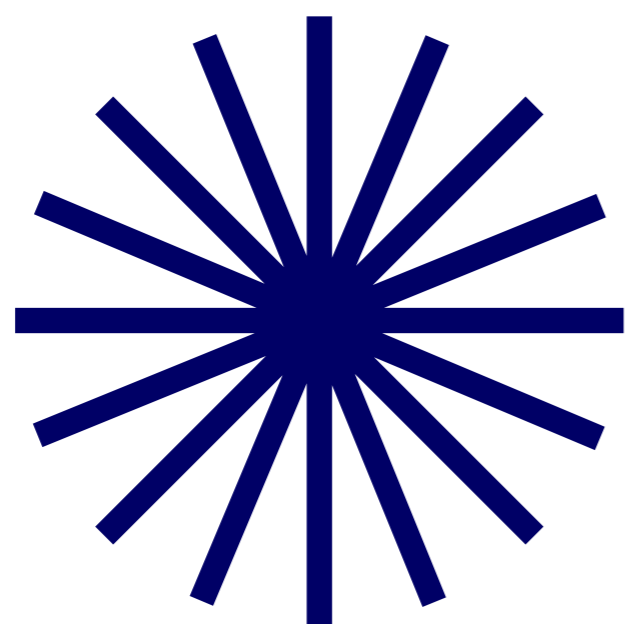
Career decisions can be challenging, especially in today's constantly changing job market. Information, advice, and conflicting motivations abound, but it's essential to cut through the noise to find what's right for you.



Our constant dialogue with the business community and analysis of job data means we have our finger on the pulse of the job market. So, we've compiled this comprehensive guide to help you as you take the next step on your career path. It gives you practical, up-to-date insights into today's world of work, an idea of how we view the business world, and key information on what our International MBA Alumni have achieved in their careers.



At IE Business School, we view career success as multifaceted. That's why we analyze the financial benefits that come with earning an International MBA while providing information on how our graduates have found fulfillment and empowerment in their careers. Whether you want to make a career change, advance in your current role, or explore new opportunities, this report and our Talent & Careers Team are here to help. Where might you go next? Read on for job market insights, real-world examples, and practical advice, and let us help you make informed, data-driven decisions about what's next and what's best for you.





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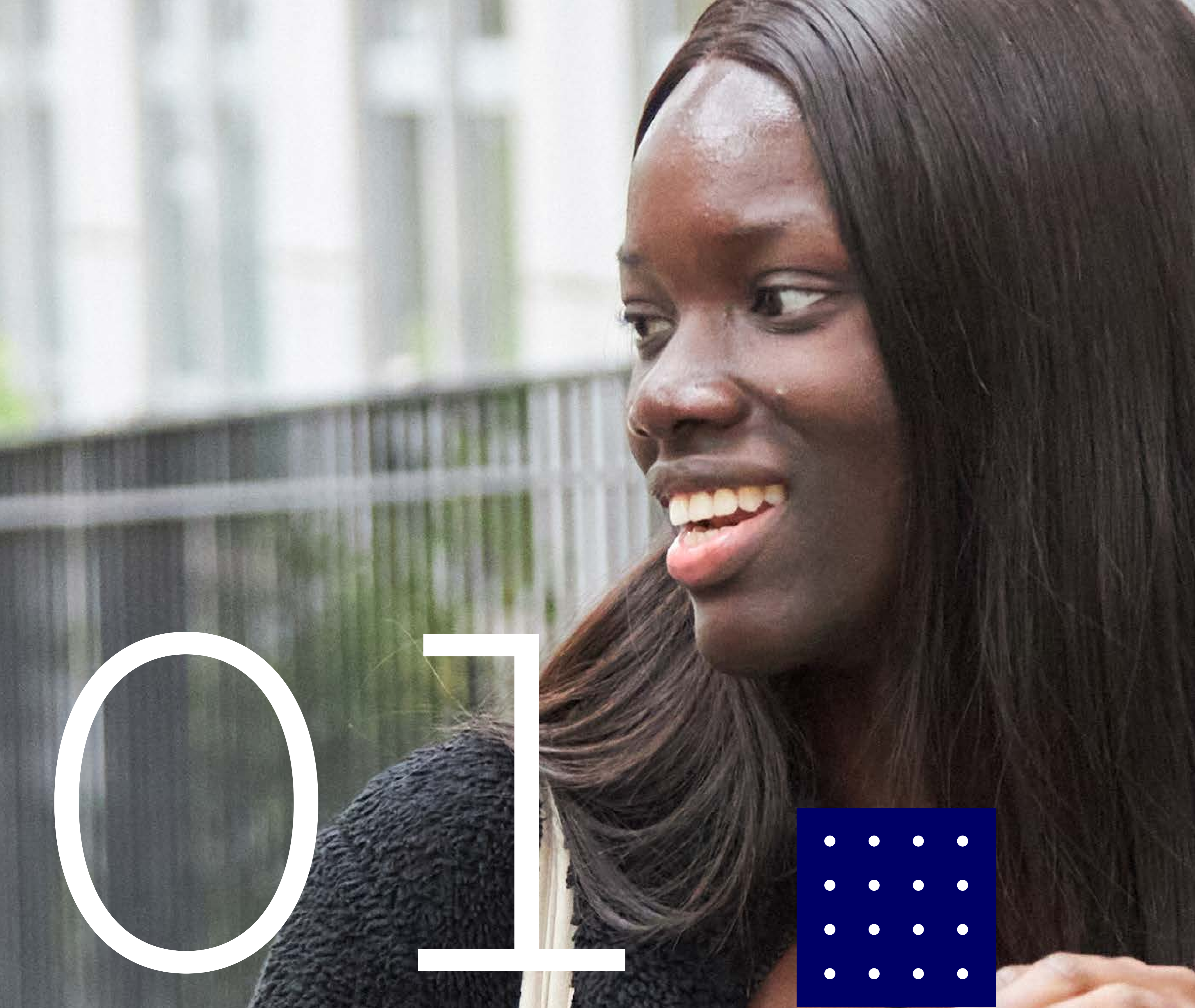
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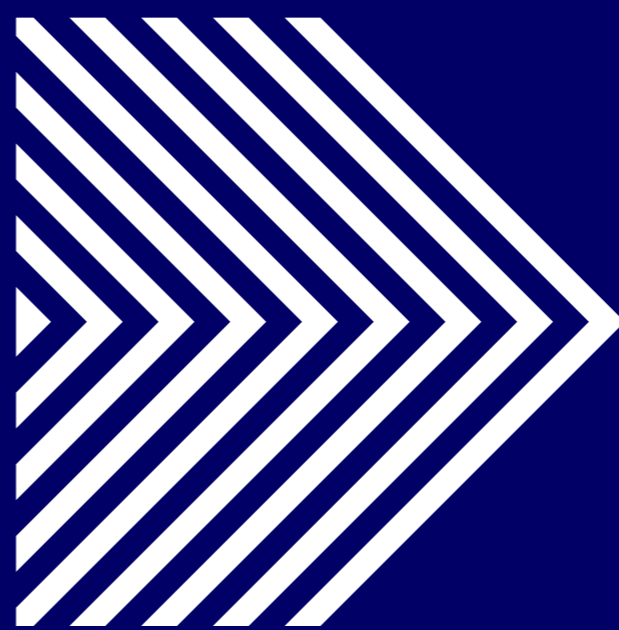
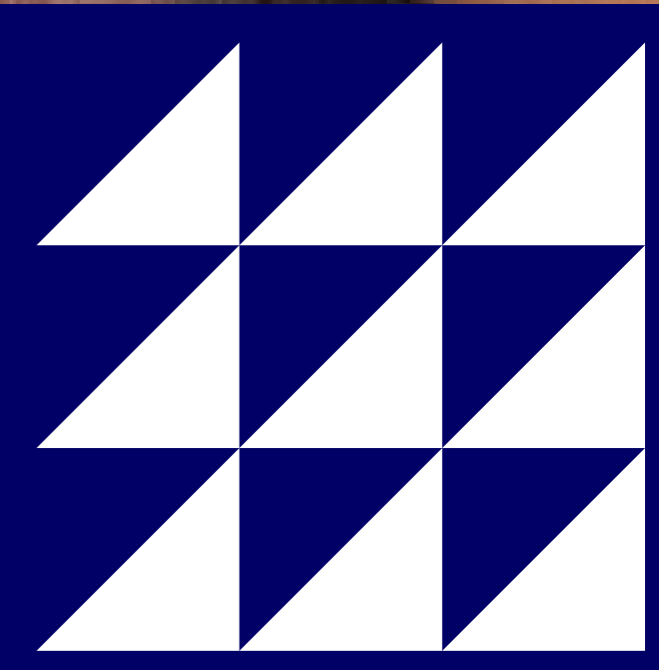
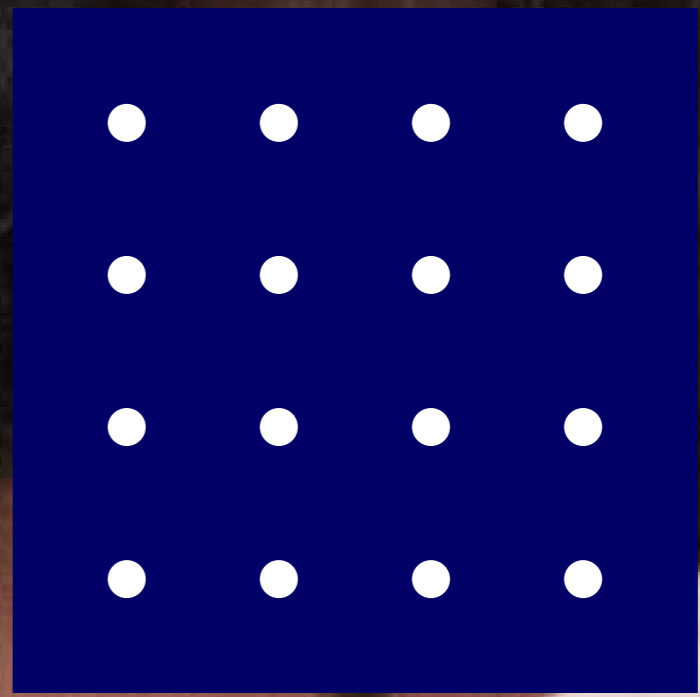
04

YOUR SUCCESS, OUR PURPOSE



01

THE WORLD
OF WORK





SUCCESS HINGES ON BEING ABLE TO RESPOND TO CURVEBALLS

If the past few years have taught us anything, it's that success in the workplace often hinges upon the ability to respond to curveballs fast and effectively. The forces of revolutionary technology, geopolitical instability, global communication, and environmental challenges are converging at an unprecedented pace.

This increasing uncertainty poses significant challenges but brings even bigger opportunities for those who are prepared. New sectors are emerging fast, as are new roles within companies. All businesses

– disruptive big tech companies included
– are confronted with the need to reinvent themselves. This, combined with a historically strong labor market in many countries, has created a **significant demand for people who can lead effectively in these changing times**. They are nimble, fast, digitally savvy, and can think outside of the box to find solutions to real-world problems. They are motivated by a greater sense of purpose and responsibility. They are self-aware and always open to learning, experimenting, and improving. At IE Business School, we are producing this next generation of leaders, arming our graduates with the leadership skills that will endure no matter what comes next.



WHAT BOARDS OF DIRECTORS ARE PLANNING FOR 2023

This year, businesses are solidifying the trends they've been talking about for years, particularly around digital transformation, sustainability, and diversity. Despite a potential economic downturn, the majority of companies expect to increase their risk appetite.

Digital Acceleration

60%

of boards have made the desired level of progress or achieved digital business optimization goals

19%

of boards have made progress toward or have achieved the digital business transformation goals

48%

of boards see recession and economic uncertainty as the biggest constraints to growth in 2023-2024

30%

of digital leaders have significantly advanced toward digital transformation goals

71%

of boards are currently altering or planning to alter the enterprise economic structure to a digital economic architecture

Risk Appetite and Growth Strategies

64%

of boards expect to increase their risk appetite in 2023-2024 (7 percentage points higher than 2022)

46%

of boards are willing to accept greater risk in expanding product lines to achieve increased growth

89%

of boards agree that they are in a post digital world; i.e., digital is an implicit part of growth strategies

Sustainability & Diversity, equity, and inclusion (DEI)

80%

of boards anticipate an increase in sustainability initiatives investments in the next two years

75%

of boards anticipate an increase in DEI initiatives investments in the next two years

59%

of boards cite employees as the top stakeholder considering DEI while evaluating the organizations

47%

of society considers sustainability to a substantial or significant extent during company evaluation



MBAS ARE IN HIGHER DEMAND THAN EVER

With the sizzling hot labor market, debate has grown over whether MBAs are still worthwhile investments. The main questions boil down to whether such a significant investment of time and money is worth it, especially when there are other seemingly good opportunities to learn on the job. Let's see what the data says.

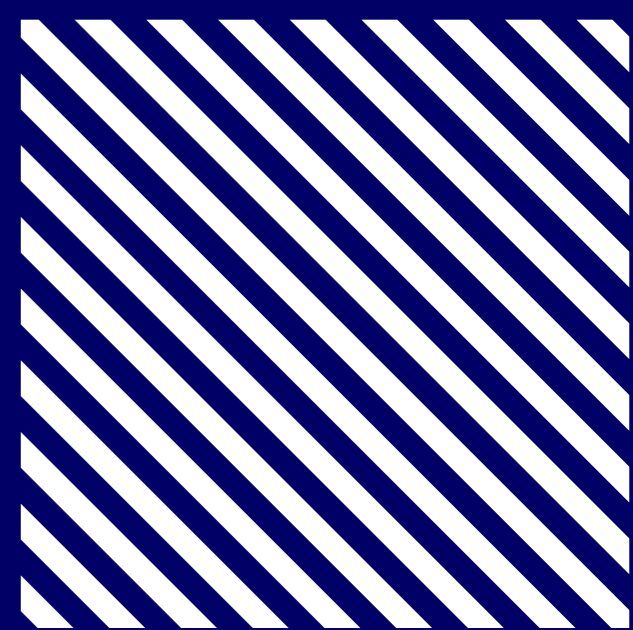
Earning potential

In 2021, the average starting salary for people with an MBA was between 22% and 40% higher than for those who had a bachelor's degree, according to the 2022 Graduate Management Admission Council (GMAC) Corporate Recruiter Survey. In the US, full-time MBA students saw median earnings increase



Full-time MBA students saw median earnings increase from \$80,000 to \$120,000 in the US

GMAC, 2022



from \$80,000 to \$120,000. Furthermore, 71% of corporate recruiters agreed that employees with an MBA earn more at their companies

The timing is right

MBA graduates are more appealing to companies than ever. According to Statista, 92% of companies hired MBA graduates in 2022, compared to just 71% of companies in 2012. Meanwhile, the GMAC survey found most recruiters predict that demand for new business school talent will increase in the next five years. The level of graduate satisfaction is also near a record high, with 85% of full-time MBA students rating their program's value as "good to outstanding" in 2022 (up from 82% in 2021), according to GMAC. The same survey also found that the majority of business school graduates who used their degree to make a career change succeeded. For those looking to move, timing is important too. In 2022, 56% of US recruiters said they planned for, or were open to, international hires, compared to 48% in 2021.

Although in 2023 there is still the possibility of getting a good job that's well paid without an MBA, prospects are looking increasingly shaky. As seen in ongoing tech industry layoffs, **frantic hires made during a boom cycle does not mean job security during a downturn.** MBAs boost resiliency. Likewise, MBAs empower students with the knowledge they need to create their own paths going forward.

Enduring skills and networks

While a growing number of businesses are offering employees on-the-job training to



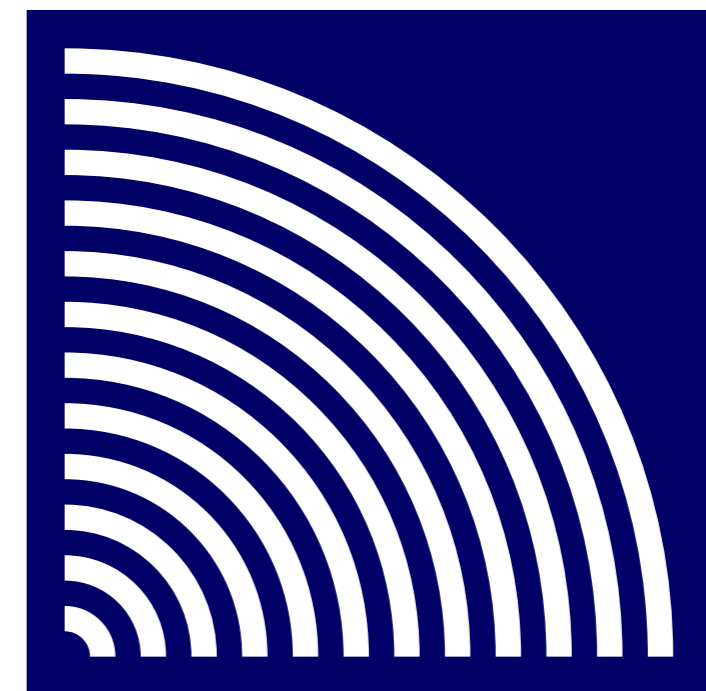
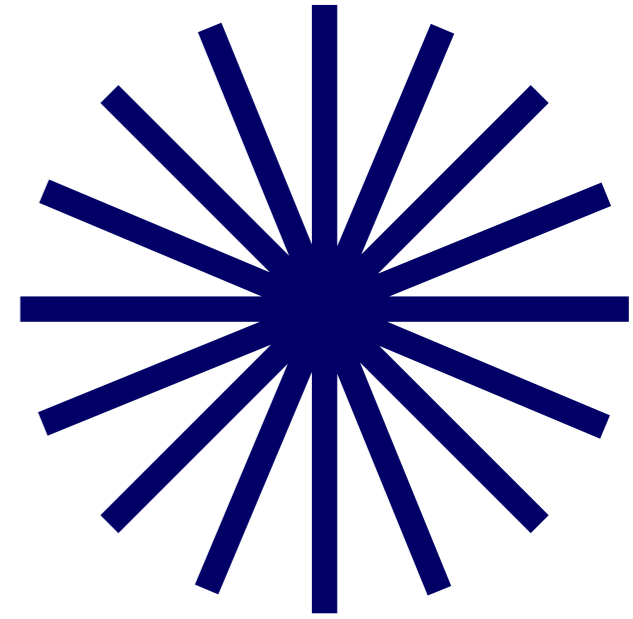
Most recruiters predict that demand for new business school talent will increase in the next five years

GMAC, 2022

fill in skills gaps, what you'll take away from an MBA is much deeper and more enduring than what those programs offer. For instance, IE Business School expertly curates game-changing situations that push students to grow and transform in diverse environments. It also allows students to form part of a solid international network of professionals, a huge benefit that also doesn't come with short upskilling courses. The 2022 GMAC survey also found that **most corporate recruiters agree that job candidates with graduate business degrees are more competitive than those with micro-credentials.**

But not all MBA programs are created equal.

