



INDUSTRY REPORT

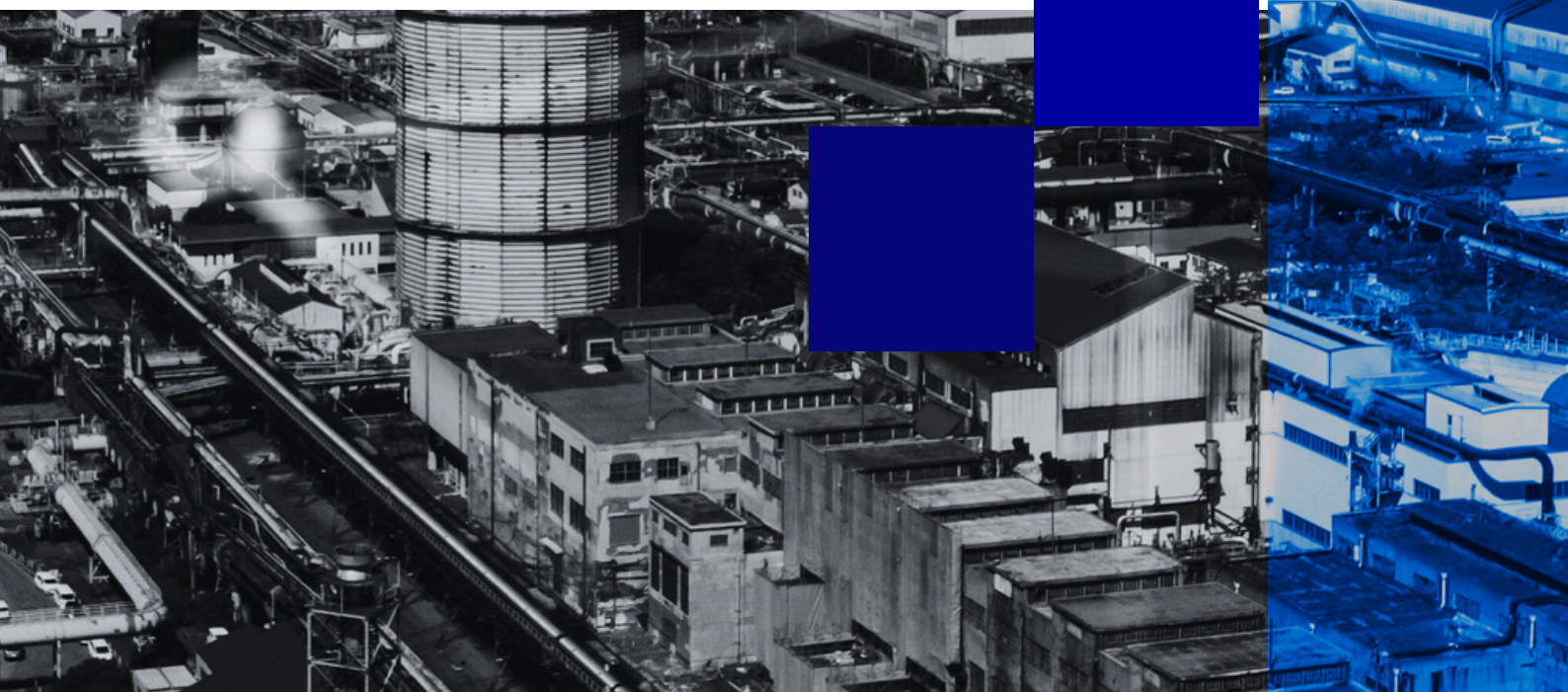
DIVERSIFIED INDUSTRIES

JULY 2025

ie
UNIVERSITY
TALENT & CAREERS

AGENDA

1. Industry Overview
2. Impact of Global & Regional Trends
3. Sector-specific Insights
4. Top Employers and Strategic Partnerships
5. Talent Needs and Recruitment Trends
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Industry Overview

