



Barcelona Madrid Munich New York São Paulo



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Welcome to the IESE Career Development Center



"In the Career Development
Center, we partner up with
companies to create a
collaborative hiring process and
we guide students to drive their
career forward."

Patrik Wallén

Director
Career Development Center
IESE

In 2023, a number of key trends affected the global job market and the MBA recruiting scenario. The global economy continued to experience a slowdown, although this took place mainly in advanced countries. Nevertheless, IESE graduates continued to secure jobs, with 94% of them finding employment within three months of graduation. A drop in tech and general industry recruiting was compensated by a significant increase in consultancy recruiting. The number of IESE graduates hired by consultancy firms rose from one-third of the class to almost one-half, with the top recruiters being strategy consulting firms.

The hiring landscape was also marked by a dip in the number of graduates moving to a new geographic location for employment, with fewer MBA alumni going to Europe. At the same time, there was an upswing in graduates heading to the Middle East, particularly Dubai, for career opportunities.

Amid these shifts, IESE's Career Development Center has remained a critical source of support for MBA students as they prepare to enter the job market. IESE's reputation as a leading global business school and our vibrant alumni network both contribute to the school's high placement rate. This year, the MBA program moved from 10th to 3rd place in the *Financial Times*' annual ranking. The survey also highlighted the strength of IESE's Career Services, which placed 5th in the world, and the effectiveness of the alumni network, which took the 8th spot.

At IESE, we take a highly personalized approach to developing people who can make a positive impact on the business world, while helping them reach their career goals. Our Career Development Center team is ready to help them navigate the labor market throughout their entire careers.

A Source of Strategic Support

IESE's Career Development Center team, based all over the world, provides MBA graduates with relevant knowledge about industries and regions, as well as highly personalized support.

Employer Engagement, Sectorial & Regional Advice

Consulting

Noel Quiaoit nquiaoit@iese.edu

Edi Navas enavas@iese.edu

Financial Services

Stefano Lazzeri slazzeri@iese.edu

Healthcare & Energy

Anna del Llano adelllano@iese.edu

Tech

Benjamin Borngräber-Berthelsen bborngraber@iese.edu

Consumer Goods & Retail

Irene van der Meer ivandermeer@iese.edu

General Industry & Services

Estela Arosio earosio@iese.edu

Latin America

Melissa Afonso mafonso@iese.edu

South East Asia & Oceania

Camille Chow cchow@iese.edu

Japan & South Korea

Tomofumi Nishida tnishida@iese.edu

Greater China

Luis Go luisgo@iese.edu

PERSONALIZED SUPPORT

IESE's Career Development Center will help you to refine your job-search skills through preparation including workshops, seminars, coaching, CV & interview preparation and individual sectorial and geographic consultation.

JOB BOSTING

Our online job board provides direct access to over 1,100 job opportunities posted by recruiters each year.

CAREER FAIRS

Our bi-annual Career
Forum is one of Europe's
leading recruiting events
with one edition in October
and one in February. IESE
also holds regional Career
Fairs such as the LATAM
MBA Career Fair and the
Asia Career Fair, as well as
the Startup Career Fair.

CAREE

Explore your international career options and get first-hand experience in specific industries and sectors.

CLUBS &

A broad selection of clubs to join, matching your interests and needs.

General Career Counselling & Preparation

MBA & MIM

Sandra Vegas svegas@iese.edu Adam Smart

asmart@iese.edu

Alumni & Executive MBAs

Inés Borrell iborrell@iese.edu Natalia Antip nantip@iese.edu

Director

Patrik Wallen pwallen@iese.edu

Contact us @: cdc@iese.edu



MBA Class Profile 2023

"I joined IESE's MBA looking for leadership opportunities in a challenging industry, and with the CDC's support, I secured a summer Global MBA internship at the FMCG multinational Ab InBev.

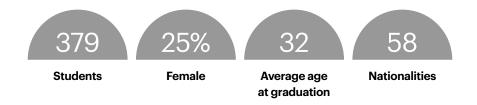
IESE also helped me develop the knowledge, skills and network related to a topic that I am passionate about: ESG and sustainability. I put it in practice during the internship, and I am now embarking on an exciting full-time journey at Ab InBev."