At IE Business School, MBAs are not just about teaching the skills required for good managers. Instead, it's a curated experience that helps you analyze your unique strengths and fill your particular gaps and blind spots. It's an internal transformation process that can help you become not only a great leader but the next best version of yourself. International MBA graduates are not only ready to excel in the role they desire but are also on track to lead in the C-Suite. **At IE, an investment in an MBA won't just help with near-term job prospects – it's also a long-term investment in you.**



FROM THE GREAT RESIGNATION TO CAREER COMMITTING

In terms of labor trends, 2022 was marked by the 'The Great Resignation.' At that time, more than one-fifth of workers were

planning to quit their jobs, according to the PWC Work Force Hopes and Fears survey. For Gen Z workers, that was especially true, with 27% saying they were "extremely or very likely" to find a new employer in the next 12 months. When asked why, the leading reason was financial, but the search for purpose and meaning at work was another key motivator.

Compensation and meaning drove the desire to change jobs

The most important factors when considering a change in the work environment and % of respondents

Financial compensation

71%

Fulfilment at work

68%

To be "truly oneself"

66%

Finding a team that cares about well-being

60%

To be creative/innovative in job

60%

To exceed expectations

58%

To choose when to work

50%

To choose where to work

47%

Source: PwC's 2022 Global Workforce Hopes and Fears Survey of 52,195 workers across 44 countries and territories



31%

of employees who left their jobs last year did so to start a new business

McKinsey 2022

Most college graduates who made the leap in search of new employment in 2022 were rewarded for their bravery.

According to a 2022 Pew Research survey on the Great Resignation, 66% of people with at least a bachelor's degree who quit their jobs were earning more money and 63% said they had more opportunities for advancement. Around 50% also reported better work-life balance, flexibility, and increased benefits. A much smaller fraction reported the worsening of any of those metrics.

After the upheaval of 2022, the latest work trend has been described as 'career committing.' It's all about employees investing in their careers in a

time of economic uncertainty. A LinkedIn survey in the UK found that more than half of employees were taking proactive steps to make themselves professionally stronger. That includes networking more (35%), taking on new projects (39%), and investing in new skills (79%). **It's a form of reengagement that takes planning and setting goals.** For the new wave of non-employees, it can also mean committing to their new roles as entrepreneurs. McKinsey & Co. found that 31% of employees who left their jobs in 2021 did so to start a new business.



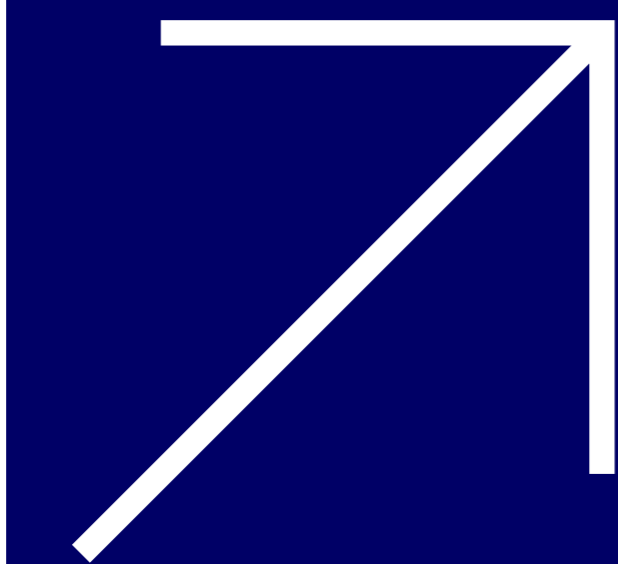
THE RELATIONSHIP BETWEEN “WORK” AND “LIFE” CONTINUES TO EVOLVE

As the Microsoft New Future of Work Report (2022) points out, how people conceive work within their lives is in constant flux. Now, priorities seem to be shifting toward tighter integration of work and personal needs. Here are some different perspectives on where work fits in.

Work-life conflict

This is the perspective that your work and life are competing for your attention – a zero-sum game. It’s a vision that the more effort that you put into work, the less you will be able to give to anything else. If you behave more like

Taking the path of integration demands planning and establishing goals and boundaries, while equally focusing on well-being, which can impact performance in all domains of life.



your “work-self” that will be damaging to your “life-self” and vice versa. However, academic research suggests that conceptualizing the two as opposed can negatively impact the quality of life and life satisfaction, according to a literature review published in *The Clinical Neuropsychologist*.

Work-life balance

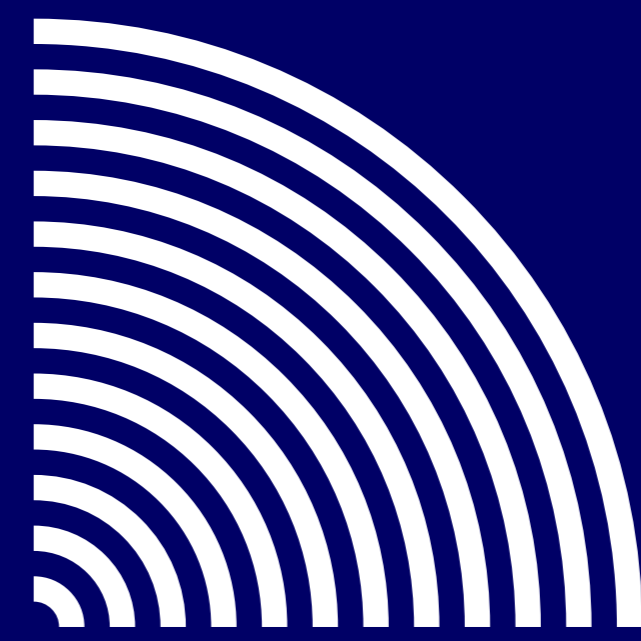
From the early 2000s, the concept of a work-life balance became more prominent. This way of thinking acknowledged the importance of both domains of life and how it's important to be satisfied and have control in multiple roles. The goal is to find a healthy balance where both domains are compatible.

Work-life integration

According to Microsoft, this concept is gaining popularity in today's age and demands a more fluid, flexible, and dynamic approach to work as it no longer views “life” and “work” as totally separate. Taking the path of integration demands planning and establishing goals and boundaries, while equally focusing on well-being, which can impact performance in all domains of life. This concept is particularly important when people are working from home. It can take many forms such as doing household chores during a conference call, taking a stress-reduction workshop at work, or making sure to get a good night's sleep so you're more present throughout your day.

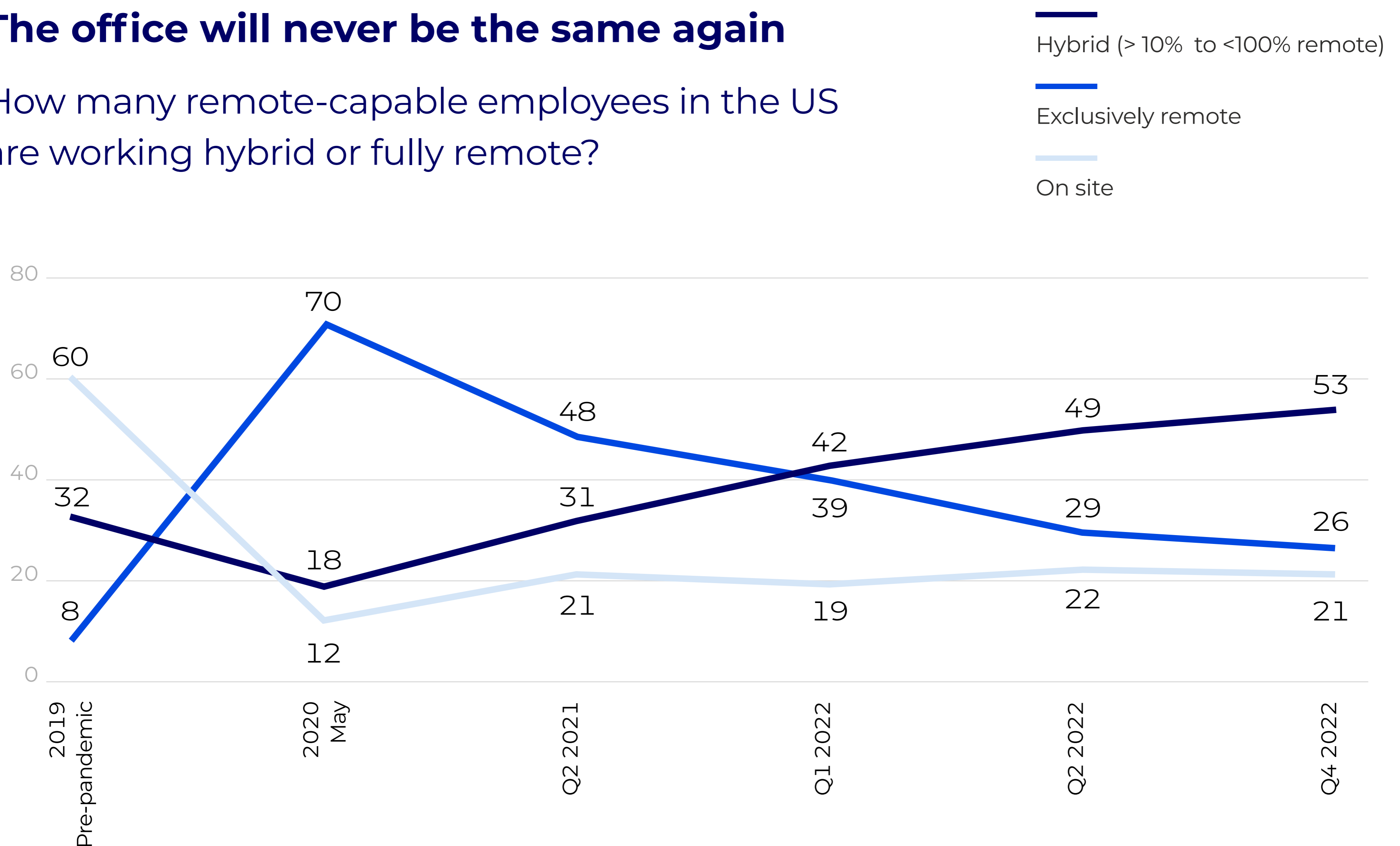
FLEXIBILITY IS BECOMING A FEATURE, NOT A FAD

During the depths of COVID-19 lockdowns, experts' predictions about the future of office work varied wildly. Some predicted a quick return to normality, others, that offices would give way to virtual reality goggles and the metaverse. Three years on and the dust has settled. The lasting impacts of the dramatic shift to remote work during lockdowns is becoming clearer, and all evidence suggests that workplace flexibility is here to stay, although there are benefits to working in-person.



The office will never be the same again

How many remote-capable employees in the US are working hybrid or fully remote?



Source: GALLUP

Microsoft suggests several ways to overcome productivity paranoia like setting clear goals for employees, rewarding impact (not productivity theater) and collecting regular feedback



- ▶ Remote and hybrid work have stabilized at much higher levels than pre-pandemic.
- ▶ US companies say they save 2% per year on salary bills with remote work, so an economic downturn could make work-from-home even more sticky. (The Shift to Remote Work Lessens Wage-Growth Pressures, The National Bureau of Economic Research)
- ▶ Big companies like Goldman Sachs, Disney and Twitter are calling employees back to the office, although success at actually mandating on-site work has been incomplete.
- ▶ Productivity paranoia is undermining trust. According to Microsoft, 85% of leaders say the shift to hybrid work has made it challenging to be confident that employees are being productive. However, data shows hours worked, number of meetings and other activity metrics have increased. Microsoft suggests several ways to overcome the paranoia, like setting clear goals for employees, rewarding impact (not productivity theater) and collecting regular feedback. Businesses are still adjusting.
- ▶ 73% of employees say they need a better reason to go to the office than just company expectations (Microsoft 2022). Expectations have changed and in-person time can be best used to help workers build bonds and networks.
- ▶ New leadership practices are needed for a digitally connected and distributed workforce (Microsoft 2022).



A SHIFT TO A SKILLS-FIRST APPROACH TO HIRING

The accelerated pace of technological, cultural and societal change has revolutionized the way recruiters evaluate candidates. According to the World Economic Forum's Future of Jobs report in 2020, half of all employees will need reskilling before 2025 to adapt to the dramatic changes. This presents great opportunities for those who are able to adapt, but challenges for those who are more stuck in their ways.

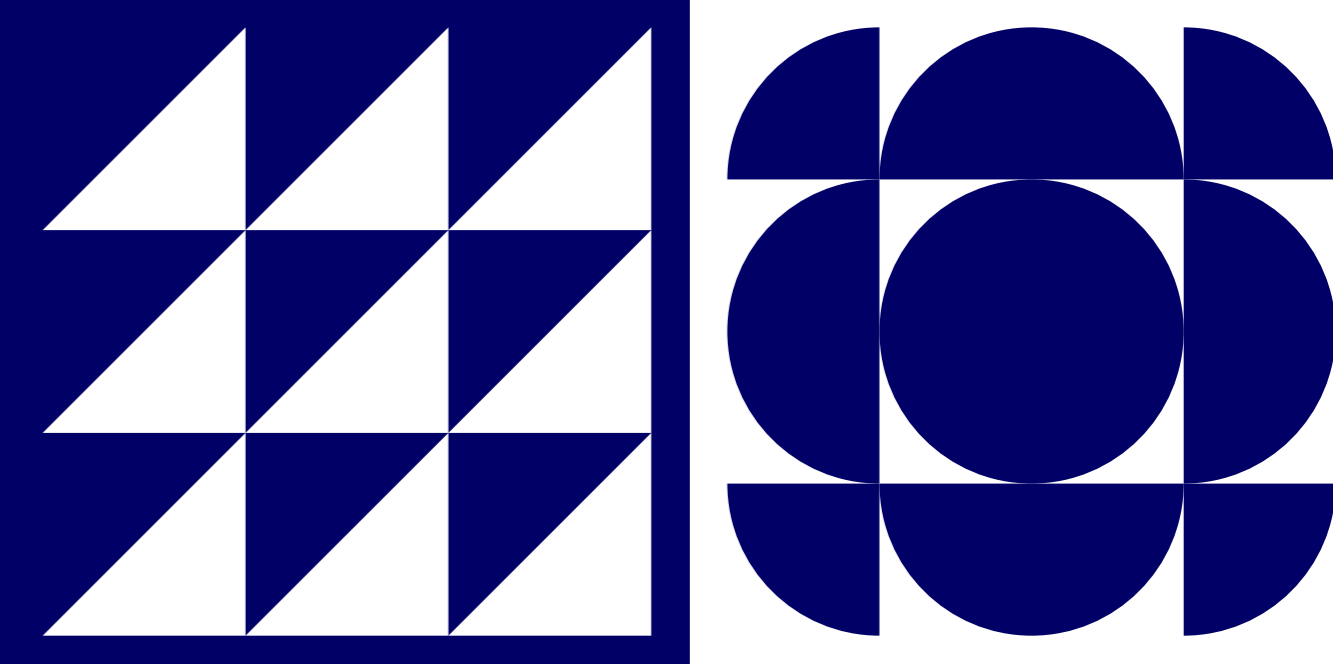
As increasingly powerful technology continues converging in unexpected ways, chances are, this pattern of re-learning and adapting will only continue tightening decade after decade. That means that employers are placing less importance on hard skills and hard

knowledge as their half-life times continue to diminish. Instead, more timeless skills like leadership and active learning are becoming more important than anything else. In a 2023 CNBC article, former Google VP Claire Hughes Johnson said self-awareness was the number one skill she looked for (and she conducted 40 hours of job interviews each week).

At IE Business School, we've been well ahead of this important shift. That's why we focus on boosting the impact that our students can have in the world by focusing on teaching the thinking, behavioral and digital skills needed to succeed in today's and tomorrow's workplace. With our personalized approach to education, our goal is for each student to identify their strengths and weaknesses and undertake journeys of self-transformation so they are resilient and able to succeed in tackling whatever their lives and careers may throw at them. It's not about memorizing facts that may soon be out of date, it's about becoming the next best you who can handle any situation that life may throw your way.



“In today's fast-paced world, formal education, training or job experience acquired in the past have the potential to become obsolete very quickly, therefore we need to focus not on what people have done in the past but on what they are capable of doing in the future”.