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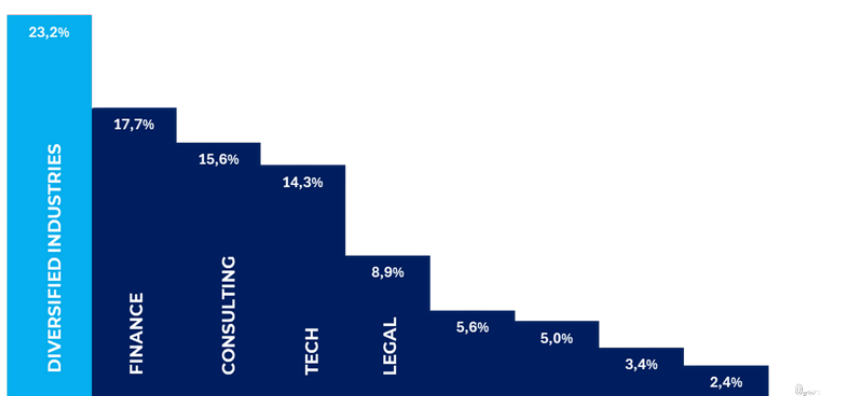
The Diversified Industries (DI) vertical encompasses corporations within a variety of industries. It is IE University's broadest vertical, covering Consumer, Retail and Luxury; Energy and Industrial Products; Healthcare; Hospitality and Leisure; and Sports.

Key sub-areas include:

- **Consumer, Retail and Luxury:** Covering traditional and digital commerce, fashion, beauty, FMCG, and high-end luxury brands.
- **Energy and Industrial Products:** Spanning renewables, traditional energy, infrastructure, manufacturing, logistics, and automotive sectors.
- **Healthcare:** Including pharmaceuticals, biotech, hospitals, health IT, and medical devices.
- **Hospitality and Leisure:** Encompassing hotels, travel and tourism, wellness, and entertainment.
- **Sports:** Covering professional sports organizations, marketing, sponsorship, apparel, and equipment industries.

This composition reflects the dynamic and multidisciplinary nature of DI, providing a wide range of career paths across industries and functions. IE University is one of the most diverse educational institutions in Europe when it comes to career employment, with 22,3% of students placed across the aforementioned sectors.

Employment Breakdown All Programs by Verticals 2024



If we look at what each sub-vertical represents for Diversified Industries in terms of employment in 2024:



As we can see, the truly active sub-verticals are Consumer, Luxury & Retail and Energy & Industrial Products.

Main 2025 Trends

AI and Digital Transformation: Across all DI sub-areas, AI integration, data analytics, and digital customer experiences are transforming industries. In Retail and Luxury, AI enables hyper-personalization. In Healthcare, AI is revolutionizing drug development and diagnostics.

Sustainability and ESG: Strong sustainability imperatives impact every subsector, from eco-friendly fashion to green manufacturing, renewable energy, sustainable hospitality, and health equity.

E-commerce and Omnichannel Models: Retail, luxury, and hospitality players increasingly embrace direct-to-consumer strategies, blurring traditional sales and engagement channels.

Changing Consumer Demographics: Aging populations impact Healthcare and Wellness, while Gen Z preferences reshape the Retail, Luxury, and Sports sectors.

Geopolitical and Economic Pressures: Inflation, shifting trade policies, and supply chain disruptions are reshaping global manufacturing, energy sourcing, and pricing strategies.



Impact of Global & Regional Trends

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2.1 Global Trends Impacting the Industry

The global business landscape is rapidly evolving, shaped by macroeconomic shifts, technological advancements, and changing consumer behaviors. Several key trends are driving transformation across multiple sectors within the corporate world:

- **Globalization and Regionalization:** While globalization continues to drive corporate expansion into emerging markets, there is an increasing push toward regionalization. This shift is particularly evident in healthcare and industrial sectors, where localized supply chains are becoming a priority due to geopolitical tensions, supply chain resilience strategies, and regulatory requirements. Companies are balancing international reach with regional agility to ensure efficiency and compliance.
- **Holistic Consumer Experiences:** Companies are prioritizing seamless, integrated consumer journeys across multiple touchpoints. This omnichannel approach is particularly crucial in Retail, Luxury, Hospitality, and Sports, where digital transformation is reshaping customer engagement. From AI-driven personalization to immersive experiences in physical stores and venues, businesses are leveraging technology to meet rising consumer expectations.
- **Increased Focus on Health and Wellness:** Across industries, there is a significant push toward preventive healthcare, wellness tourism, and personalized well-being initiatives. This is driving innovation in pharmaceuticals, fitness, mental health, and holistic wellness solutions. Companies in healthcare, hospitality, and consumer goods are investing in products and services that cater to the growing demand for well-being, including sustainable nutrition, biohacking, and corporate wellness programs.
- **Energy Transition and Sustainability:** The transition toward renewable energy sources and sustainable practices is reshaping multiple industries. Traditional energy firms are investing heavily in wind, solar, and hydrogen power, while manufacturing and logistics companies are integrating carbon-neutral strategies. This shift is creating new employment opportunities in clean energy, circular economy practices, and green technology innovation.