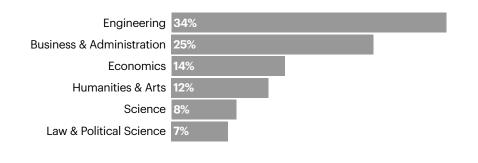
Andrea Conde

Pre-MBAIn-House Counsel,
MF BRANDS GROUP,
Switzerland

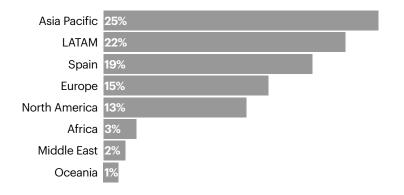
Post-MBA GMBA, AB InBev, Belgium



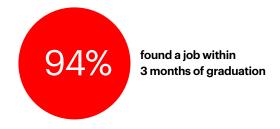
Undergraduate and postgraduate education



Geographical origin



Employment rate



Source of opportunities



IESE Career Development Center & IESE Network



Own Network & Online Job Search



Sponsoring Company, Previous Employer & Family Business



Full-time offers converted from summer internships

Employment Report: MBA 2023

IESE gives MBA graduates a roadmap for leading their professional careers, while also understanding their true strengths and aspirations.

"Although I had experience within startups and software prior to the MBA, becoming a founder introduced new and unfamiliar challenges – in part because of my geographical relocation. IESE plugged me into an invaluable founder and investor network, provided a supportive environment for startup iteration, and served as a launchpad in my entrepreneurial journey."



Kofi Acquah

Pre-MBALead Business
Analyst, Emburse,
USA

Post-MBAFounder in
Residence, Antler,
Germany

Career transformation



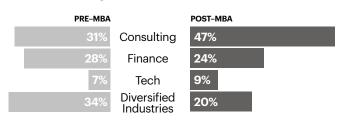
Triple jump

Some students come to IESE to change their industry, function and geography – in the Career Development Center, we call this a "triple jump."

Class of 2023 made the following career changes:

- 45% Geography
- 63% Sector
- 64% Function

Sector Change



Entrepreneurship

IESE became the first European business school to teach entrepreneurship in its MBA program in 1974.

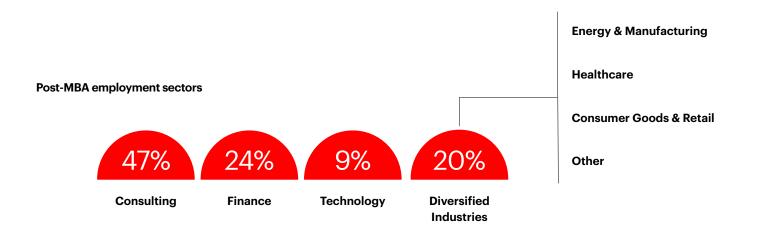
30%

of students start a business within 5 years of graduation 72,000

created by IESE entrepreneurs on 5 continents \$11.8

billion

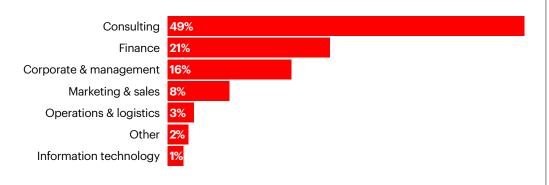
in funds raised by IESE alumni entrepreneurs



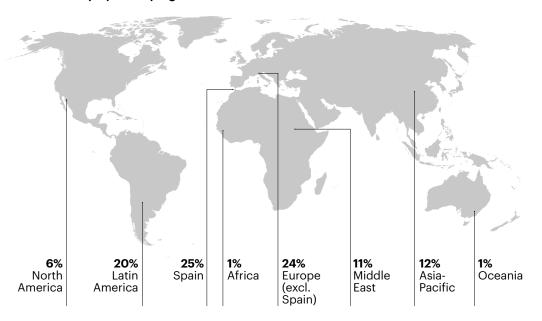
Leadership program

MBA leadership development programs (LDPs) are structured, fast-track and often rotational pathways designed to groom high-potential candidates for senior management roles within the organisation.

Full-time employment by function



Full-time employment by region



9%

Joined MBA leadership programs

Top recruiters

- □ AMAZON□ BAIN & COMPANY□ CITIGROUP CORPORATE AND
- INVESTMENT BANK

 ☐ ELI LILLY
- ☐ KEARNEY
- ☐ MASTERCARD ADVISORS
- ☐ MCKINSEY & COMPANY
- ☐ MONITOR DELOITTE
- $\ \square$ ROLAND BERGER
- ☐ STRATEGY&
- ☐ THE BOSTON CONSULTING GROUP

Making Sure Women, Companies and Society Win

When women win, companies and society also win. That's why IESE places a priority on helping women increasingly break both the glass and concrete ceilings.