Judith Wiese

Chief People and Sustainability Officer and Member of the Managing Board, Siemens at the World Economic Forum Annual Meeting

TOP 10 SKILLS OF 2025

Source: Future of Jobs Report 2020, World Economic Forum

Analytical thinking and innovation

Active learning and learning strategies

Complex problem solving

Critical thinking and analysis

Creativity, originality and initiative

Leadership and social influence

Technology use, monitoring and control

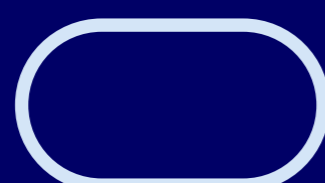
Technology design and programming

Resilience, stress tolerance and flexibility

Reasoning, problem solving and ideation



Problem Solving



Self-management

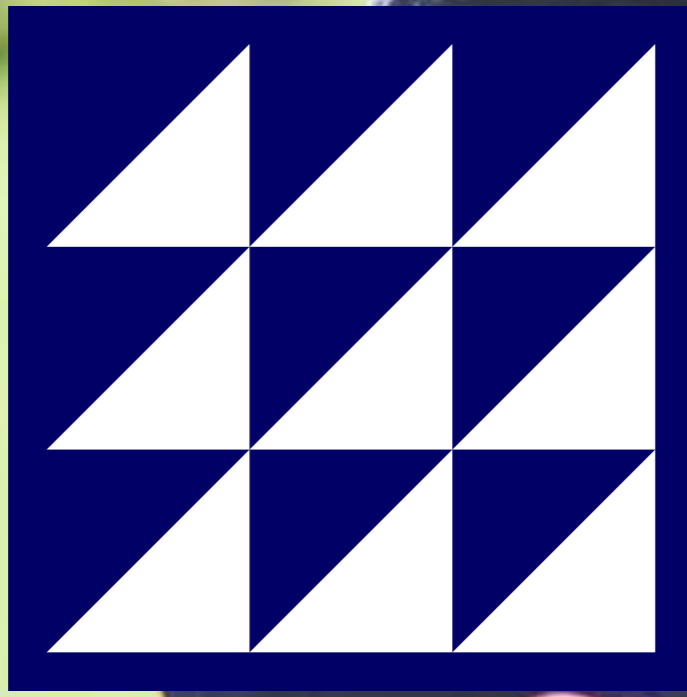


Working with people



Technology use and development





WHY AN ENTREPRENUERIAL MINDSET IS A MUST

The ability to think like an entrepreneur — to identify opportunities, take calculated risks, build relationships, and embrace change — is crucial for success in the modern economy. It drives innovation, creates jobs, and the UN says it's **key to achieving the Sustainable Development Goals and addressing global challenges like climate change**. But an entrepreneurial mindset is not only valuable for those who decide to create their own business — it can bolster teams of all kinds, whether they're working in startups or massive corporations, governments, or small nonprofit organizations.

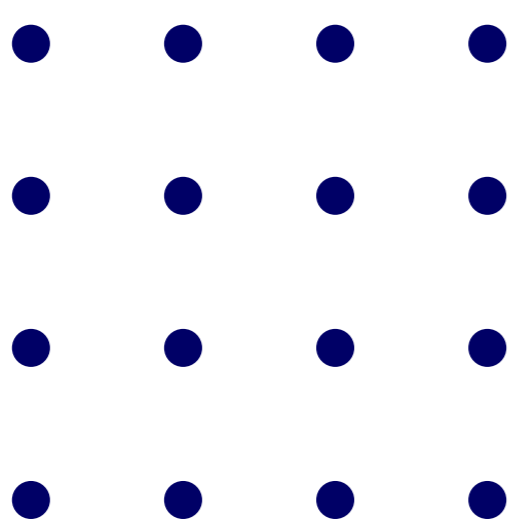
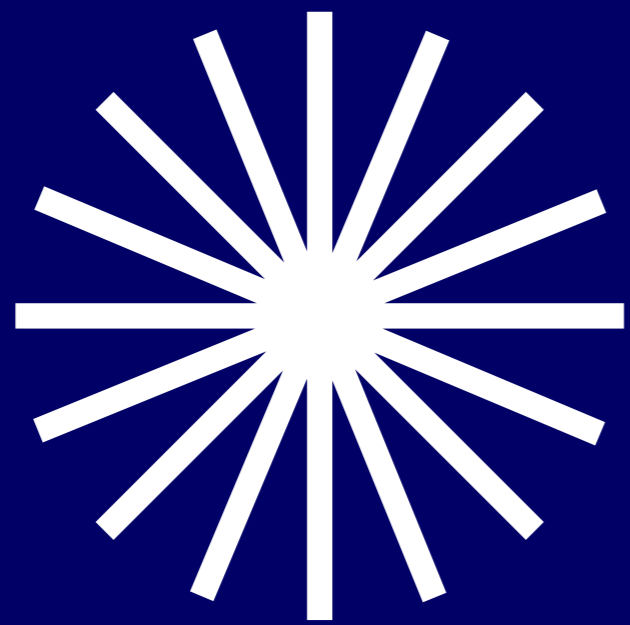
The need for this attitude, something we consciously foster at IE Business School, may be needed now more than ever. On the one

1ST
IN EUROPE
4TH
WORLDWIDE
for entrepreneurship
teaching

FT MBA 2022 Rankings

“In an uncertain economy, executives’ first instinct might be to cut costs and shore up established holdings. A better way is to build new businesses.”

McKinsey, 2022



hand, it’s part of a larger trend. Corporate longevity, for instance, has been declining since the 1960s. Further, Statista predicts that **the average company lifespan on the S&P Index will consistently decline until 2028**, underscoring the need for companies to reinvent themselves continuously.

On the other hand, an entrepreneurial mindset is particularly suited for this moment in time. As McKinsey points out in the Dec 2022 report ‘Business Building’, companies should bet on forging new lines of businesses to enhance their risk profiles amid the current uncertainty. And success hinges on fostering entrepreneurial mindsets within companies (intrapreneurs) for success. Indeed, over the last three years, executives at top-performing companies have doubled down on business building at top-performing companies, and in 2022, 46% of executives said it was a top priority. To put its importance in context, **over the next five years, 50% of all revenue is expected to come from new businesses, products, and services.**

At IE Business School, entrepreneurship has always been an integral part of our DNA. We instill this mindset in all our students, and it drives some to start their own businesses, others to innovate in existing organizations, invest in others’ great ideas, or teach and mentor other entrepreneurs... This strength has been recognized internationally. In the Financial Times MBA 2022 ranking, **IE Business School was ranked number one in Europe and fourth in the world for entrepreneurship teaching** — one spot behind MIT Sloan and one ahead of Berkley.

PURPOSE MATTERS FOR INDIVIDUALS, COMPANIES AND SOCIETIES

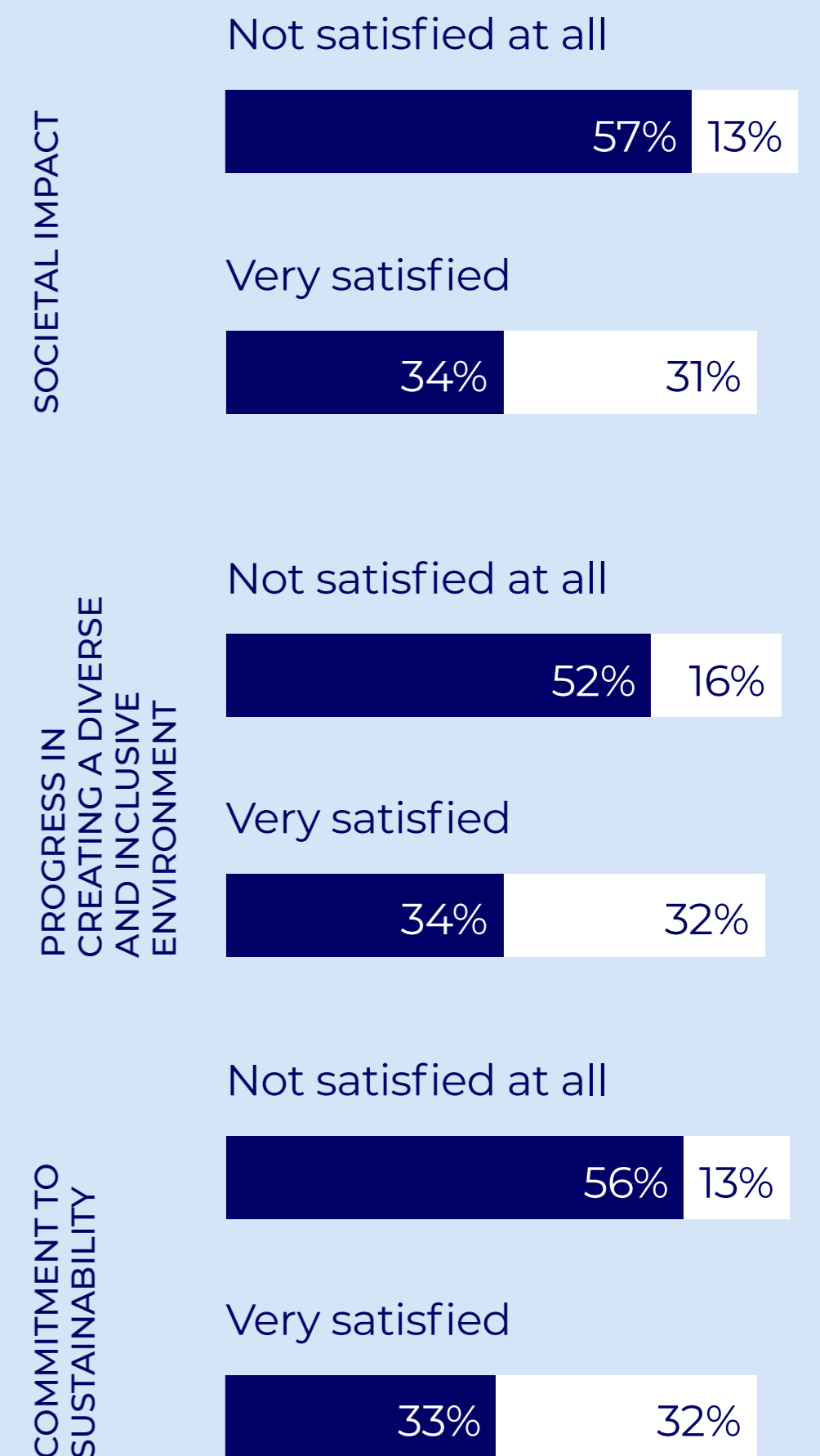
→
Source:
Deloitte
Global
2022 Gen
Z and
Millennial
Survey

Helping students define, refine and align their purpose with their career is one of the main objectives of our International MBA program. That's not only because it can dramatically improve graduates' happiness and job satisfaction, but also because it's essential to our mission of creating a new generation of responsible and successful business professionals working to forge a new and better world. As work-life integration moves to the fore, workers are increasingly determined to find purpose and meaning at work. And for good reason. A 2020 study of entrepreneurs published in the Journal of Business Ventures found that the higher level of meaning that comes with being an entrepreneur is the decisive factor for why entrepreneurs are consistently happier than other workers.

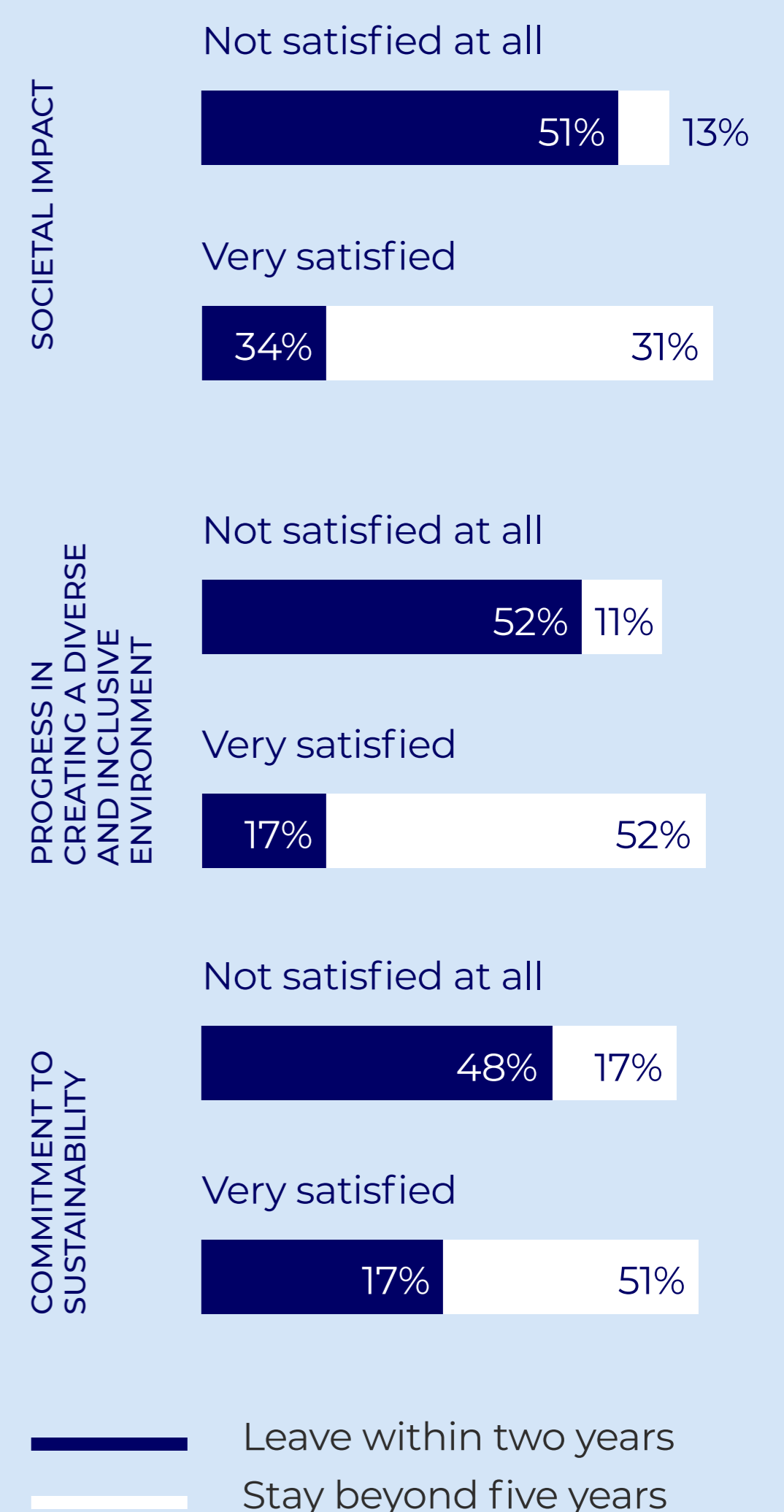
Meanwhile, the 2022 Deloitte Gen Z and Millennial survey found that younger workers are very willing to turn down jobs and assignments that don't align with their values. That was particularly true for Gen Z and Millennials in senior positions, where nearly half (47%) said they had rejected a job or assignment based on personal ethics. The same survey found that deriving a sense of meaning from work was the sixth most important determining factor for choosing an

If you want to develop within a company, value alignment is key

Gen Zs' satisfaction on the following efforts of their organization and its impact on their loyalty

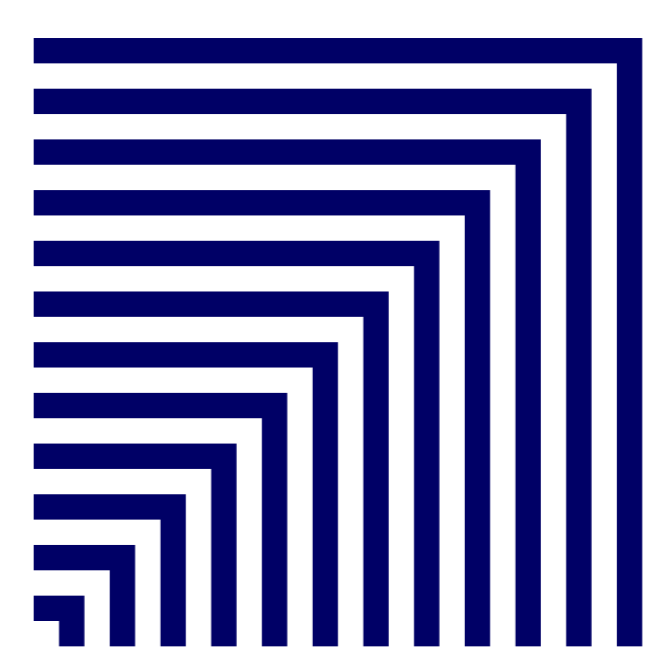


Millennials' satisfaction on the following efforts of their organization and its impact on their loyalty



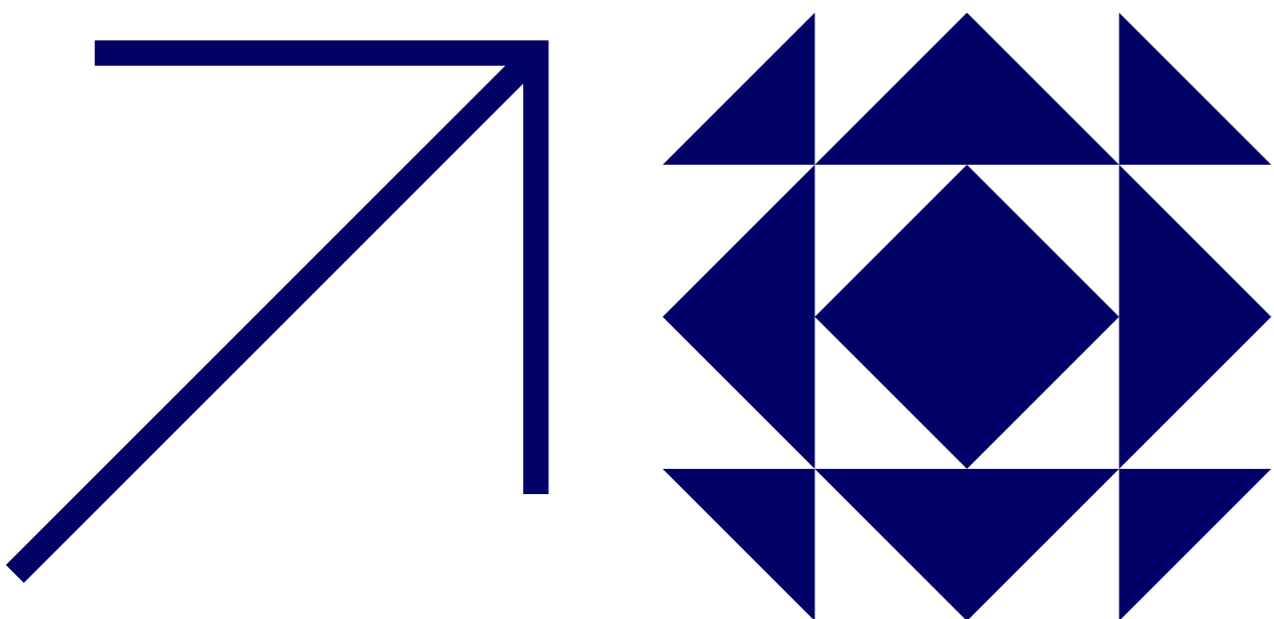
■ Leave within two years
□ Stay beyond five years