2.2 Regional Trends

Economic growth, government policies, and consumer preferences vary significantly by region, leading to distinct trends that influence corporate strategies and job markets:



EUROPE

Sustainability and regulatory compliance are key drivers of change, particularly in Retail, Luxury, Energy, and Healthcare. The EU's Green Deal and stricter ESG regulations are pushing companies to innovate in sustainable fashion, clean energy, and ethical healthcare solutions. Additionally, Europe's commitment to digital transformation is fostering advancements in AI-driven retail experiences and smart infrastructure.



MIDDLE EAST

The region is experiencing unprecedented investment in hospitality, healthcare, and sports entertainment, largely driven by national economic diversification plans such as Saudi Arabia's Vision 2030 and the UAE's smart city initiatives. These efforts are positioning the Middle East as a global hub for tourism, medical innovation, and major sporting events, leading to increased employment in luxury hospitality, sports management, and healthcare technology.



ASIA PACIFIC

China remains dominant in the Luxury sector, despite subdued local demand following the Covid-pandemic. Meanwhile, Southeast Asia is experiencing rapid growth in healthcare and infrastructure, fueled by urbanization and government-backed healthcare reforms.



AMERICA

North America leads in biotech innovation, sustainable retail practices, and evolving sports business models. The region is at the forefront of gene therapy, AI-powered healthcare solutions, and eco-conscious consumerism, with major corporations investing in circular economy models and personalized medicine. The sports industry is also transforming, with tech-driven fan engagement strategies and the rise of esports influencing traditional sports leagues.

Sector-Specific Insights

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3.1 Consumer & Retail

Current Situation

The sector faces shifting economic dynamics, inflationary pressures, and evolving regulatory environments. Digital transformation is underway, reshaping commerce models.

Key Trends:

- **Threats to Globalization:** The possibility of trade wars and tariffs is threatening the expansion into emerging markets and the integration of global supply chains which have taken decades to build.
- **Omnichannel Strategies:** Retailers are increasingly adopting hybrid models that combine online and physical retail, leveraging direct-to-consumer platforms and personalized marketing.
- **Evolving Consumer Demographics:** With aging populations and Gen Z's rise, consumption patterns are shifting towards health-conscious, ethical, and tech-savvy products and experiences.
- **Sustainability Focus:** Sustainability is a core business strategy, with companies investing in eco-friendly packaging, ethical sourcing, and circular economy models.
- **Data-Driven Personalization:** Businesses use AI and big data to tailor offerings, anticipate customer needs, and optimize supply chain efficiencies.

3.2 Luxury

Current Situation

The global luxury market is poised to reach €1.8 trillion by 2025. While China faces turbulence, Spain's luxury market grows driven by Latin American wealth inflows.

Key Trends:

- **Global Expansion:** Brands are deepening their presence in emerging markets while diversifying supply chain operations to ensure resilience.

- **Sustainability and Ethical Sourcing:** The demand for eco-friendly and ethically sourced luxury products is reshaping production and marketing strategies.
- **Digital Acceleration:** Luxury e-commerce is booming, with omnichannel customer engagement becoming a competitive necessity.
- **Experiential Luxury:** Consumers seek unique, immersive experiences rather than ownership, driving innovation in brand activations and service.
- **New Generational Values:** Millennials and Gen Z prioritize transparency, inclusivity, and authenticity, influencing brand communication and positioning.

3.3 Healthcare

Current Situation

The healthcare sector is driven by an aging population, rising R&D costs, regulatory challenges, and a shift towards value-based care.

Key Trends:

- **Digital Health Solutions:** Telemedicine, remote monitoring, and AI-driven diagnostics are expanding access and improving care delivery.
- **Personalized Medicine and Biotech Innovations:** Advances in genomics and biotechnology enable targeted therapies and precision treatments.
- **Sustainability in Healthcare:** Pharma companies are increasingly adopting green production practices and reducing carbon footprints.
- **Preventive Healthcare Growth:** There's a strategic pivot towards wellness, early intervention, and chronic disease management.
- **Localization and Resilience:** Focus on regionalized pharmaceutical production to mitigate global supply chain risks.

3.4 Energy and Industrial Products

Current Situation

Energy demand is projected to grow through 2050, driven by emerging markets. The energy transition and increasing regulatory pressures dominate sector dynamics.

Key Trends:

- **Renewable Energy Investment:** Solar, wind, and hydrogen projects are scaling rapidly, with significant capital inflows.
- **Industrial Digitalization:** AI-driven predictive maintenance, smart grids, and digital twins are optimizing industrial operations.
- **Energy Storage and Smart Grids:** Technological innovations are enhancing grid reliability and supporting decentralized energy models.