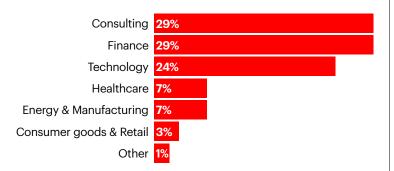
IESE is committed to providing female MBA students with the tools they need to succeed and continually progress throughout their careers as global business leaders. We provide the knowledge and resources, including financial aid, they need to reach their goals and thrive. For women seeking to start their own companies, IESE offers key benefits due to its intense focus on entrepreneurship. Following the program, the school organizes specialized programs, clubs, conferences and events that explore topics related to women and leadership. In addition, IESE faculty members carry out research aimed at deepening the understanding of gender issues in the workplace.

Women's employment rate



found a job within 3 months of graduation

Women's post-MBA employment sectors



Women's career transformation



Triple jump

Some students come to IESE to change their industry, function and geography - in the Career Development Center, we call this a "triple jump."

Class of 2023 made the following career changes:

- 63% Geography
- 77% Function
- 82% Sector

Women's sector change

PRE-MBA POST-MBA

25% Consulting 29%

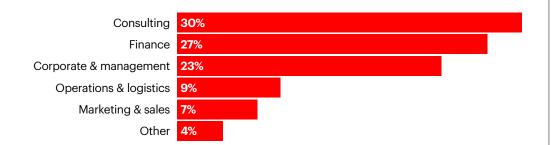
25% Finance 29%

8% Tech 24%

Diversified Industries 18%

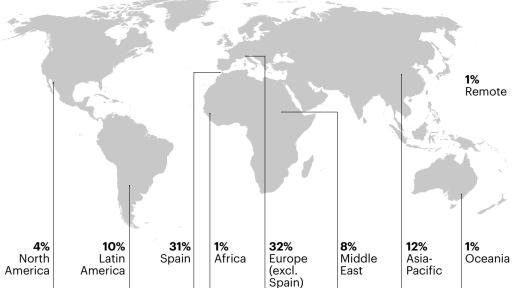


Women's full-time employment by function





Women's full-time employment by region



Top recruiters

- ☐ AMAZON
- ☐ BAIN & COMPANY
- ☐ CITIGROUP CORPORATE AND INVESTMENT BANK
- ☐ JOHNSON & JOHNSON
- ☐ KEARNEY
- ☐ MCKINSEY & COMPANY
- ☐ MUNDI VENTURES
- ☐ ROLAND BERGER
- ☐ SAMSUNG GLOBAL STRATEGY GROUP
- ☐ STRATEGY&
- ☐ THE BOSTON CONSULTING GROUP
- ☐ ZS ASSOCIATES

Landing Opportunities Across Sectors

IESE's team excels at helping MBA graduates secure top job opportunities in a broad range of industries, particularly consulting, finance and technology. The Diversified Industries Track covers nearly every industry in the world, and approx. 84% of the S&P 500 companies.

Consulting

Strategy consulting firms, including industry leaders like McKinsey, Bain, BCG, Roland Berger, Strategy&, Kearney, and Monitor Deloitte, continue to be top choices for MBAs. These firms maintain strong demand for both interns and full-time hires, with many full-time positions being offered to former interns. In addition to these giants, specialized and in-house consulting firms such as DHL Consulting, Maersk Management Consulting, and Allianz also consistently offer opportunities to students. It's worth noting that other specialized firms, particularly those in emerging fields like ESG and digital, also provide exciting prospects for MBAs. However, these opportunities often require more proactive off-campus searches and networking efforts from students. The consulting industry is evolving, providing a variety of pathways for those pursuing careers in this dynamic field.

In the past year, recruitment in Spain and the Middle East has remained strong, while regions like LATAM, the US, and the UK have experienced a slowdown. This slowdown is evident in delayed start dates and office transfers within firms in these areas, indicating reduced project activity. Regional trends reflect the dynamic nature of the consulting industry, adapting to changing market conditions and client demands.