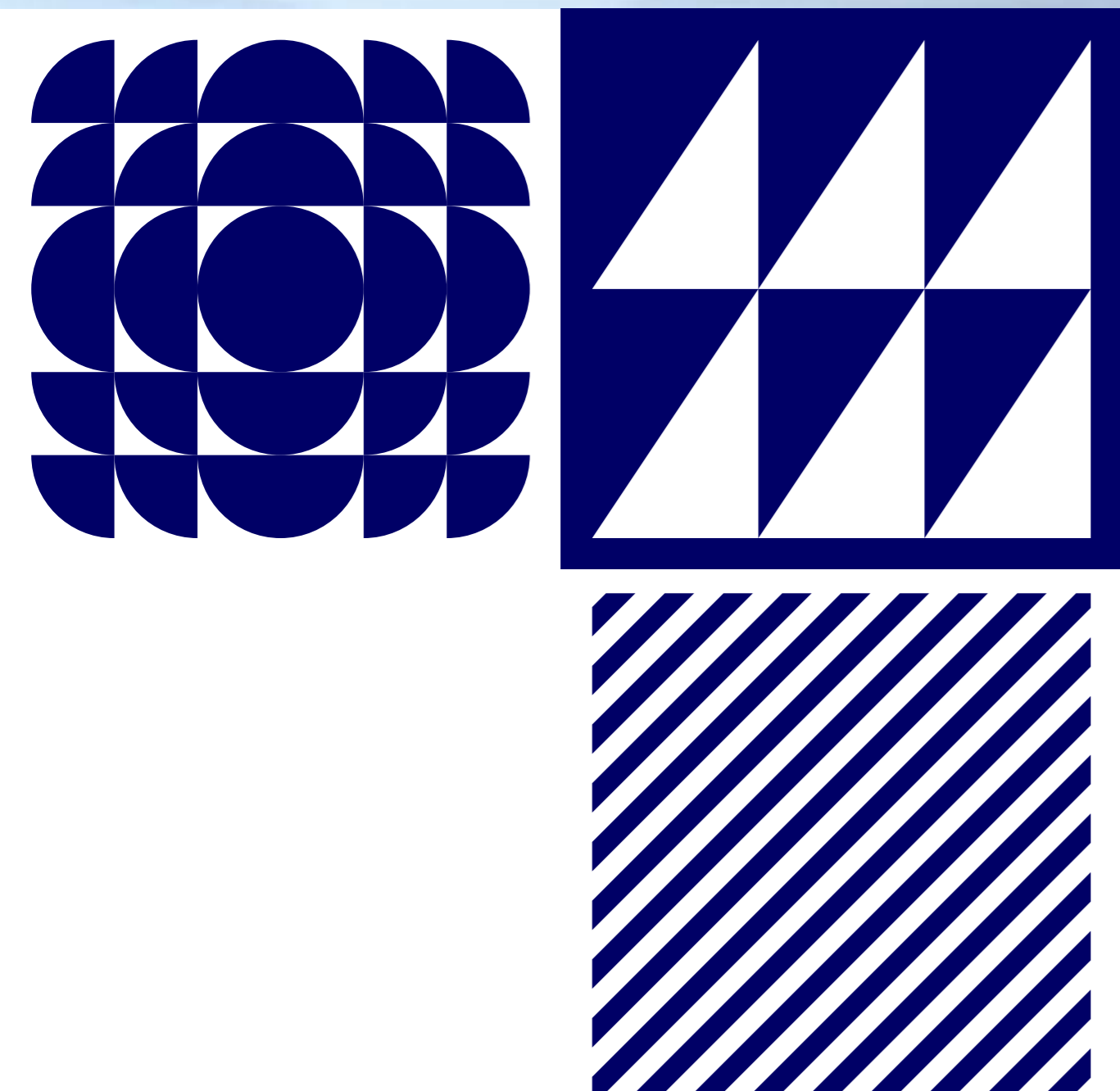
organization. However, it becomes even more important in terms of job loyalty. Employees who are very satisfied with how their workplaces deal with societal impact, diversity, and sustainability are much more likely to stay with the same employer for more than five years.



EMERGING TECH: SUPPORT RATHER THAN REPLACEMENT... SO FAR

A single technological development marked the end of 2022—the **launch of OpenAI's ChatGPT**. It took the world by storm, able to rapidly create texts about almost anything. The first reaction? This could revolutionize or even replace highly skilled workers – from marketers, psychologists, journalists, lawyers, coders, and teachers to name a few. But as the buzz settled, it became increasingly clear that while the emergent AI technology is exciting, it still has major limitations. Most importantly, perhaps, is that some of the information it provides is flat-out wrong, which makes it impossible to blindly rely on what it produces.





Even so, technology is advancing incredibly fast and disrupting the workforce. In fact, **60% of the jobs available in 2018 didn't exist even a generation ago**. A 2022 US White House report concluded that although technology's potential to automate jobs has received widespread attention, it also **augments work and is an important driver of new job creation**. That's what AI has done, so far. One widely cited OECD study from 2018 suggested that half of the jobs available in wealthy countries were at risk of being replaced by robots in the coming years. Far from that robot-filled dystopia, or universal basic income utopia, we see **humans are needed more than ever** – especially those who know how to leverage technology to increase business competitiveness, productivity, and effectiveness.

In the 2022 PwC Global Workforce Hopes and Fears Survey, only 30% of respondents said they were concerned about their role being replaced by technology in the next three years. Meanwhile, **39% said they're concerned about not getting sufficient training in digital and technology skills from their employer**. That proportion is even higher among younger respondents, who are more in tune with the power of tech. At IE Business School, we know how important digital skills are and ensure all our graduates emerge as digitally savvy business professionals who are deeply aware of the power of technology. At the same time, they gain life-long skills that will allow them to stay ahead of the curve for decades to come.



CHATGPT'S ADVICE FOR ASPIRING MBA STUDENTS WONDERING HOW AI COULD AFFECT THEIR CAREERS

Written by ChatGPT

AI is not replacing jobs but rather changing the way they are performed. As an aspiring MBA student, you should focus on developing skills that are difficult to automate, such as creativity, critical thinking, and emotional intelligence. Additionally, you should stay informed about the latest developments in AI and its potential applications in your

field and be prepared to lead teams that work with AI. It's also important to develop a growth mindset and be open to learning new skills and adapting to new technologies. This can be achieved through continuous learning, and seeking out opportunities to work on projects that involve AI.

As a future leader, you should also be prepared to navigate the ethical and societal implications of AI and technology and to make informed decisions that benefit both the organization and society as a whole. In a world marked by improving AI and technology, leaders who can bridge the gap between business and technology and lead with a vision that takes into account the long-term impact of their decisions will be in high demand.



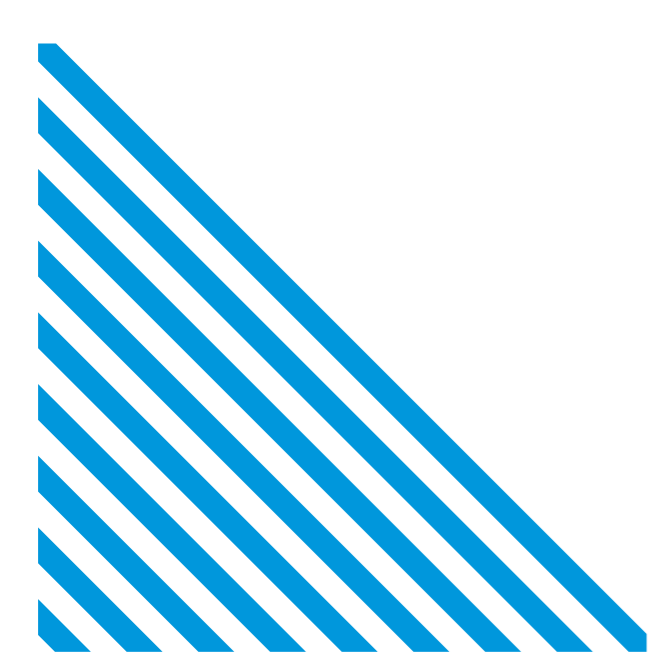
02

HOW WE
SEE THE
WORLD OF
WORK





Your education should be a journey to what's next and what's best for you. At IE Business School, we'll help you learn more about the current you—your aspirations, strengths, gaps and your purpose. And then we'll be your trusted guide to help you define and pursue the next best you.



You are probably reading this because you are trying to define where you are going next in your career... We continuously talk to companies and analyze job data so you don't have to—because it's not easy. The result is that we've organized the world of business into major Career Pathways for you to explore and our mission is to help you explore your options and get on the career path that's right for you. Your International MBA journey will be curated and career-focused to get you the exact set of skills that recruiters want from you. Where might you go next?

Have a look...



BRANDING,
MARKETING
& SALES

STRATEGY,
ORGANIZATION &
TRANSFORMATION IN
THE INTERNATIONAL
MBA

FINANCE,
INVESTMENTS &
ACCOUNTING IN THE
INTERNATIONAL MBA

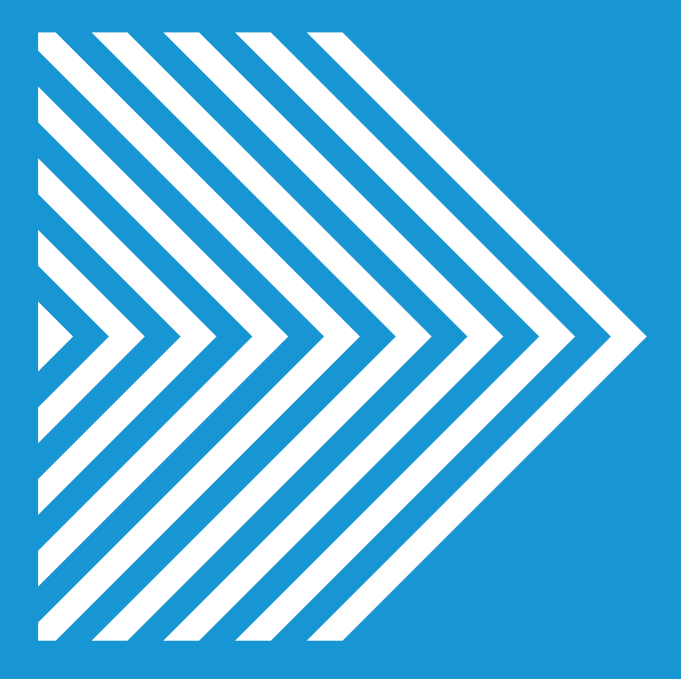
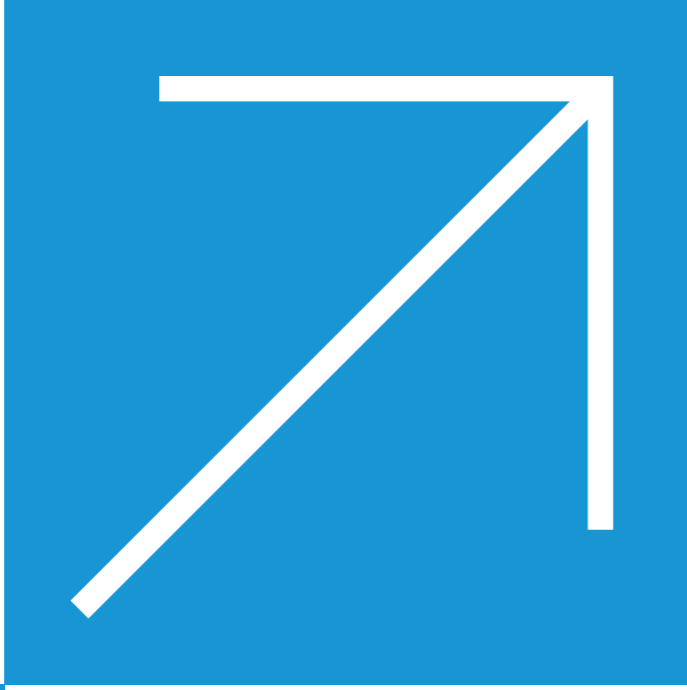
DIGITAL BUSINESS,
ANALYTICS &
OPERATIONS IN THE
INTERNATIONAL MBA

ENTREPRENEURSHIP
& CORPORATE
INNOVATION IN THE
INTERNATIONAL
MBA

PRODUCT
MANAGEMENT &
SERVICE DESIGN IN
THE INTERNATIONAL
MBA

SUSTAINABILITY
MANAGEMENT &
STRATEGY IN THE
INTERNATIONAL MBA

INTERNATIONAL
BUSINESS &
ECONOMICS IN THE
INTERNATIONAL MBA



BRANDING, MARKETING & SALES IN THE INTERNATIONAL MBA

Do you have an eye for narratives and want to deepen your expertise in business-centered communications? Whether you are creative, analytical, a big-picture strategist or a master of the sale, this pathway will sharpen your skills, thinking and behavior to make your storytelling even more convincing. While this pathway gets you ready for a number of promising career trajectories, they tend to focus on business growth and the power of branding.

CAREER AREAS IN THIS PATHWAY

- ▶ Sales & Business Development
- ▶ Strategic Marketing & Brand Management
- ▶ Digital marketing & Analytics
- ▶ Customer Insights & Market Research
- ▶ Creative Direction, Content & Branding

ROLES & JOBS WITHIN THIS PATHWAY

Creative Director

Sales Strategist

Corporate Communications Director

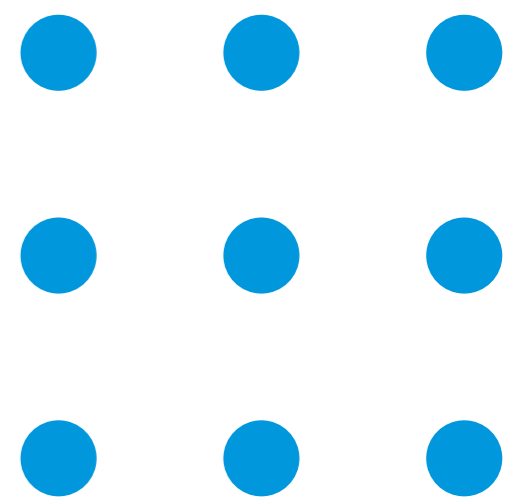
Digital Marketing Manager

Public Relations Director

Brand Manager

Customer Insight Analyst

Marketing Research Director



ROLES & JOBS WITHIN THIS PATHWAY

Corporate Strategist

Business

Transformation
Consultant

Project Manager

Digital Transformation
Officer

Chief Operating
Officer

Strategy & Business
Operations
Transformation
Manager

Transformation/
Change Lead

Public Sector
Optimization
Consultant

STRATEGY, ORGANIZATION & TRANSFORMATION IN THE INTERNATIONAL MBA

In today's rapidly changing business landscape, companies must continuously transform to stay relevant, efficient and competitive. If you're a leader passionate about designing and implementing change, this pathway puts you on track to choose from a vast range of career opportunities. Its aim? To teach you the mindset and skills needed to formulate, plan and execute major organizational transformations that will unlock company value; to prepare you with the analytic, visionary and management capacity to deliver useful and lasting change.

CAREER AREAS IN THIS PATHWAY

- ▶ Organization Strategy and Transformation
- ▶ Business Strategy and Transformation



FINANCE, INVESTMENTS & ACCOUNTING IN THE INTERNATIONAL MBA

Finance is at the heart of business, economic development and everyday life, but it takes a true specialist to understand how it works and how to best leverage it. If you're interested in an intellectually challenging and fast-paced career with vast potential for rewards, this pathway will give you the analytical and interpersonal skills that it takes to accelerate your journey to success. It centers around understanding the ins and outs of money, investments and financial systems and applying that knowledge in the real world.