- **Circular Economy Models:** Sustainable manufacturing practices are gaining traction, focusing on resource efficiency and emissions reduction.
- **Geopolitical and Regulatory Pressures:** Energy security concerns and stricter sustainability regulations are reshaping investment strategies.

3.5 Hospitality and Leisure

Current Situation

The sector is recovering post-pandemic, but high operational costs and changing consumer preferences shape the landscape.

Key Trends

- **Sustainable Tourism:** Eco-friendly accommodations and travel experiences are increasingly demanded by conscious travelers.
- **AI-Driven Personalization:** Smart hotel technologies and data analytics enhance guest experiences through tailored services and seamless interactions.
- **Experience Economy:** Demand for unique, immersive experiences is reshaping offerings in travel, wellness, and entertainment.
- **Wellness Tourism:** Growth in demand for health-centric travel experiences, combining leisure with well-being.
- **Operational Efficiency Through Digitalization:** Hotels and resorts invest in automation and IoT to manage costs and optimize service delivery.

3.6 Sports

Current Situation

Technology and digital platforms are revolutionizing sports business models, enhancing fan engagement and revenue streams.

Key Trends:

- **Data Analytics in Performance Optimization:** Teams and athletes leverage big data to drive performance improvements and injury prevention.
- **Digital Engagement:** Streaming platforms, virtual fan experiences, and e-commerce for merchandise are expanding revenue channels.
- **Sponsorship Evolution:** Brands seek partnerships that align with values of sustainability, diversity, and social impact.
- **Esports and New Sports Ventures:** Esports' exponential growth and the rise of new sports formats are opening novel investment and career opportunities.

Top Employers and Strategic Partnerships

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4.1 Overview

The Diversified Industries vertical boasts a dynamic network of employer relationships spanning Consumer, Luxury, Healthcare, Energy, Industrial, Hospitality, and Sports sectors. IE University's strategic engagement with top-tier employers has ensured consistent hiring pipelines, strong employer brand perception, and robust graduate program participation.

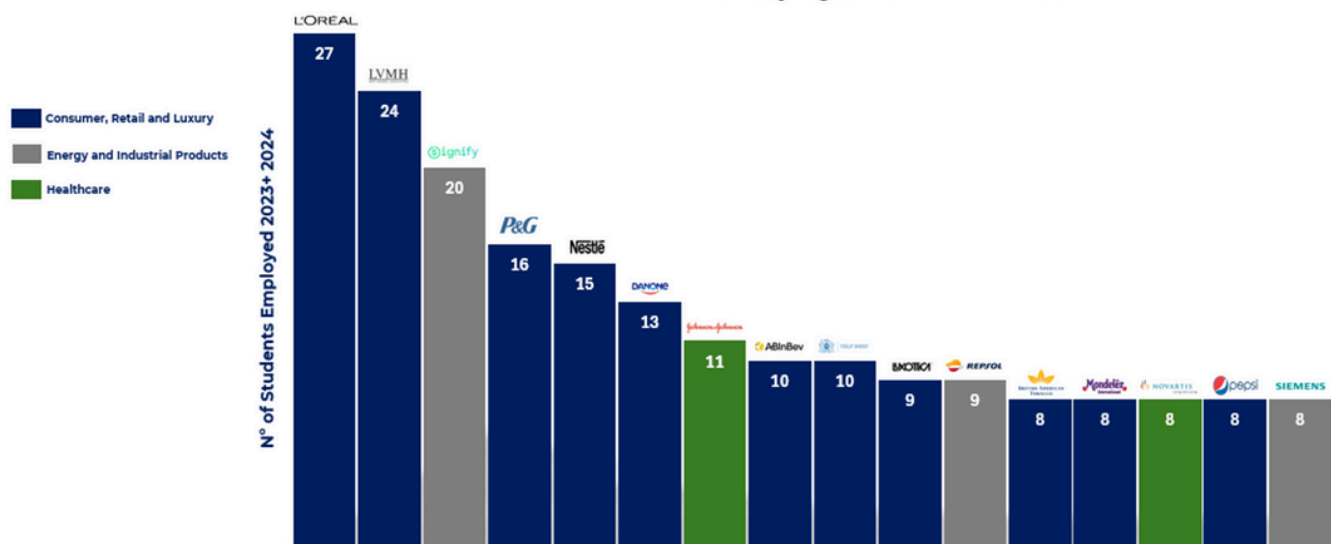
Between 2023 and 2024, Diversified Industries employment has been led predominantly by Consumer, Retail and Luxury companies, accounting for 7 out of the 10 top recruiters. All top 16 employers maintain regular on-campus engagement and have dedicated recruitment channels or programs for junior talent.