"My journey at IESE Business School has been about more than just gaining knowledge; it has been a transformative experience that has guided my path into consulting. The Consulting Club has been an invaluable support system in this journey, fostering a network of brilliant minds and leading me to embrace the role of club president in my second year, as a means of giving back. I am very grateful to IESE for providing an environment that fosters such profound personal and professional growth."



Nicolás Fernández Lavalle

Pre-MBAFinancial Services, Westpac
Banking Corporation,
Australia

Post-MBA Consultant, McKinsey & Company, Mexico

Finance

IESE continues to be a target school for leading financial institutions when recruiting top talent for summer internships and full-time roles. More than 20% of the Class of 2023 opted to pursue a career in finance after their MBA, with many more seeking corporate finance roles across different sectors. IESE provides students with the necessary tools and resources to change careers in some sectors such as investment banking, wealth management, venture capital or corporate finance within corporations and to strengthen their technical skills for opportunities in the buy-side, where relevant previous experience is needed.

The United Kingdom has continued to be the hub for most offers in investment banking and finance, while Spain and Germany have been of strong interest for students going to fintech, private equity and venture capital. Finally, Latin America and the US continue to be attractive to students pursuing offers across different sectors in financial services.

"As a former consultant focused on accounting standards, I knew pursuing my dream role in finance would be difficult. But doing so while switching industries and geographies was definitely a daunting task. Luckily, the CDC, the Finance Club and my own peers fully supported me during the job search process with technical lectures, networking opportunities and mock interviews.

Their support was key in my transformation into becoming a prime candidate to thrive in the investment banking world. Thanks to them, I'll be kickstarting my new career path at Bank of America in London."



Brenda Gabriela Ampuero Alfaro

Pre-MBAAccounting
Compliance Manager,
Belmond, Peru

Post-MBA Investment Banking Associate, Bank of America, UK

Technology

This year, the tech industry was shaped by two key influences. The first was Artificial Intelligence (AI), with the impact of AI being felt across the whole tech industry and in other sectors as well. AI will fundamentally change how we conduct business and achieve personal growth. The second key influence was the retrenchment undertaken across the tech industry, with attention focused on finding efficiencies and becoming leaner. To take advantage of this rapidly changing environment and to become the frontrunners in an evolving industry, technology companies continue to rely on IESE's innovative MBA program for recruiting their next creative thought leaders.

The top three functions post-MBA within the tech industry are corporate strategy, operations, and product management. IESE continues to educate the next generation of professionals, whether they be product managers, strategists, or business developers. This is achieved through vigorous academic material and direct hands-on experience. IESE strives to be the crossroads between technology, business and education, allowing its MBA candidates to leverage their technical skills while taking a holistic business approach.

MBAs remain flexible geographically, with students able to secure employment opportunities on every continent of the globe. From small startups to big tech, MBA students are finding their purpose with the technology companies they are passionate about.

"Coming from a marketing background, my goal post-MBA was to land a job at a global company that resonated with me. Uncertain of which area I would be most passionate about, IESE provided me with the resources to explore opportunities through classes, coffee chats with alumni and peers, and international internship roles. As a result, I was able to land my dream job at Samsung's Global Strategy Group, and I moved to South Korea to start a new career as a consultant at a company that truly makes a global impact."



Pauline Del Val

Pre-MBA Senior Manager, Consumer ategy, GCash (Mynt - Globe

Strategy, GCash (Mynt - Globe Fintech Innovations, Inc.), Philippines Post-MBA Strategist, Samsung GSG (Global Strategy Group), South Korea

Diversified Industries

The Diversified Industries (DI) Track prioritizes cuttingedge technologies across industries such as automotive, consumer goods, energy, healthcare, manufacturing and retail. Companies that are included in DI have an appetite for international transformative talent with strong leadership skills, entrepreneurial mindset, and the ability to adapt swiftly as the business landscape rapidly evolves. Companies within DI consider IESE a key partner for their corresponding talent needs, with a focus on structured MBA Leadership Development Programs as a fast-track into their leadership pipeline.

Main placements for healthcare and energy have been in Spain, and companies from the retail sector also hired notably for their Spanish headquarters. Students starting their post-MBA career in consumer goods did so primarily in Northern Europe. Across General Industries (Automotive, Manufacturing, Services, etc.) key destinations were Europe, East Asia and South Asia.