CAREER AREAS IN THIS PATHWAY

- ▶ Corporate Finance & Investment Banking
- ▶ Private Equity, Venture Capital & Alternative Investments
- ▶ Asset Management & Global Markets
- ▶ Fintech, Digital Finance & Defi
- ▶ Financial Control, Forensics & Audit
- ▶ Sustainable Finance & Impact Investing



ROLES & JOBS WITHIN THIS PATHWAY

Investment Banker

Chief Financial Officer

Asset Manager

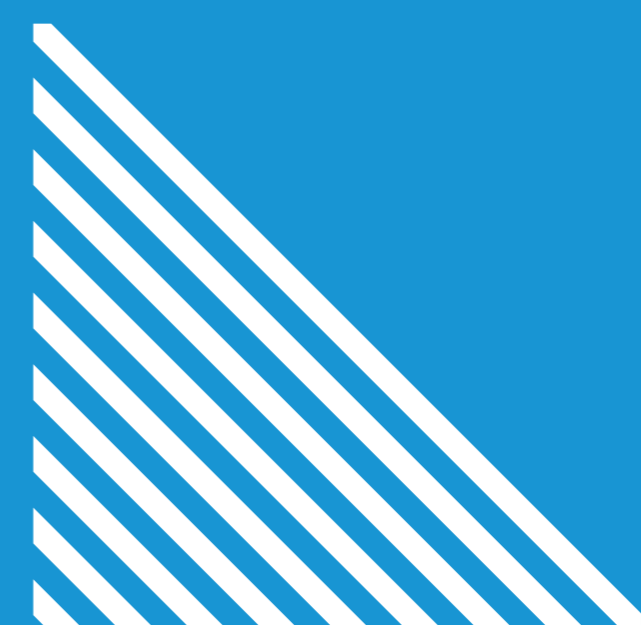
Impact Investing Manager

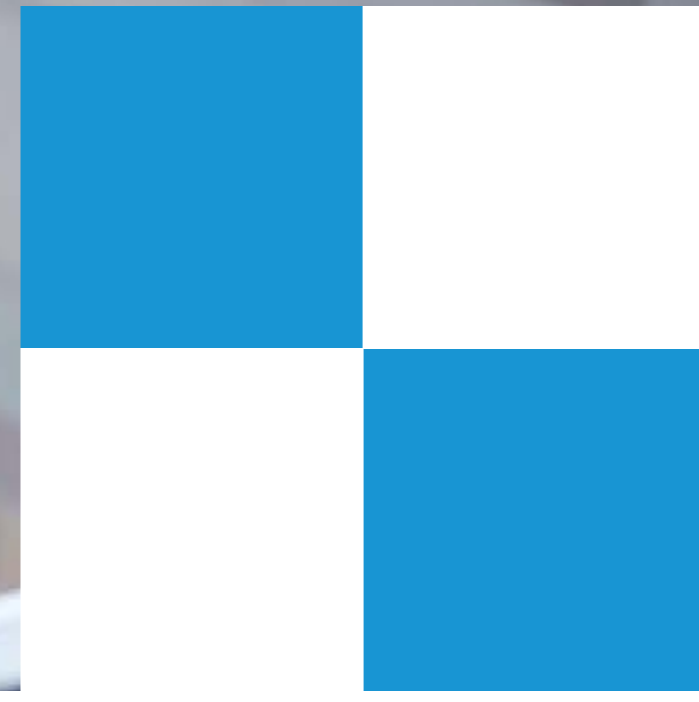
ESG Auditor

Fintech Consultant

Forensic Accountant

Financial Trader





DIGITAL BUSINESS, ANALYTICS & OPERATIONS IN THE INTERNATIONAL MBA

Want to understand how to turn massive amounts of data into insights? How to leverage technology to boost efficiency? Get ahead of the most powerful technological trends? This pathway deepens your expertise in the technology that can improve performance across any area of a company's business and operations. It teaches how to lead digital strategies, transformations and make data-driven decisions. As technology becomes more and more impactful, so do professionals who know how to use it.

CAREER AREAS IN THIS PATHWAY

- ▶ Technology Strategy & Digital Transformation
- ▶ Business Analytics, Intelligence & Insight
- ▶ Business Automation & Operations

ROLES & JOBS WITHIN THIS PATHWAY

Chief Innovation
Officer

Data Scientist

Director of Digital
Analytics

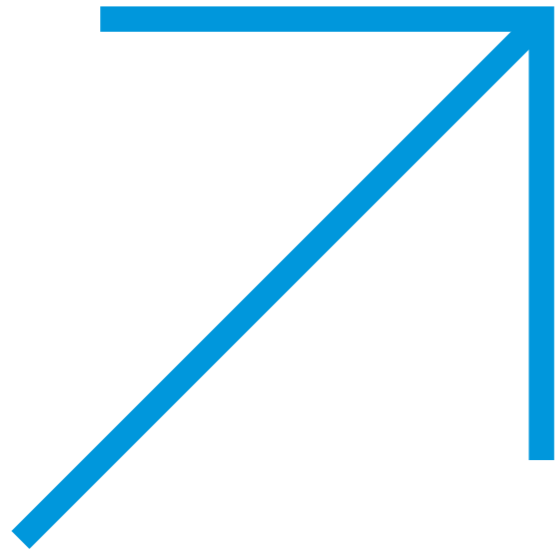
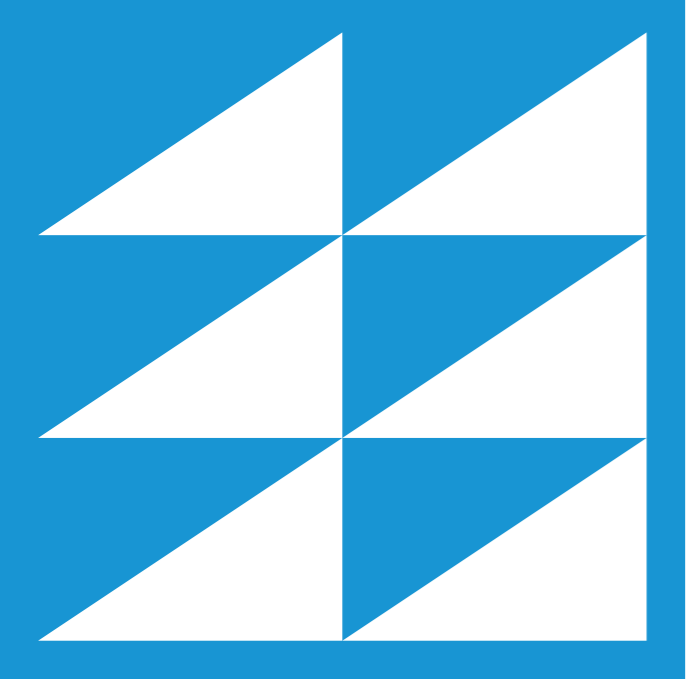
Automation
Consultant

Chief Data Officer

Data Analyst

Chief Operations
Officer

Chief Technology
Officer



ENTREPRENEURSHIP & CORPORATE INNOVATION IN THE INTERNATIONAL MBA

For the bold, the risk-takers and those who thrive on disruption. This pathway arms you with what it takes to be a successful entrepreneur, whether launching your own company, turbo-charging the growth of a scale-up or joining a corporate unit focused on innovation or venture building. It instills a 'can do' mindset and the practical skills to help you achieve your specific goals and purpose.

CAREER AREAS IN THIS PATHWAY

- ▶ Starting Your Own Business
- ▶ Scale-Ups & Growth Hacking
- ▶ Corporate Innovation & Business Building

ROLES & JOBS WITHIN THIS PATHWAY

Founder & CEO

Director of Business
Development

Business Innovation
Consultant

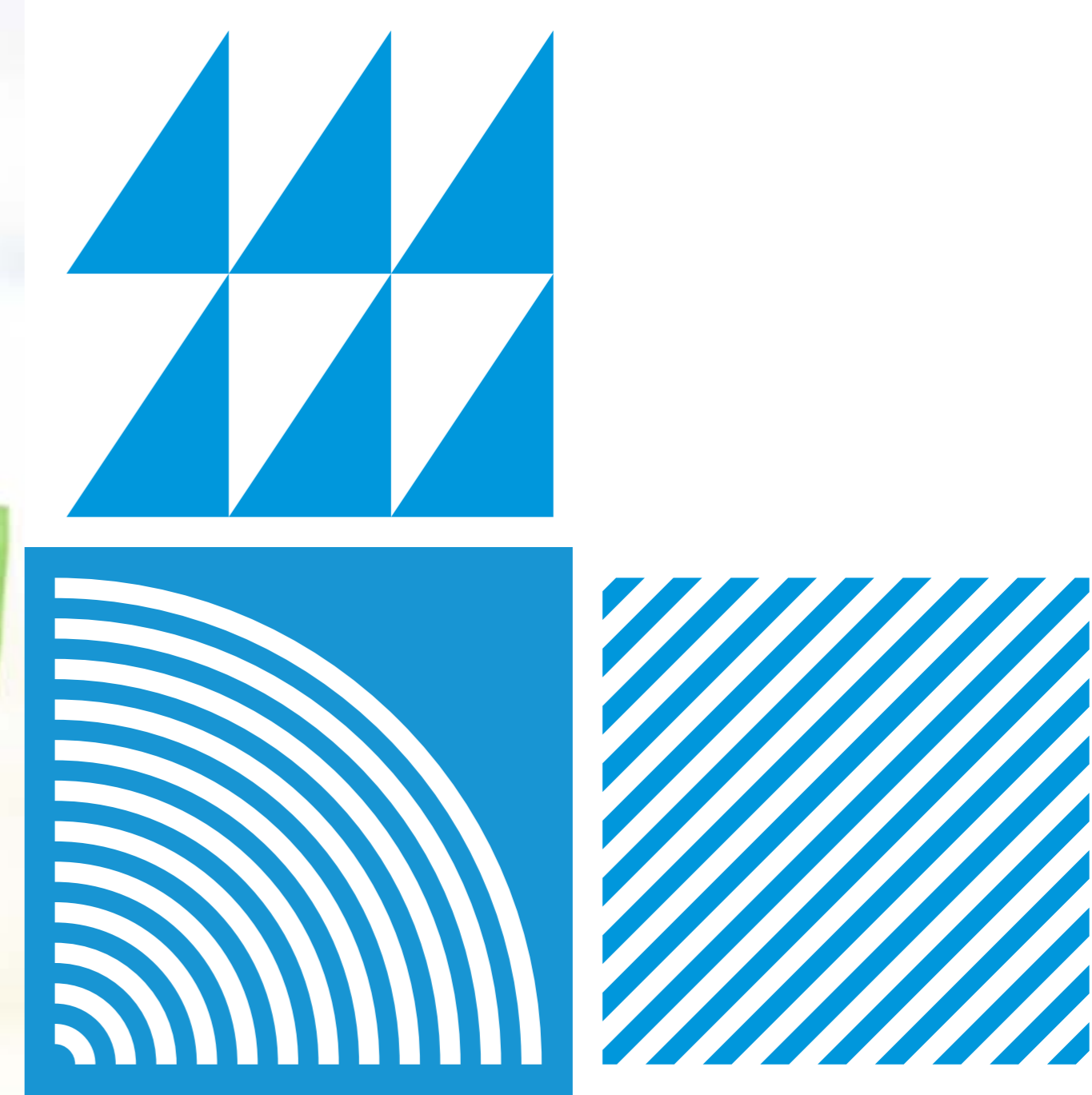
Venture Capitalist

Business Analyst

Venture Creation
Lead

Innovation and
Operations Manager

Startup Consultant



PRODUCT MANAGEMENT & SERVICE DESIGN IN THE INTERNATIONAL MBA

ROLES & JOBS WITHIN THIS PATHWAY

Product Manager

Service Designer

Director of Product Management

UX/CX Design Consultant

Corporate Strategist

Chief Operating Officer

Product Owner

Digital Design Lead

Products and services are the lifeblood of businesses, and this pathway prepares you to drive real value inside a company. It centers on honing a broad set of practical skills like the analytical and empathetic capacity to understand markets and customer needs, creative thinking to design new products and services, and the management know-how to lead complex company-wide projects. If boosting your versatility is a priority, this might be the pathway for you.

CAREER AREAS IN THIS PATHWAY

- ▶ Product Management & Development
- ▶ Service Design & Customer Experience



SUSTAINABILITY MANAGEMENT & STRATEGY IN THE INTERNATIONAL MBA

Businesses are under immense pressure to shift to more sustainable practices. It may be an unprecedented challenge, but it's also a striking opportunity for people who want to dedicate their careers to creating a better world. If you want to lead this wave of change, re-think businesses to maximize their positive impact and help achieve a sustainable future, this pathway will prepare you for that journey. Professionals with this expertise are in scarce supply but high demand.

CAREER AREAS IN THIS PATHWAY

- ▶ ESG (Environmental, Social & Governance) Strategy & Management
- ▶ ESG Communication, Auditing & Reporting
- ▶ Sustainable Product Design & Development
- ▶ Sustainable Operations & Supply Chain
- ▶ Social Innovation & Entrepreneurship

ROLES & JOBS WITHIN THIS PATHWAY

Chief Sustainability
Officer

Environmental, Social
& Governance (ESG)
Strategist

Decarbonization
Consultant

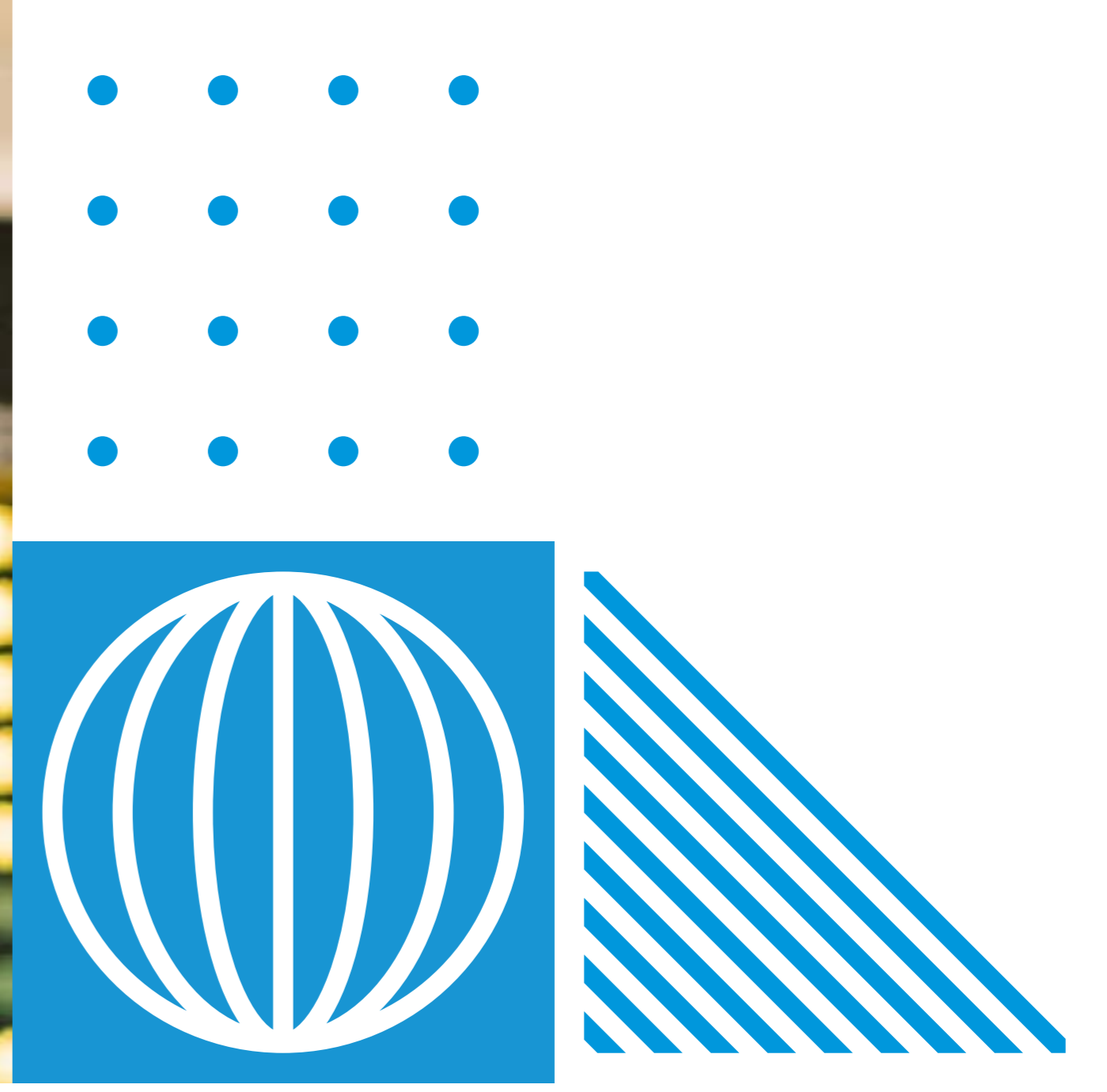
ESG Supply Chain
Manager

ESG Auditor

Circular Economy
Policy Lead

Diversity, Equity &
Inclusion Manager

ESG Product
Designer



INTERNATIONAL BUSINESS & ECONOMICS IN THE INTERNATIONAL MBA

Are you a globally minded leader with a drive to understand what's shaping economic trends? This pathway focuses on the interplay between market forces — from the political to the social, the environmental to the financial. Gaining this big-picture knowledge can give you a significant edge in today's interconnected and dynamic business landscape. Careers in this pathway are diverse but share a common focus on the macro aspects of business management, strategy and decision-making.