4.2 Top Employers 2023 & 2024 Engagement Highlights

Economic growth, government policies, and consumer preferences vary significantly by region, leading to distinct trends that influence corporate strategies and job markets:

Employment Partners Leaders

DI Employment 2023+2024



- 7 of the top 10 employers in Diversified Industries are from the Consumer/Retail/Luxury sector.
- 100% of the top 16 employers participate in regular on-campus activities.
- 100% of these employers have Junior or MBA Recruitment Programs or Dedicated Hiring Channels.

Consumer Retail & Luxury

- **Active Partners:** Danone, L'Oréal, Henkel, LVMH, Richemont, Kimberly-Clark, Nestlé, Puma, Luxottica, Ferrero, Valentino, Farfetch, Emma, Havaianas, Kenvue.
- **Active Partners with University/Business School Dedicated Channel in Place:** Adidas, Heineken, PepsiCo, Diageo, Philip Morris, Red Bull, Nike, AB InBev, Kraft Heinz, Mars.

Top Recruiters by Employment Volume:



DANONE **LVMH**

Healthcare

- **Active Partners:** GSK, MSD, Eurofins, Sanofi, Boehringer Ingelheim, IQVIA.
- **Active Partners with University/Business School Dedicated Channel in Place:** Roche, Thermo Fisher Scientific, Danaher, Novartis, Johnson & Johnson, Lilly, AbbVie, Novo Nordisk.

Top Recruiters by Employment Volume:

Johnson & Johnson

 **NOVARTIS**



Energy and Industrial Products

- **Active Partners:** BASF, Tesla, CHEP, Signify, Ford, Acciona, BP, Iberdrola, Repsol, CEPSA, Verisure, EDP, Schneider Electric.
- **Active Partners with University/Business School Dedicated Channel in Place:** Nissan, Hilti, Siemens, Puma Energy.



Top Recruiters by Employment Volume:



Hospitality and Leisure

- **Active Partners:** Hyatt, Meliá Hotels International, Radisson, Palladium Hotel Group, MSC Cruises.
- **Active Partners with University/Business School Dedicated Channel in Place:** Currently, no dedicated initiatives; opportunity to strengthen structured junior hiring programs.

Definition of "Active Partners with University/Business School Dedicated Channel in Place"

This term refers to companies that have structured recruitment programs or dedicated engagement channels with universities and business schools to attract and hire junior talent. These initiatives often include:

- **Graduate Programs:** Formalized rotational or leadership development programs designed to onboard and train young professionals.
- **MBA-Specific Hiring Initiatives:** Tailored recruitment efforts targeting MBA graduates for mid-level or leadership-track positions.
- **Direct University Engagement Strategies:** Long-term partnerships with universities, including career fairs, case competitions, internships, and mentorship programs.

Why This Matters for Diversified Industries at IE University

In the Diversified Industries (DI) vertical, many companies operate in highly structured corporate environments where talent acquisition is a key priority. These firms—including those in Consumer, Luxury, Retail, Energy, Industrial Products, Healthcare, Hospitality, and Sports—often rely on institutionalized hiring channels to secure young talent, particularly for leadership pipelines and specialized roles.

For IE University, focusing on Active Partners with Dedicated Channels is crucial because:

- **Stronger and More Predictable Hiring Pipelines**
 - Companies with structured recruitment channels tend to hire regularly from targeted schools, ensuring a steady flow of opportunities for our students.