The current macro-environment has led to several ripple effects across sectors within DI. More students are joining the energy sector, with many candidates securing positions in the renewable energy space. We have also noticed students becoming more flexible with regards to sectors they are considering for their post-MBA career.

"After accumulating a 7-year local work experience in the dynamic real estate industry within China, I made the pivotal decision to join the IESE MBA program. This journey allowed me to explore diverse career arenas and acquire a global perspective on business. Throughout the 19-month program, I had the privilege of engaging with classmates from 58 different nationalities. This experience illuminated the interconnectedness of our world and equipped me with the skills to navigate cultural disparities as a prospective global business leader. With the support from the CDC and alumni, I successfully transitioned from my previous role to the healthcare sector."



Qi Zhang

Pre-MBAMarketing Manager,
Residential
Shui On Land, China

Post-MBA
Senior Manager (Leadership
Development Program),
Diabetes, China
Eli Lilly and Company, China

MBA Internships

Through internships and short-term projects with external companies, students gain invaluable hands-on experience of new functions, sectors and geographical regions. While expanding their global expertise, this required component of IESE's MBA can open the door to a full-time position for graduates after the program.

Type of Internship

Structured corporate internships

A structured project that usually serves as an evaluation component for a full-time recruitment platform. This is typical for Consulting, Investment Banking and MBA Leadership Programs.

Examples of Projects

The valuation of a telecom provider for the allocated industry team at an investment bank.

The creation of a capabilities assessment, by devising an organizational design framework, surveying employees and interviewing the leadership team, to propose an Agile Scrum architecture to focus on identified capability gaps.

The preparation of financial proposals, while coordinating with local teams and participating in negotiations with third parties.

Short-term projects

A short-term consulting project for small or large companies requiring the support of MBA talent to help resolve a business problem. Investigation of new market opportunities with retail and online partners in African and Caribbean countries and carrying out a defined strategic approach for each potential partner, scheduling an action plan for the fourth quarter.

The development of a multichannel action plan for four oncology drugs, which involved a digitally focused market and competitive situation analysis, as well as the identification of business opportunities aligned to brand or the disease area strategy.

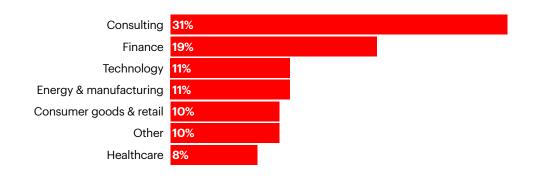
A market sizing for an education segment and a designed marketing plan to target globally the segment for a newly launched product.

IESE Summer Entrepreneurship Experience

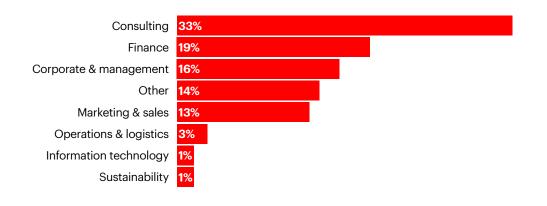
An IESE platform that allows students to pursue a startup idea together with a team of peers, gain exposure to investors, and receive mentoring from other entrepreneurs.

Via the application of thorough customer discovery techniques and creative business models, a market evaluation for a compact household appliance with the potential for massive environmental benefits in Europe and abroad.

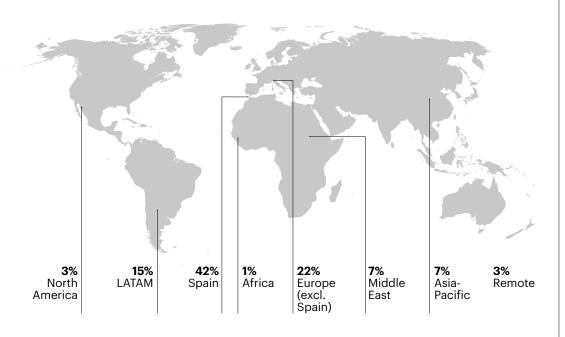
Internship offers by sector, Class of 2024



Internship offers by function, Class of 2024



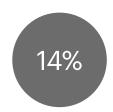
Internship offers by region, Class of 2024