ROLES & JOBS WITHIN THIS PATHWAY

Financial Analyst

International Business Strategist

Chief Economist

International Development Consultant

International Trade Manager

Government Affairs Director

Chief Financial Officer

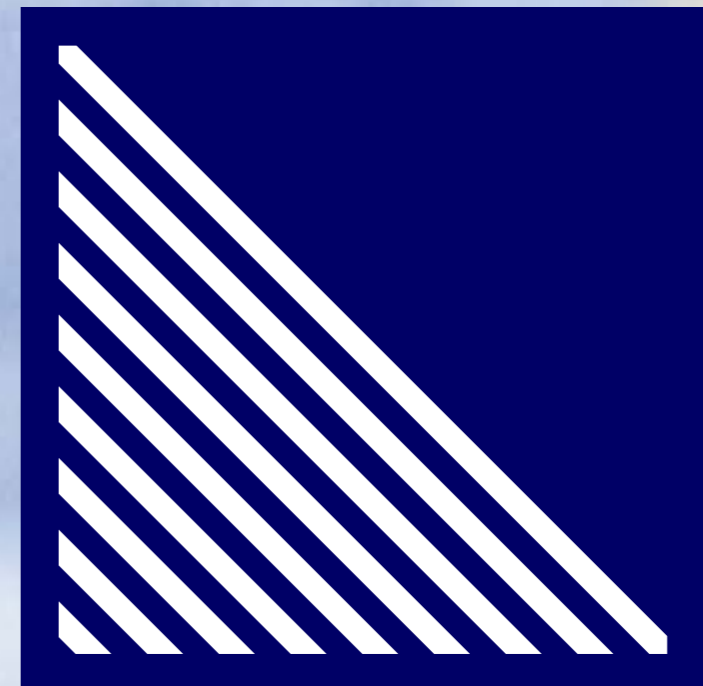
Risk Management Analyst

CAREER AREAS IN THIS PATHWAY

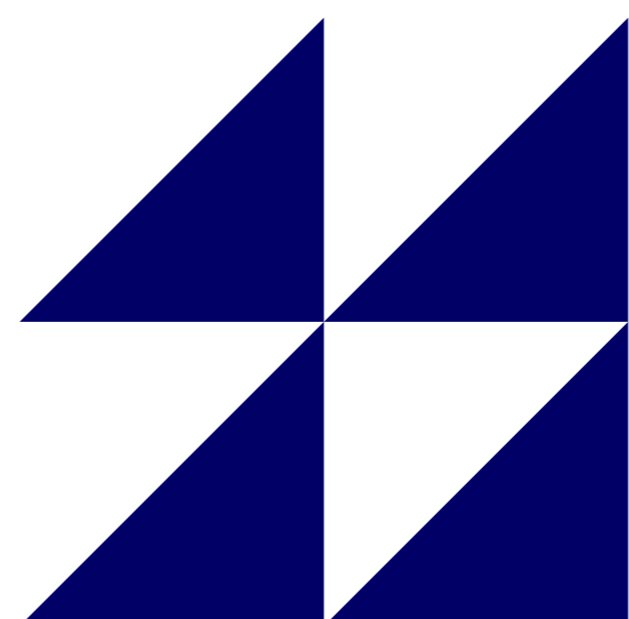
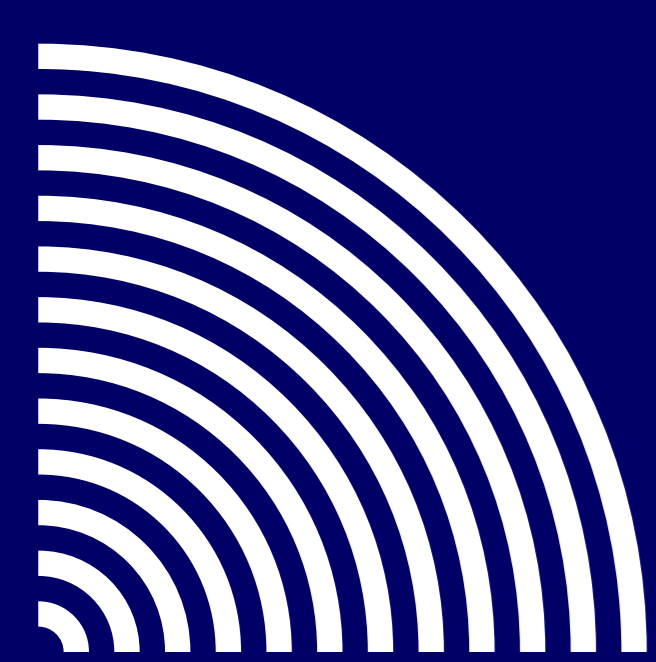
- ▶ Economic Analysis & Global Strategy
- ▶ International Development & Program Management
- ▶ Business Development & Trade



03



OUR
INTERNATIONAL
MBA ALUMNI IN
THE WORLD OF
WORK

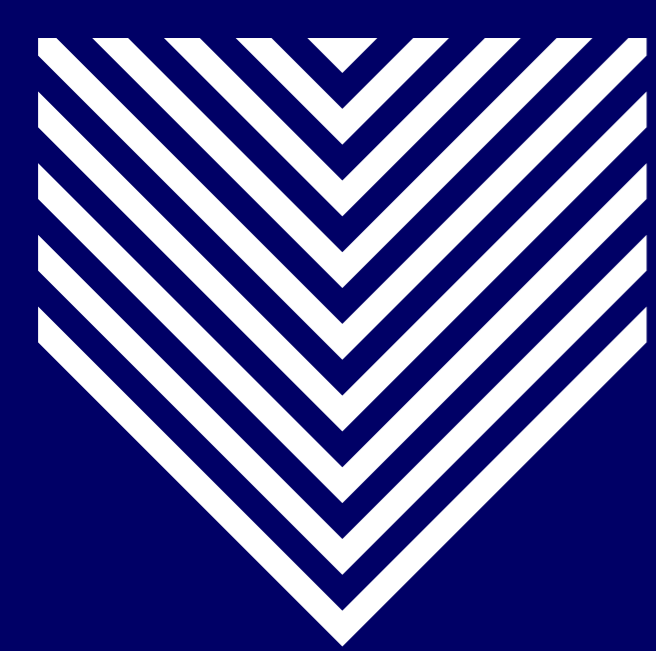




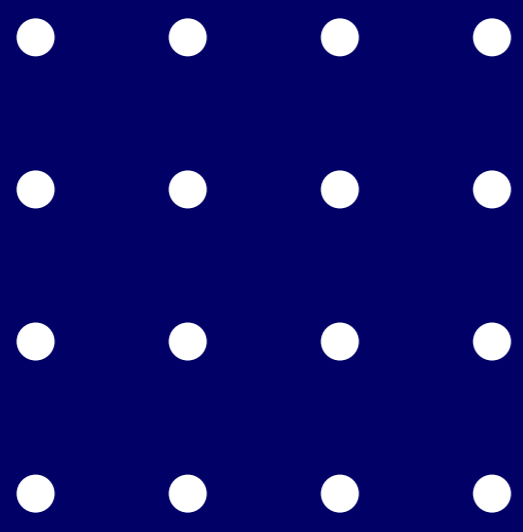
To offer a full perspective of the career outcomes of our International MBA, we have examined data from several intakes that represents the diversity of our alumni.

This helps us have a broader view of where our alumni are positioned in the world of work and gives a stable perspective that stands the test of economic, job market or societal challenges.





Our students before the International MBA



Geographic breakdown

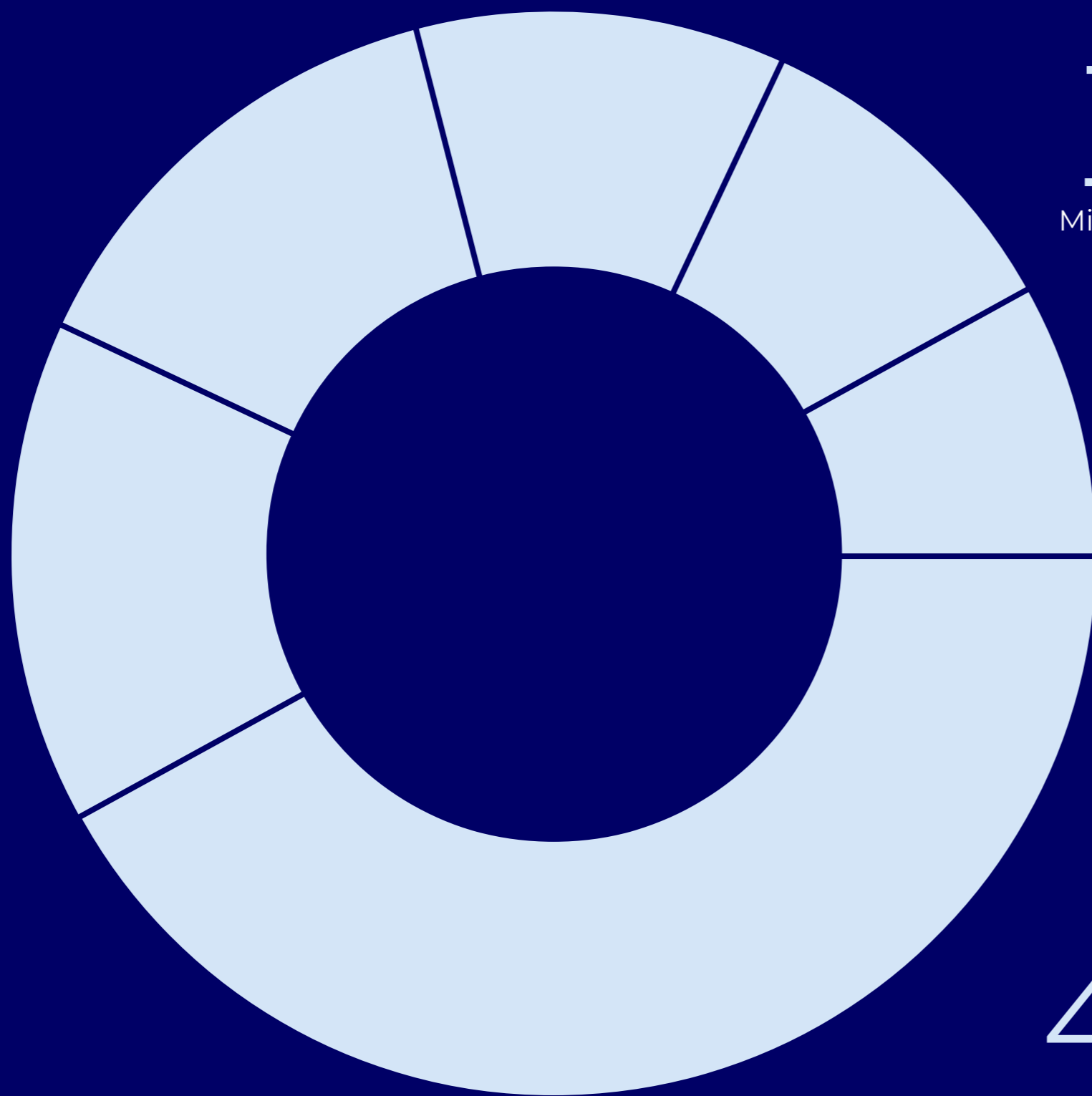
11%
Europe (exc. Spain)