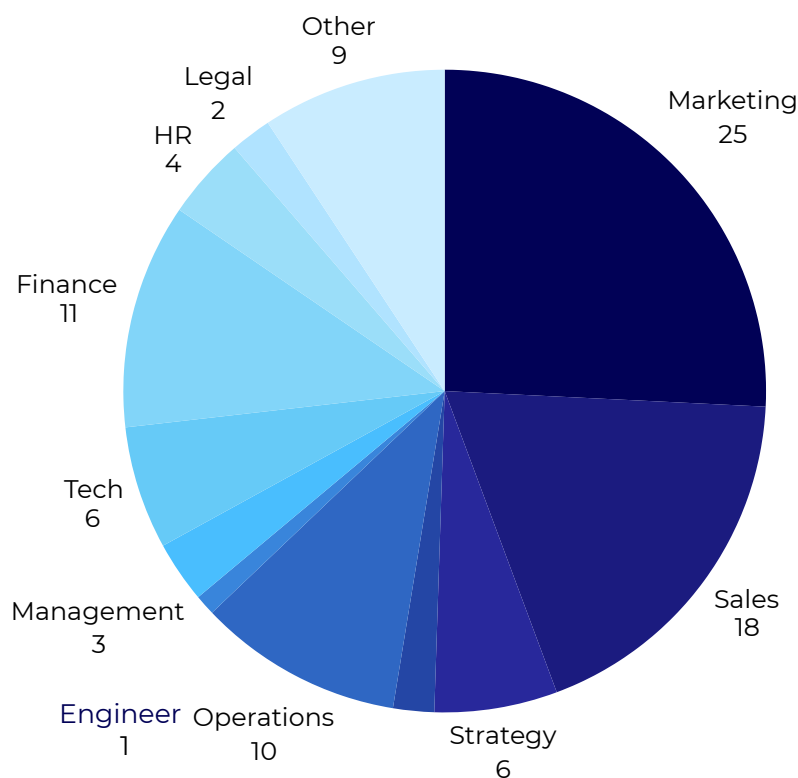


- Unlike ad-hoc hiring, these firms provide consistent engagement, making it easier to build long-term relationships and track placement success.
- **Better Alignment with Employer Needs**
 - These companies often collaborate with universities to co-develop talent, adjusting recruitment strategies based on emerging skill trends.
 - Engaging with them allows us to align academic programs, career development, and employer expectations, making IE students more competitive.
- **Competitive Advantage Over Other Institutions**
 - Schools with stronger corporate partnerships benefit from higher employment rates, stronger alumni networks, and increased employer loyalty.
 - By proactively engaging with firms that invest in structured hiring, we position IE as a key talent source for leading employers.

Key Takeaway:

The presence of a dedicated recruitment channel is a strong indicator of a company's commitment to early-career and/or MBA hiring. For IE's Diversified Industries vertical, strengthening partnerships with these firms ensures a more robust employment ecosystem, benefiting both students and corporate partners.

4.3 Employment by Function



*Values in percentages

In 2024, **Marketing and Sales** dominate employment, accounting for **42%** of total employment. These fields reflect the high demand for roles focused on business growth and customer engagement. Meanwhile, **Strategy, Finance, Operations, and Tech** each represent around **10%** of employment, showing that these sectors continue to play a crucial role but with more balanced representation compared to the sales and marketing areas. The remaining functions, including **Consulting and Engineering**, make up smaller portions of the total employment.

4.4 Sector Health



The graph above is about **Subverticals Health**, focusing on specific sectors within a broader industry. It maps sectors based on two axes:

- 1. % Employed from Companies on Campus (22/23 or 24)** – This measures the percentage of students employed at companies that were actively engaging with the campus during these years.
- 2. % Employed in Relevant Companies** – This axis shows the percentage of students employed in companies relevant to their sector of study.

From the chart, it is clear that sectors like Luxury, Hospitality, Healthcare, and Consumer have a strong and active engagement with campus recruitment and provide quality placement opportunities for students. This means these industries are successful in providing valuable job opportunities with well-established companies.



On the other hand, industries like Sports, Energy, and Industry-related sectors show lower percentages of engagement with relevant companies, meaning there is less placement activity or fewer opportunities in these fields.

Key Takeaway:

- Consumer, Luxury, Healthcare, and Hospitality sectors are deemed to offer quality placement due to high employment rates in relevant companies.
- Industrial-related sectors such as Retail, Transport & Logistics, Automotive, and Energy have less control over their engagement with students, leading to fewer job placements within these industries.

This visualization helps provide insight into where students might find stronger opportunities and more active industry partnerships for employment in 2024.



Talent Needs and Recruitment Trends

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5.1 Overview

The talent landscape within Diversified Industries is evolving rapidly, driven by the dual forces of digital transformation and sustainability imperatives across all sectors. Companies are seeking hybrid profiles that combine business acumen with technological expertise, alongside a deep understanding of environmental, social, and governance (ESG) considerations. Technological skills, both hard and soft, are in high demand across all industries, with a particular emphasis on artificial intelligence (AI). The need for AI proficiency is not only seen in technical roles but also in leadership and strategic positions, as companies strive to leverage technology in all aspects of their operations.