Source of opportunities



IESE Career Development Center & IESE Network



Own Network & Online Job Search



Sponsoring Company, Previous Employer & Family Business

Top recruiters

- ☐ AB INBEV
- ☐ ADIDAS
- ☐ AMAZON
- □ BAIN & COMPANY
- ☐ CAMPER
- ☐ CITIGROUP CORPORATE AND INVESTMENT BANK
- ☐ ELI LILLY
- ☐ EY PARTHENON
- ☐ JOHNSON & JOHNSON
- □ KEARNEY
- _ MANGO
- ☐ MASTERCARD
- ☐ MCKINSEY & COMPANY
- ☐ MONITOR DELOITTE
- ☐ MORGAN STANLEY
- □ PHILIP MORRIS
 - INTERNATIONAL
- ☐ ROLAND BERGER
- ☐ STRATEGY&
- ☐ THE BOSTON CONSULTING GROUP
 - GROUP

☐ WERFEN GROUP

Salary Details

	AVERAGE OF ANNUAL BASE SALARY	MIN OF ANNUAL BASE SALARY	MAX OF ANNUAL BASE SALARY	AVERAGE OF OTHER COMPENSATION	MIN OF OTHER COMPENSATION	MAX OF OTHER COMPENSATION
ALL	€99,500	€45,000	€194,800	€63,900	€3,000	€ 191,800

By region (€)

REGION	AVERAGE OF ANNUAL BASE SALARY	MIN OF ANNUAL BASE SALARY	MAX OF ANNUAL BASE SALARY	AVERAGE OF OTHER COMPENSATION	MIN OF OTHER COMPENSATION	MAX OF OTHER COMPENSATION
Africa & Middle East	€134,300	€65,800	€194,800	€94,200	€7,800	€160,000
Asia Pacific	€94,800	€52,300	€142,800	€55,400	€5,100	€112,400
Europe (excl. Spain)	€99,500	€55,000	€155,600	€65,800	€5,000	€191,800
Latin America & the Caribbean	€ 92,400	€48,700	€138,500	€89,000	€6,100	€179,000
North America	€138,000	€70,500	€190,400	€62,700	€14,300	€174,200
Spain	€74,700	€45,000	€150,000	€29,300	€3,000	€91,500

By sectors (€)

SECTOR	AVERAGE OF ANNUAL BASE SALARY	MIN OF ANNUAL BASE SALARY	MAX OF ANNUAL BASE SALARY	AVERAGE OF OTHER COMPENSATION	MIN OF OTHER COMPENSATION	MAX OF OTHER COMPENSATION
Consulting	€108,100	€45,000	€194,800	€76,500	€5,000	€181,600
Finance	€92,200	€48,700	€190,400	€53,600	€5,000	€191,800
Industry	€82,900	€50,000	€166,600	€44,700	€3,000	€174,200
Technology	€97,900	€60,000	€157,100	€42,300	€6,700	€112,400

By function (€)

FUNCTIONAL AREA	AVERAGE OF ANNUAL BASE SALARY	MIN OF ANNUAL BASE SALARY	MAX OF ANNUAL BASE SALARY	AVERAGE OF OTHER COMPENSATION	MIN OF OTHER COMPENSATION	MAX OF OTHER COMPENSATION
Consulting	€107,000	€48,700	€194,800	€73,900	€5,000	€181,600
Finance/Accounting	€88,600	€45,000	€152,300	€48,600	€5,000	€191,800
Management	€91,700	€50,000	€190,400	€56,400	€3,000	€111,900
Marketing/Sales	€79,700	€50,000	€150,000	€34,700	€7,000	€141,000
Operations/Logistics	€89,300	€70,000	€136,000	€53,900	€3,000	€174,200
Other	€73,100	€53,000	€105,700	€46,600	€5,000	€109,200

Notes:

Salary data exclude sponsored students returning to their employer and students who are starting their own business.

All salaries shown are annual figures as reported by the class of 2023. All salaries shown exclude any type of corporate benefits (healthcare, pensions, transport allowances, return flights, etc.).

Other compensation includes variable pay, sign-on bonus, tuition reimbursement and relocation allowance.

Values are reported only wherever three or more data points are available.