14%
North America

10%
Middle East & Africa

8%
Spain

15%
AsiaPacific



42%
Latin America

Average Work Experience

7.6
Years

Academic Background

4%
Humanities

3%
Legal

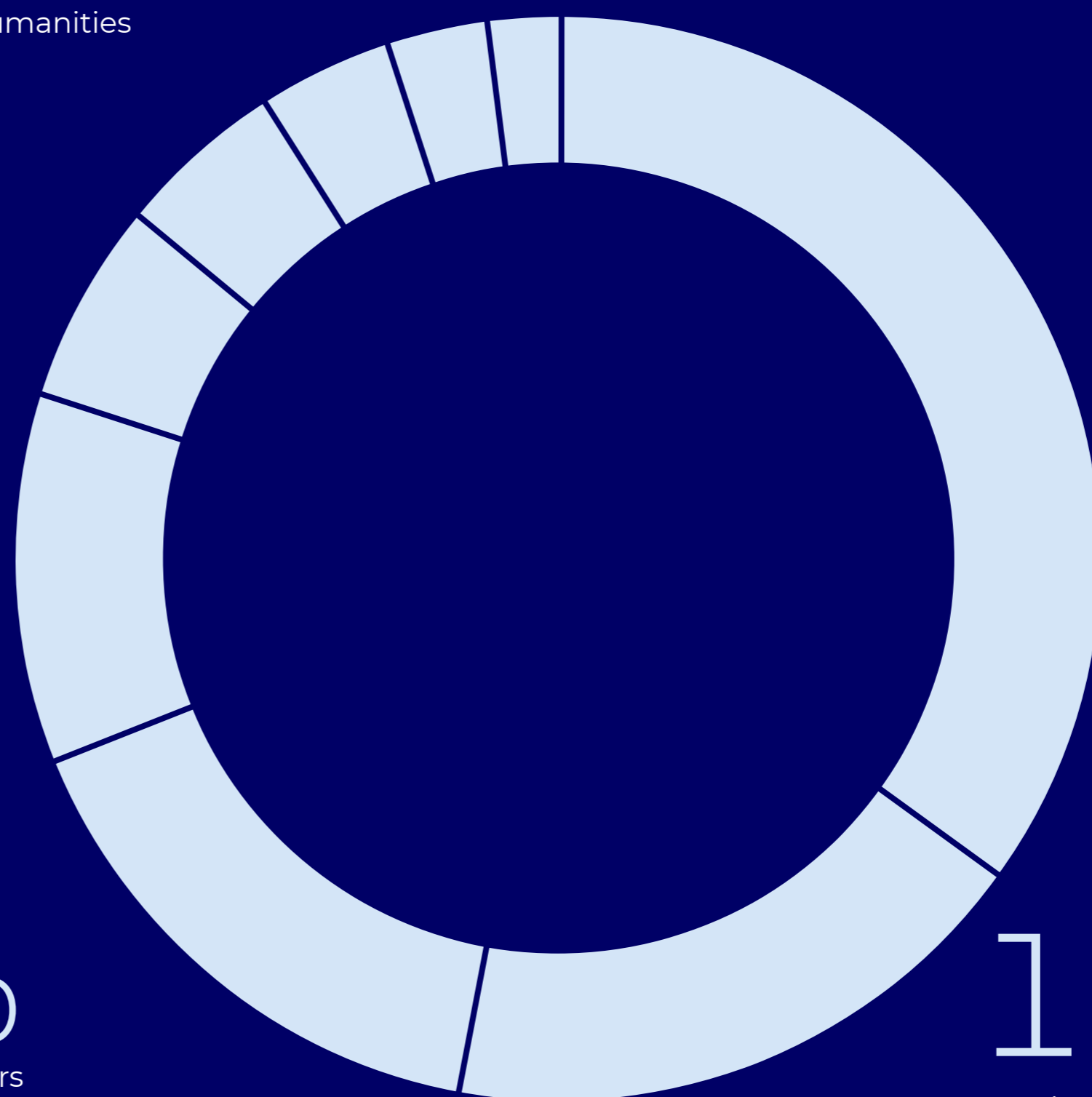
2%
Technology

5%
Social Sciences

6%
Science

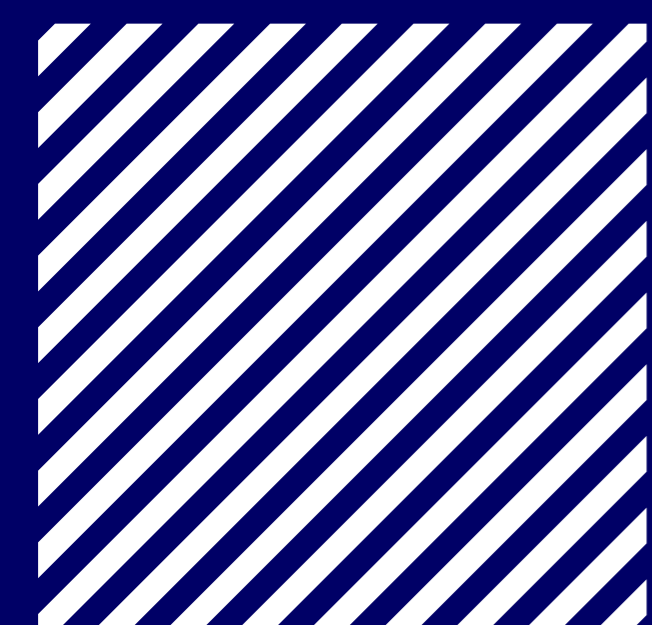
11%
Economics

16%
Others



35%
Business

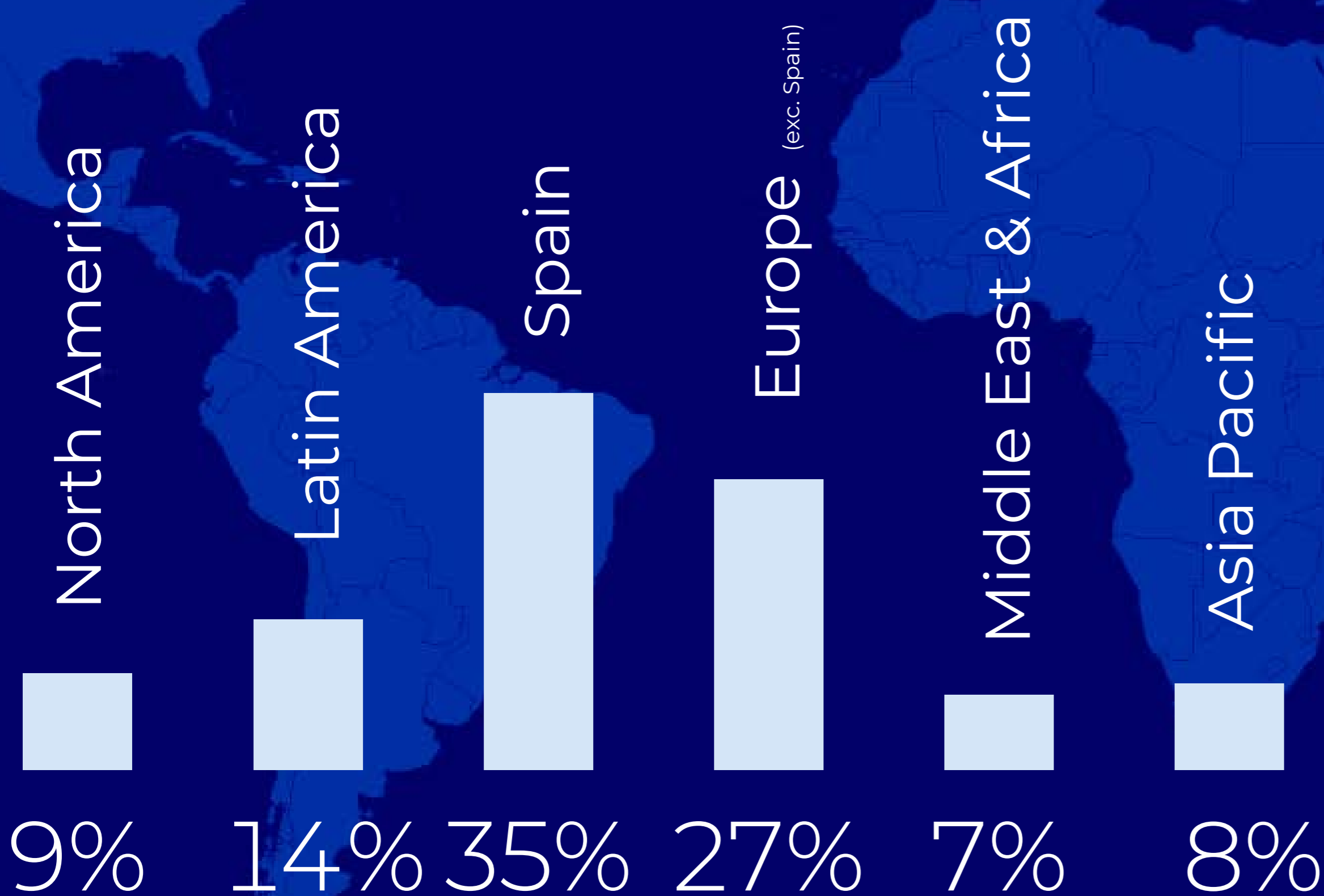
18%
Engineering



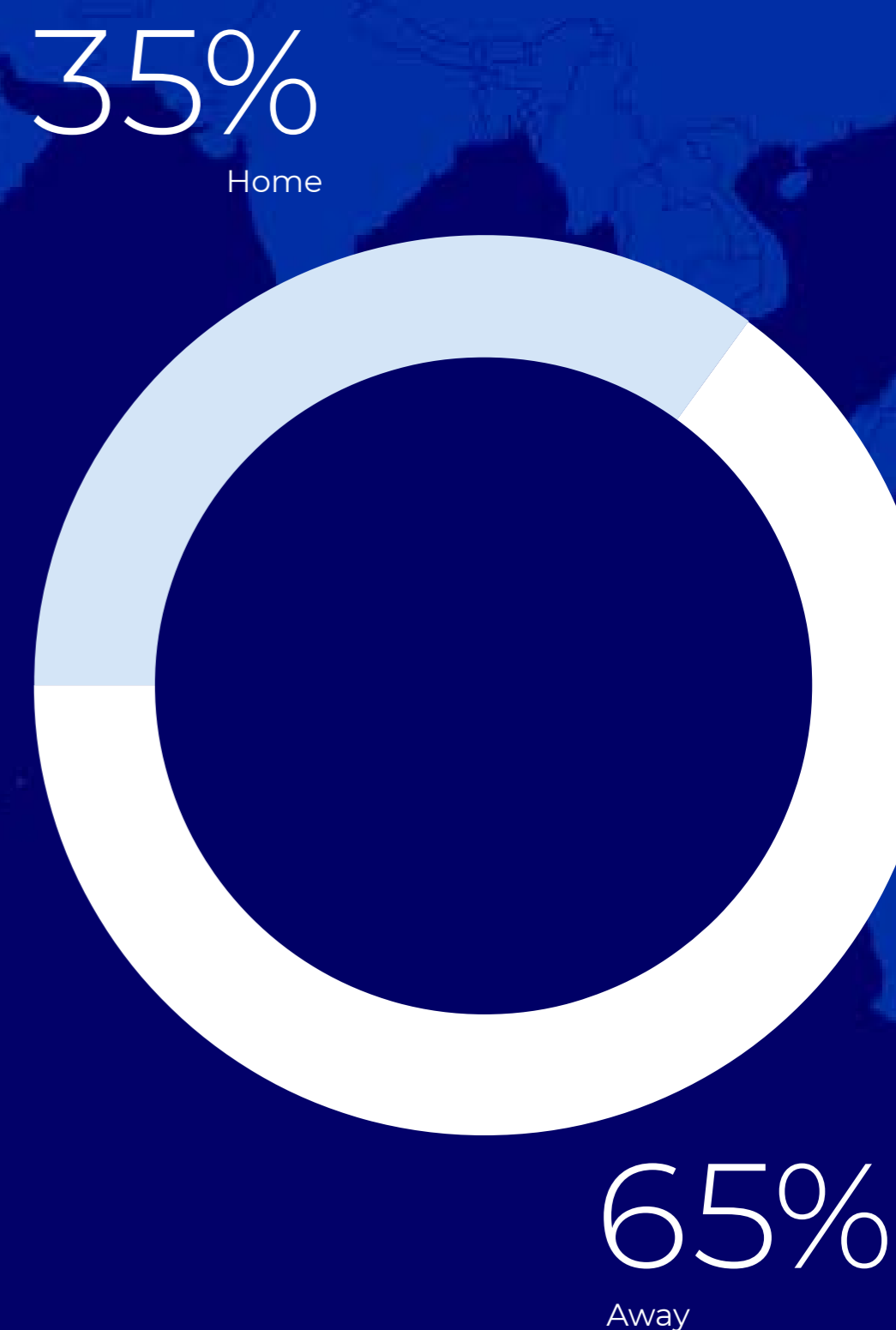
Our students after graduating from the International MBA



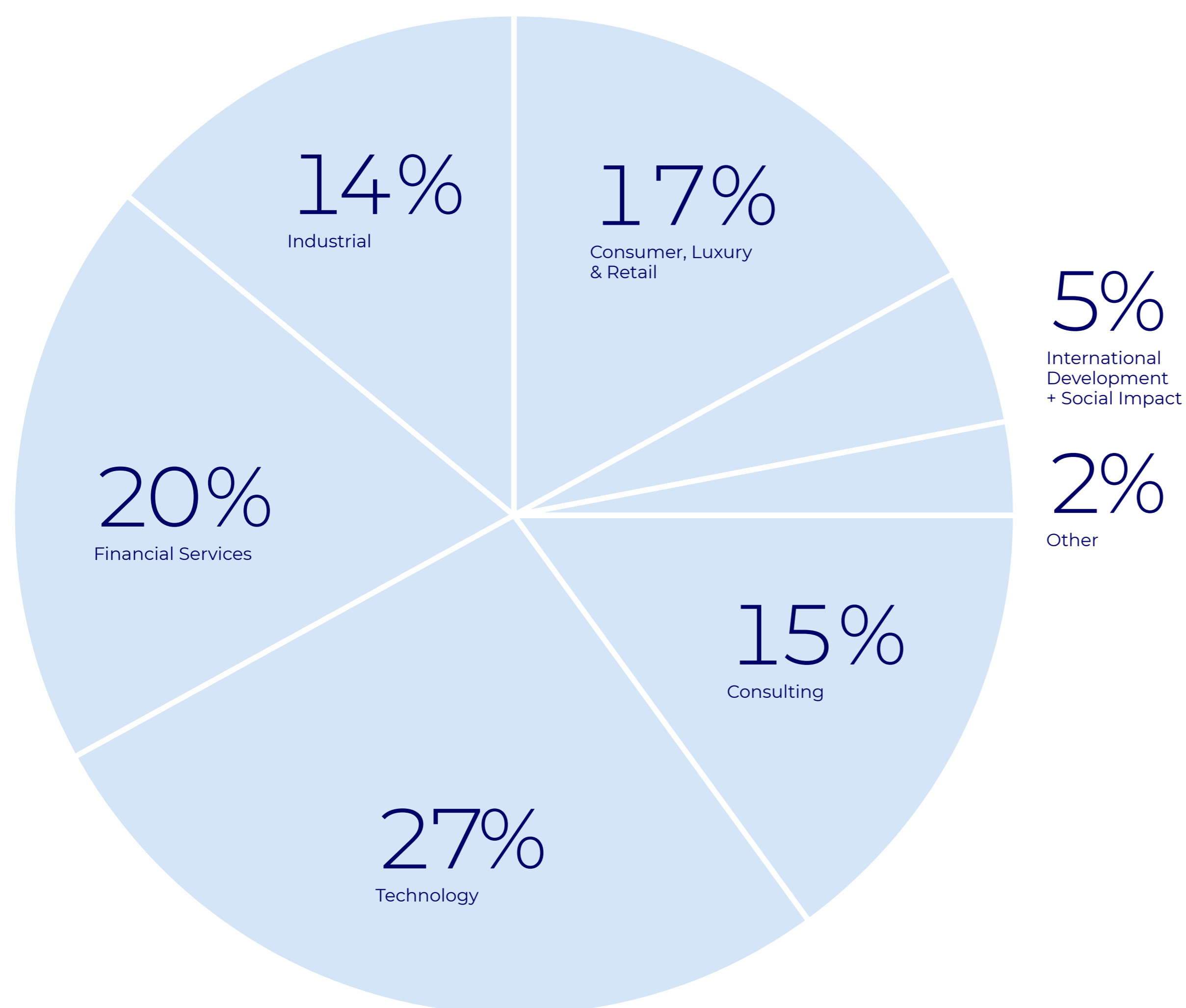
Employment by region



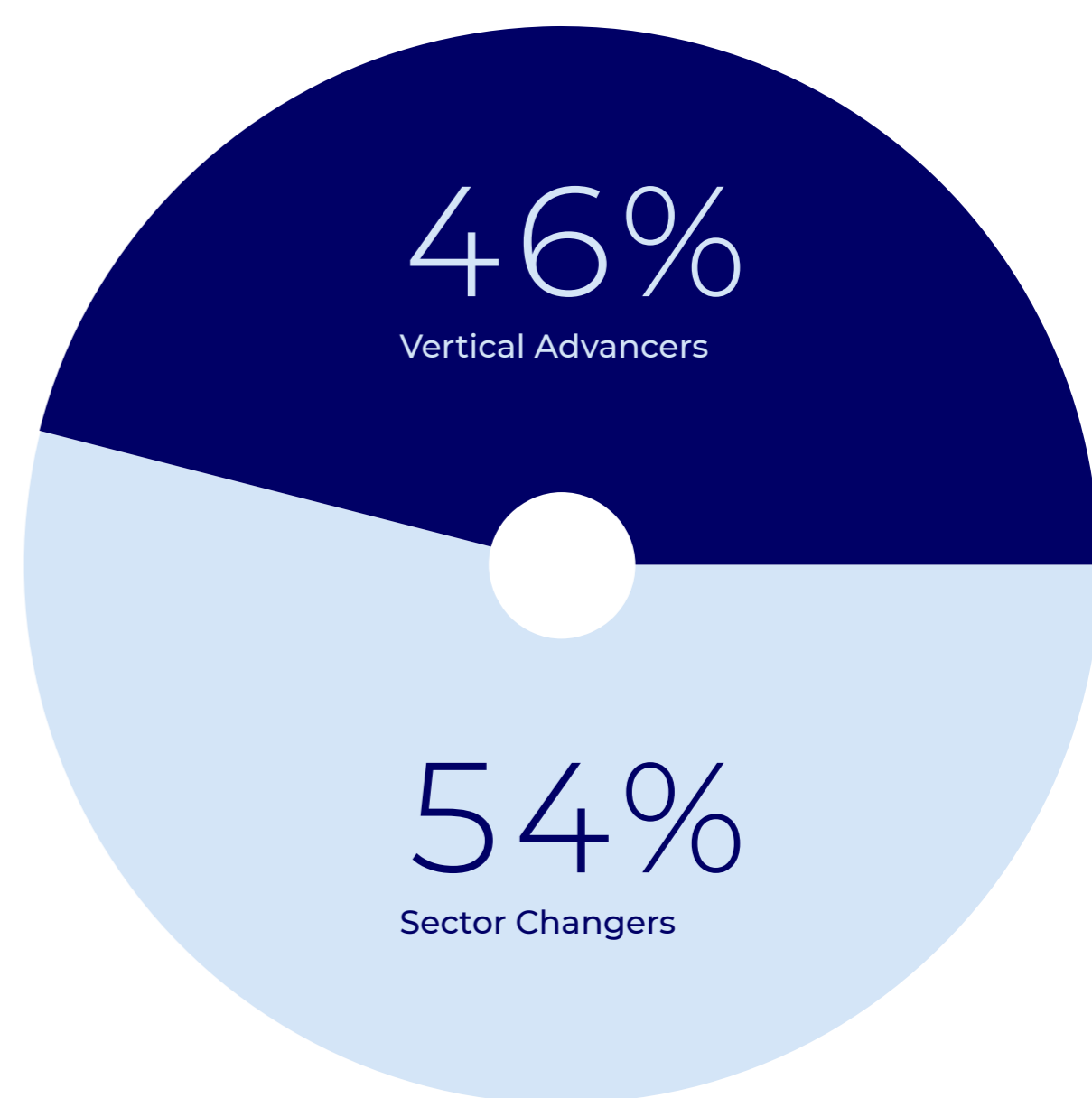
Overall Employment: Returning home vs. working abroad



Employment by sector



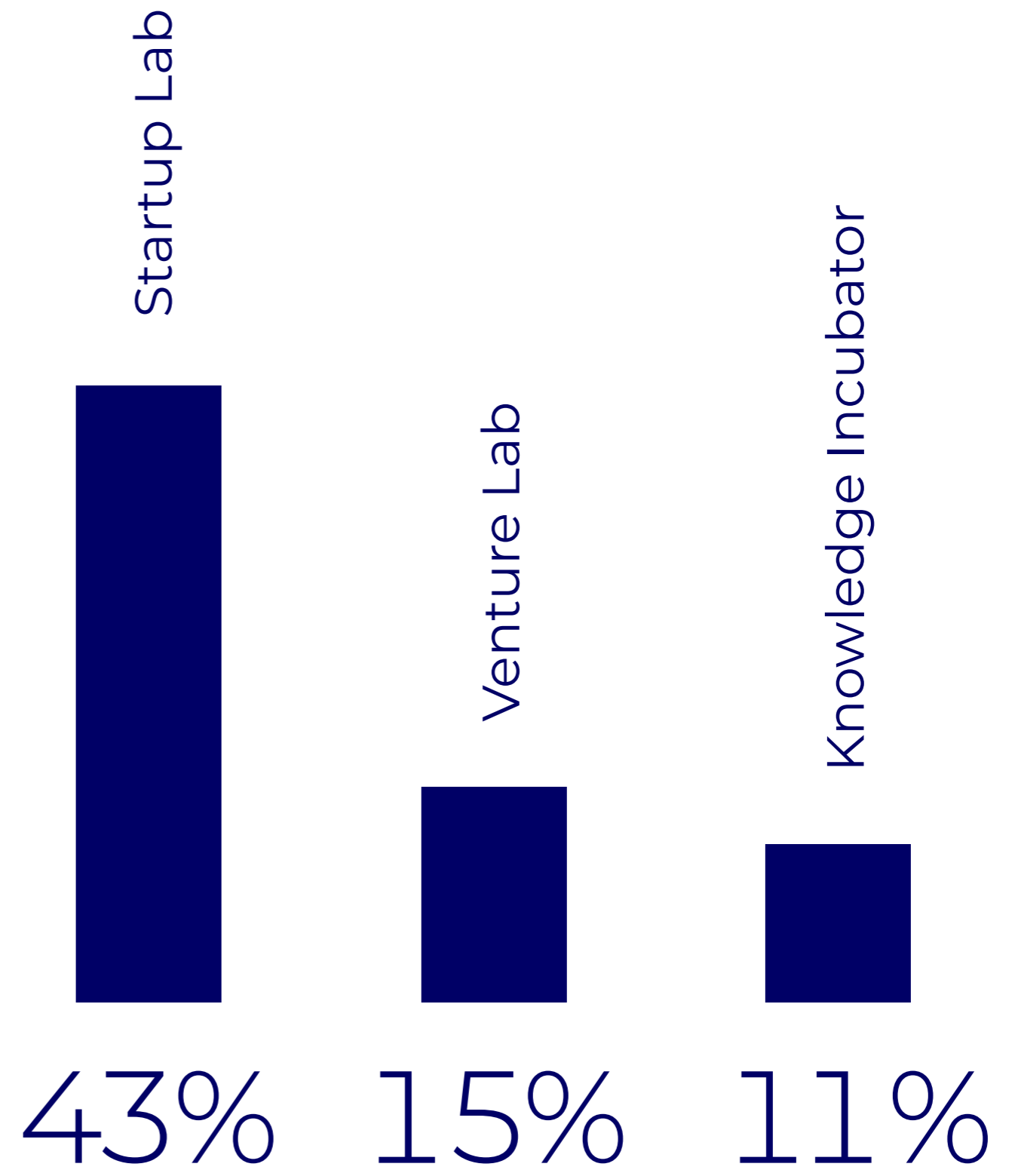
Sector Changers vs. Advancers



*Data from International MBA Alumni from 2020-2022 intakes who reported to be actively seeking employment at 3 months after graduation.