5.2 Sector-Specific Talent Trends

Consumer, Retail and Luxury

- **Digital Skills Demand:** There is an increasing need for digital marketing specialists, data analysts, and e-commerce managers to support omnichannel strategies. Digital transformation continues to reshape how brands interact with consumers, highlighting the need for data integration and customer experience personalization.
- **Sustainability Profiles:** Rising demand for sustainability officers capable of driving eco-friendly initiatives, especially in supply chains and packaging. Luxury and retail brands are focusing on sustainability, with an emphasis on using eco-friendly materials and implementing circular economy models.
- **Global Mindset:** Profiles who can navigate expanding global operations and understand the complexities of consumer behavior across diverse markets.

Healthcare

- **Data-Driven Healthcare:** High demand for healthcare data analysts and digital health specialists, fueled by the growth of telemedicine and AI-driven diagnostics. Digitalization and data integration are key to innovations in personalized medicine and biotechnology.

- **Regulatory Affairs Experts:** Companies seek professionals who can navigate complex global healthcare regulations. The continuous expansion of preventive healthcare and the demand for innovative solutions such as telemedicine are driving the sector.
- **Localized Talent:** Increased need for professionals to support regionalized pharmaceutical production and supply chain resilience.

Energy and Industrial Products

- **Renewable Energy Talent:** Engineers specialized in renewable energy (solar, wind, hydrogen). The energy transition is accelerating, with a growing focus on digitalization and automation in industrial processes.
- **Industrial Digitalization:** AI and machine learning specialists focused on predictive maintenance and the development of smart grids and energy storage solutions.
- **Sustainability Consultants:** ESG-focused consultants are key to driving energy transition strategies and compliance with new regulations.

Hospitality and Leisure

- **Guest Experience Specialists:** Digital marketing professionals and tech specialists (AI, IoT) who can enhance personalization and operational efficiency. The hospitality sector is recovering, driven by demand for unique experiences and the digitalization of services such as digital check-ins and customer personalization through data.
- **Revenue Managers:** Analysts skilled in pricing strategy and revenue optimization, critical as cost pressures rise.
- **Sustainability Managers:** Growing need for professionals to lead eco-friendly initiatives in hotel and travel operations, aligning with the rising demand for sustainable tourism.

Sports

- **Digital Content and Engagement:** Demand for digital marketing experts and data scientists focused on fan engagement and the growth of esports. Digital platforms are redefining fan interaction, requiring profiles skilled in content creation and data analytics.
- **Sponsorship and Partnership Managers:** New roles focused on developing partnerships aligned with social impact and sustainability values.



On-Demand Skills and Competencies in Diversified Industries

Data Analyst & Visualization

- **Application in Diversified Industries:** Across all sectors, from consumer & luxury to energy & industrial products, the ability to analyze and visualize data is critical. Consultants are expected to handle large datasets, leveraging tools like Tableau, Power BI, SQL, and Python. Advanced data storytelling is key in sectors like healthcare, where AI-driven diagnostics and patient data management are essential for delivering insights to clients. In consumer and retail, data analysis is vital for shaping marketing strategies and optimizing supply chains.
- **Competency:** Candidates must not only handle data but also interpret it to provide actionable, data-driven recommendations to clients, integrating this into their strategic and operational advice.

AI & Automation Awareness

- **Application in Diversified Industries:** AI and automation are game-changers across all sectors. In energy & industrial products, AI is used for predictive maintenance and smart grid developments. In healthcare, AI and machine learning are transforming diagnostics and patient management. Consultants must understand how AI applications such as machine learning, RPA, and AI-enhanced strategy can improve operational efficiency, customer engagement, and innovation.
- **Competency:** Candidates should grasp the basics of AI applications in business and understand the ethical considerations of AI, especially in sectors like sustainability and healthcare, where ethical AI can significantly impact operational practices.

Soft Skills - Communication & Storytelling

- **Application in Diversified Industries:** Whether working in hospitality, luxury, or sports, consultants need to communicate complex ideas effectively. In these sectors, especially where customer engagement and brand identity are crucial, consultants must present data and insights through clear storytelling—whether in slide decks, reports, or client presentations.
- **Competency:** Strong verbal and written communication, as well as structured thinking and active listening, are critical in building client trust and ensuring strategic recommendations are well understood and actionable.



Adaptability & Learning Agility

- **Application in Diversified Industries:** The fast-changing nature of sectors like sports and technology demands that candidates quickly adapt to new trends, markets, and regulatory environments. Whether exploring new luxury market dynamics or advising on AI in energy, consultants need to learn rapidly and apply new industry knowledge effectively.
- **Competency:** Success in diversified industries requires curiosity, research efficiency, and openness to feedback, particularly when entering unfamiliar sectors or assisting clients undergoing digital transformation or sustainability transitions.