Consulting (€)

REGION	AVERAGE OF ANNUAL BASE SALARY	MIN OF ANNUAL BASE SALARY	MAX OF ANNUAL BASE SALARY	AVERAGE OF OTHER COMPENSATION	MIN OF OTHER COMPENSATION	MAX OF OTHER COMPENSATION
Africa & Middle East	€133,200	€65,800	€194,800	€94,200	€7,800	€160,000
Asia Pacific	€106,400	€86,700	€133,300	€55,000	€21,900	€87,600
Europe (excl. Spain)	€107,100	€81,000	€155,600	€69,800	€26,900	€181,600
Latin America & the Caribbean	€96,700	€50,300	€138,500	€99,700	€31,900	€179,000
North America	€171,800	€142,800	€182,800	€64,100	€41,000	€85,700
Spain	€80,500	€45,000	€92,000	€38,200	€5,000	€60,900
Grand total	€108,100	€45,000	€194,800	€ 76,500	€5,000	€181,600

Finance (€)

REGION	AVERAGE OF ANNUAL BASE SALARY	MIN OF ANNUAL BASE SALARY	MAX OF ANNUAL BASE SALARY	AVERAGE OF OTHER COMPENSATION	MIN OF OTHER COMPENSATION	MAX OF OTHER COMPENSATION
Asia Pacific	€63,800	€52,300	€76,400	€36,100	€12,400	€78,500
Europe (excl. Spain)	€96,900	€55,000	€137,000	€62,100	€5,000	€191,800
Latin America & the Caribbean	€79,700	€48,700	€115,500	€64,200	€24,700	€133,600
North America	€138,800	€114,300	€190,400	€70,200	€14,300	€109,500
Spain	€68,200	€50,000	€90,000	€12,500	€8,200	€20,000
Grand total	€92,200	€48,700	€190,400	€53,600	€5,000	€191,800

Technology (€)

REGION	AVERAGE OF ANNUAL BASE SALARY	MIN OF ANNUAL BASE SALARY	MAX OF ANNUAL BASE SALARY	AVERAGE OF OTHER COMPENSATION	MIN OF OTHER COMPENSATION	MAX OF OTHER COMPENSATION
Asia Pacific	€123,800	€66,700	€142,800	€74,500	€6,700	€112,400
Spain	€67,500	€60,000	€80,000	€23,700	€11,500	€41,300
Grand total	€97,900	€60,000	€157,100	€42,300	€6,700	€112,400

Industry (€)

REGION	AVERAGE OF ANNUAL BASE SALARY	MIN OF ANNUAL BASE SALARY	MAX OF ANNUAL BASE SALARY	AVERAGE OF OTHER COMPENSATION	MIN OF OTHER COMPENSATION	MAX OF OTHER COMPENSATION
Asia Pacific	€80,200	€53,000	€127,400	€55,800	€5,100	€111,900
Europe (excl. Spain)	€84,300	€58,100	€105,700	€61,400	€7,000	€141,000
North America	€114,900	€95,200	€136,000	€69,000	€14,300	€174,200
Spain	€72,000	€50,000	€150,000	€26,700	€3,000	€91,500
Grand total	€82,900	€50,000	€166,600	€ 44,700	€3,000	€ 174,200

Companies Recruiting IESE Talent

Companies with accepted summer internship or full-time offers in 2022-2023.

+ JUSTO 300PPM 7ROOTS

AB INBEV

Α

ABBVIE ABOITIZ INFRA CAPITAL **ACCENTURE**

ACCIONA

ACTIS

ACTIVOS INMOBILIARIOS EN

ARRENDAMIENTO

ADIDAS

ADMIRAL GROUP

AFRICA FINANCE CORPORATION AFRICAN IMPACT FOUNDATION

AFRY

ALFA CONSULTING

ALK CAPITAL

ALLIANZ CONSULTING

ALPAC

ALVAREZ & MARSAL

AMADEUS

AMAZON AMERICAN EXPRESS

AMERICAN INDUSTRIAL PARTNERS

AMETLLER ORIGEN **AMWINS GROUP**

ANTLER

APRICUM

ASEA BROWN BOVERI

ASSET MANAGEMENT ONE INTERNATIONAL

BAIN & COMPANY

BANCO DE CRÉDITO DEL PERÚ

BANCO RIPLEY CHILE

BANK OF AMERICA

BASE

BM+ PARTNERS ASSET MANAGEMENT

BAYER BUSINESS CONSULTING

BAYER HEALTHCARE AG

BBVA BEDER

BELLA VISTA RESORT

BENCIS CAPITAL PARTNERS

BEST11 GROUP

BESTINVER

BIG C

BIOPAS GROUP

BIOSORRA

BRISTOL MYERS SQUIBB COMPANY

BTG PACTUAL

CAF SIGNALLING

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