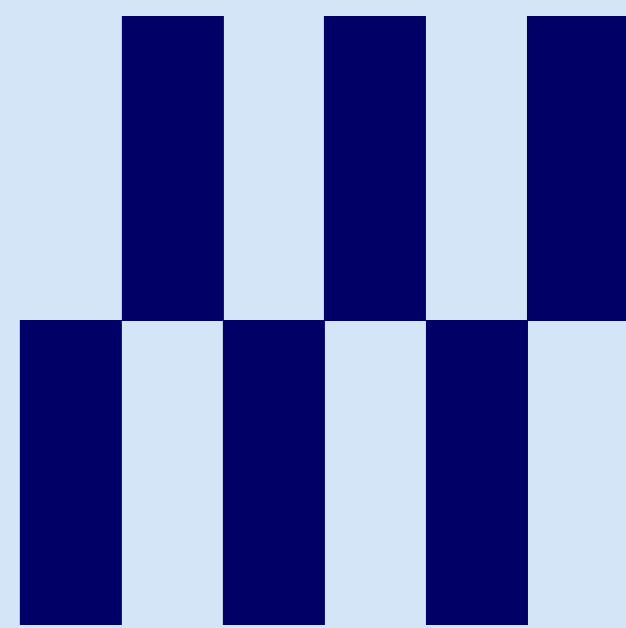
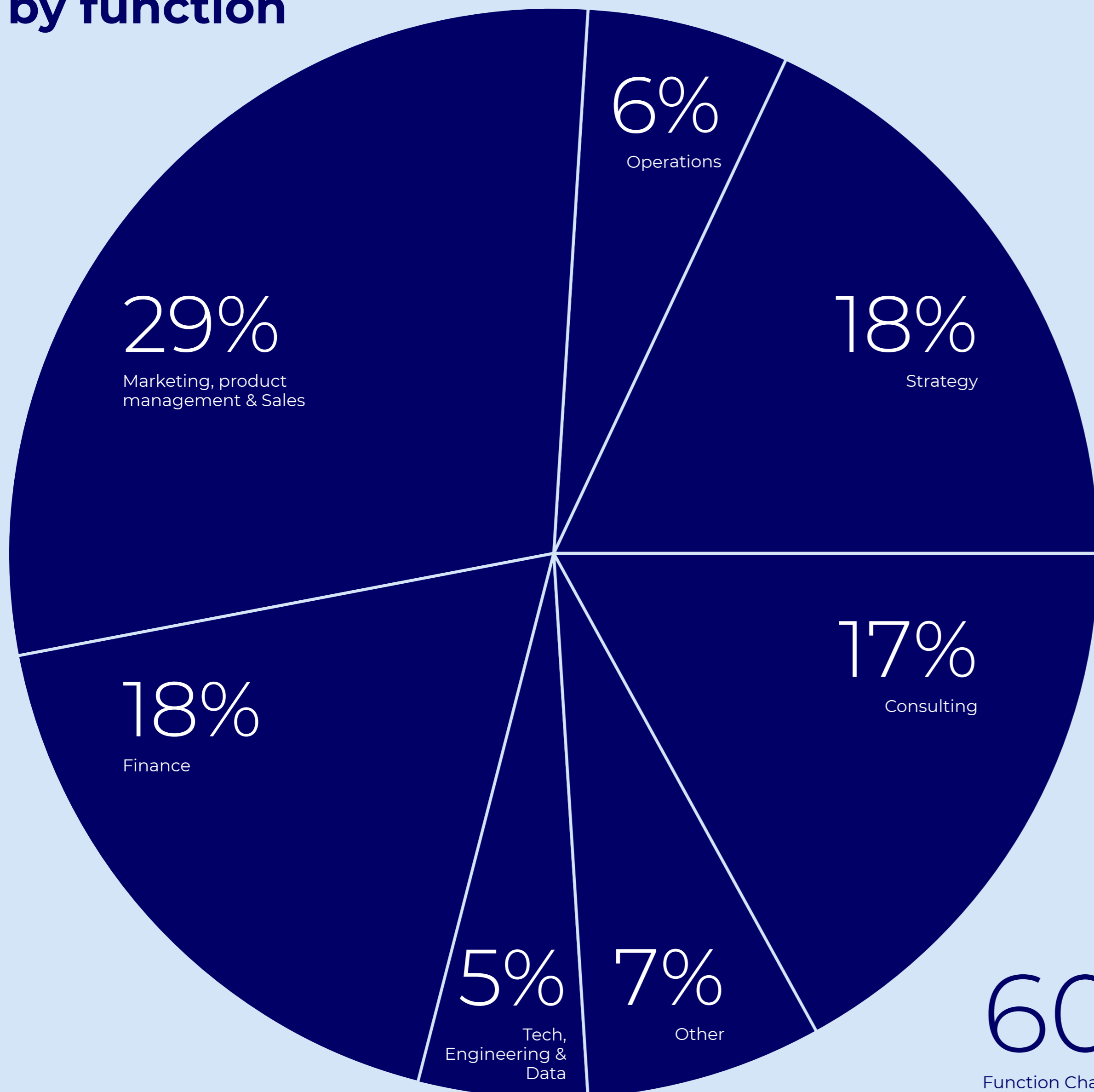
Student involvement in entrepreneurship activities during the International MBA



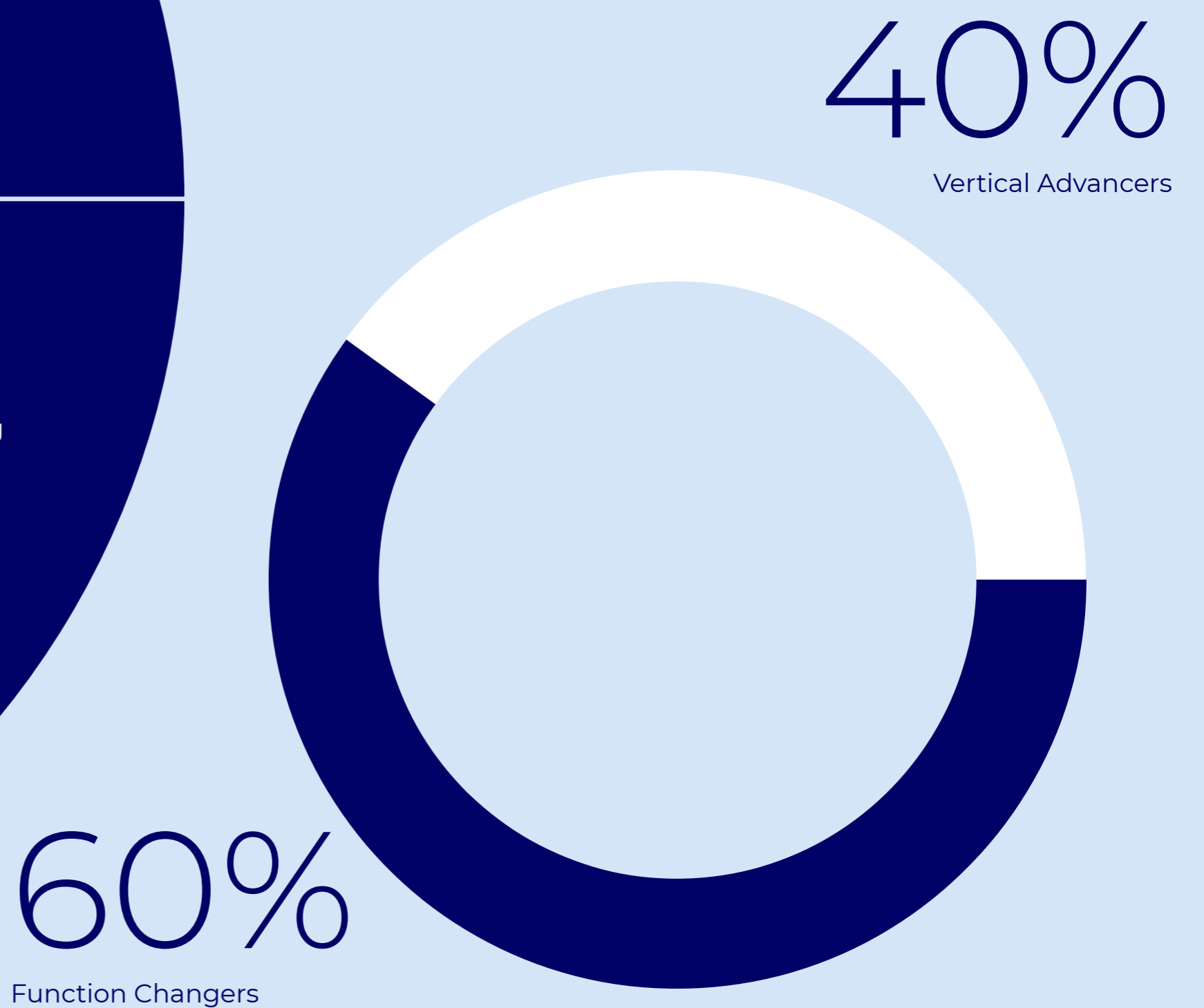
Alumni who have declared to have started their own business after graduation

8%

Employment by function



Function Changers vs. Advancers



Top Employers

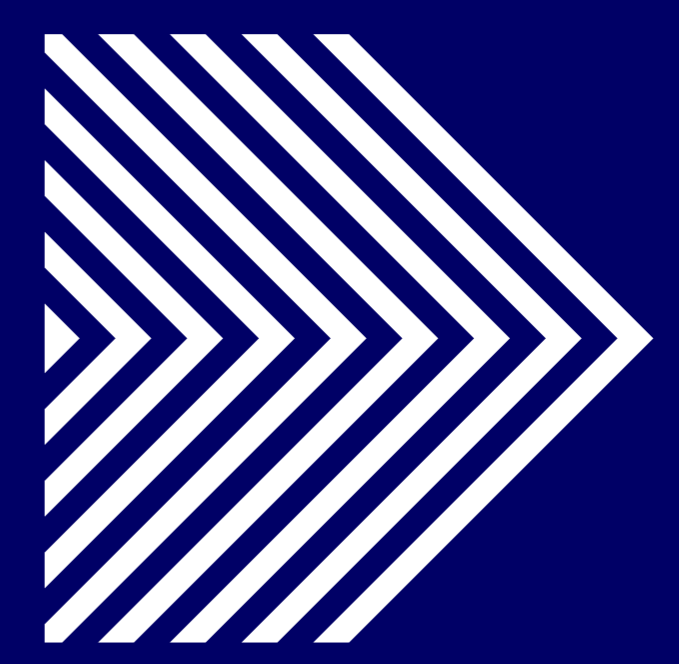
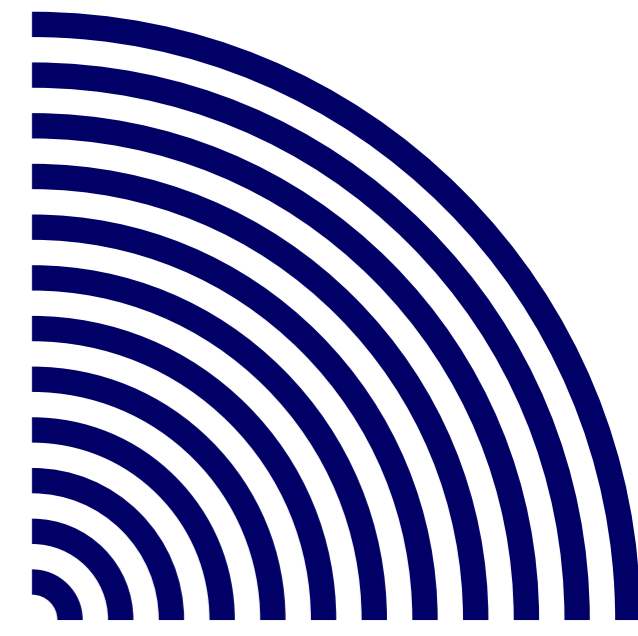




Average salaries by employment sectors

Average of Total Compensation (PPP adjusted)

Architecture/Urbanism/Real Estate	\$130,195
Consulting	\$126,357
Consumer, Luxury & Retail	\$119,341
Financial Services	\$125,111
Industrial	\$94,636
International Development + Social Impact	\$93,199
Legal Services	\$94,281
Technology	\$108,514
Total	\$113,770



Average salaries by regions

Average of Total Compensation (PPP adjusted)

Asia Pacific	\$118,809
Europe	\$112,849
Latin America	\$136,792
Middle East & Africa	\$149,332
North America	\$118,628
Spain	\$95,438
Total	\$113,770

*All salaries shown are annual figures as reported by International MBA Alumni from 2020-2022 classes who reported to be actively seeking employment at 3 months after graduation.

* Salaries are converted into USD and PPP adjusted.

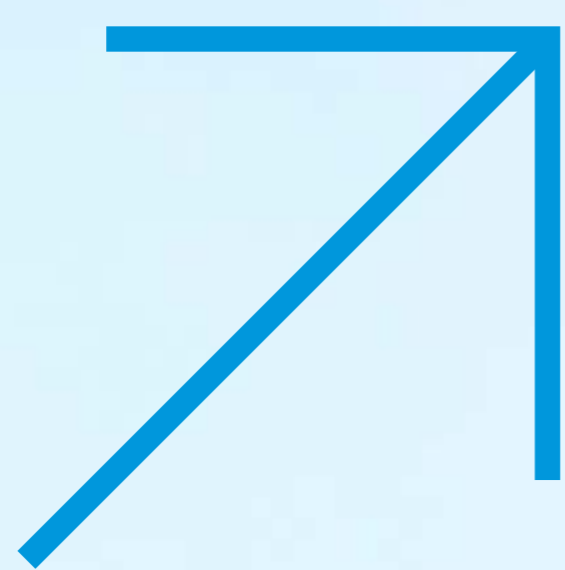
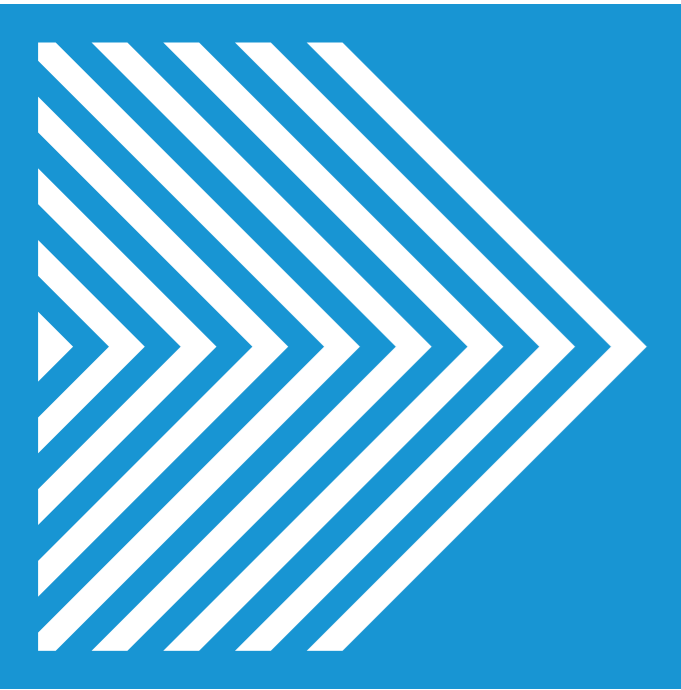
* To ensure the anonymity of our students, values are reported only wherever 3 or more data points are available.



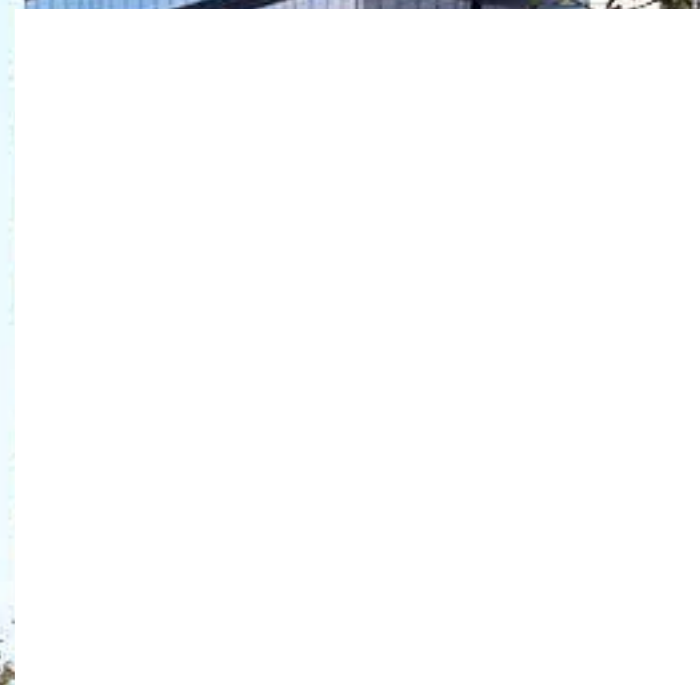
04+

YOUR
SUCCESS,
OUR
PURPOSE





IE Business School is considered one of the world's leading schools by international journals such as Bloomberg Businessweek, Financial Times, The Economist, and The Wall Street Journal, and by international companies actively recruiting our graduates.





WE'RE HERE TO HELP YOU KICK START YOUR CAREER

Our Talent & Careers Department's mission is to guide and empower our community of students and alumni in their career journey. Our Career Discover Advisors help you unlock your potential through unique self-assessment tools and methodologies. Our industry experts explore with you market trends and professional paths that align with your profile and aspirations. Our team works closely with more than 2,000 recruiting partners, with the constant aim to match and connect directly the right talent with the right need.

OUR EVENTS

The incredible variety of our events allows students to engage with companies at a whole other level. In 2021, we hosted more than 282 virtual and physical events with recruiting partners.

MBA Talent days

Company Presentations

Interviews and Assessment Centers

Business Competitions

Panels

Workshops

Conferences

Networking activities with IE clubs

Webinars

Livestreams



Make the most of it

During your time at IE Business School, you will meet with us throughout career education workshops and events, designed to help students land the job that's best for them. Reach out to our dedicated Careers Team and we will assist you in defining your very own career strategy via personalized career advising sessions. On the IE Career Portal, find a curated collection of resources and access exclusive job offers. The MBA Talent Days, our exclusive networking event that takes place twice a year, brings together on campus students and recruiters who are specifically looking to hire MBA profiles.

Visiting companies

In the 2021/2022 academic year we welcomed +300 recruiting partners on our on-campus facilities, including:

2,100
RECRUITING
PARTNERS
GLOBALLY

12,000
JOB
OPPORTUNITIES

IE Career Portal



Technology



Financial Services



Consulting



Pharma



FMCG / Luxury / Retail Retail



Industrial / Energy



International Development



Real Estate