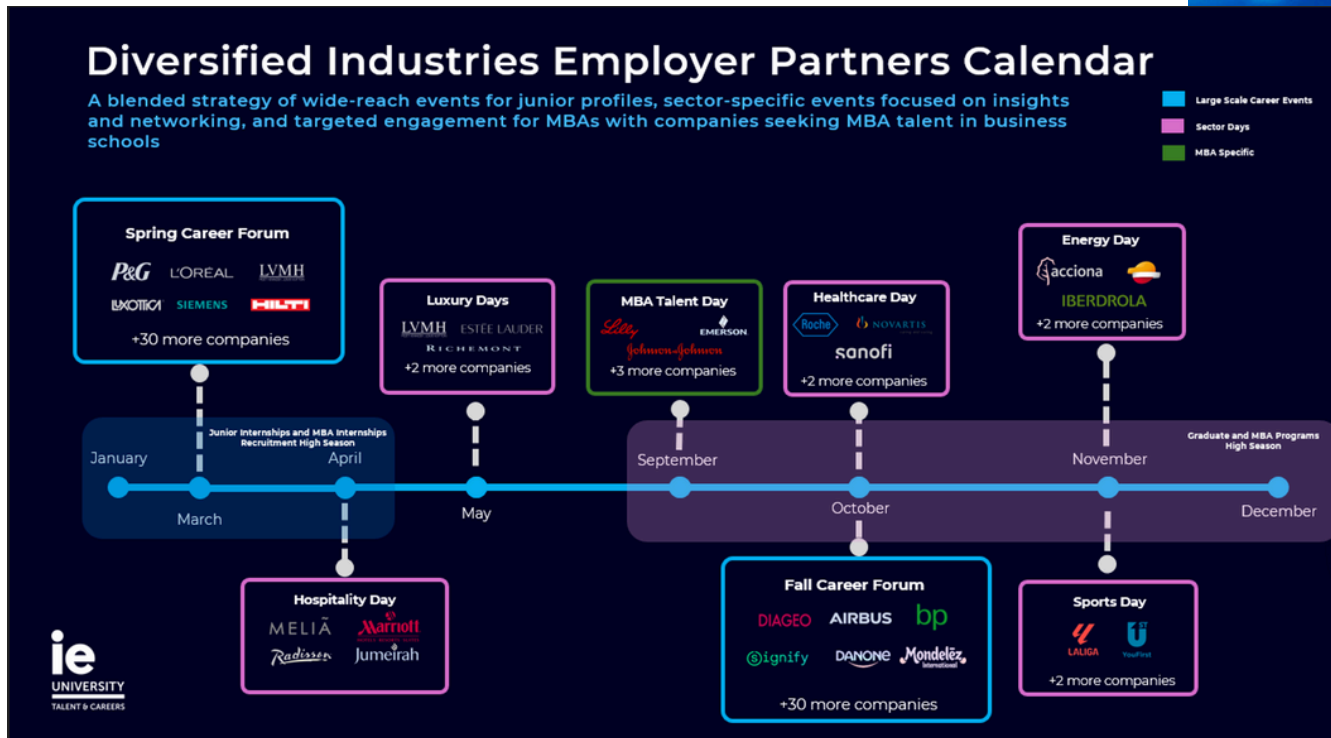
5.3 Key Recruitment Dynamics

- **Graduate Programs on the Rise:** Companies are increasingly channeling hiring through structured Graduate/Leadership Programs to build a pipeline of young, adaptable talent.
- **MBA Recruitment Divergence:** While MBA hiring remains strong in the Consumer and Energy sectors, Healthcare is experiencing a slight decline in MBA-focused recruitment initiatives.
- **Early Specialization:** Firms are valuing candidates who show early alignment with sector-specific skills (e.g., sustainability certifications, AI proficiency).
- **Preference for Multiskilled Profiles:** Candidates who combine business strategy, digital fluency, and sustainability understanding are significantly more attractive to employers.



Recruitment Timelines by Industry

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IE University's approach to supporting high season recruitment for various industries, ensuring that students have ample opportunities to connect with leading employers and secure internships or full-time roles. Let me break this down into a text explanation.

High Season Recruitment at IE University

At IE University, we strategically align our recruitment activities to coincide with the high season for graduate and MBA recruitment, ensuring our students have access to a wealth of opportunities. These months typically revolve around two key peaks in recruitment: March to May and September to November.

1. Junior Opportunities and Internships

High Season - Mainly Spring & Fall

The high season for recruitment is a key time for students to engage with companies across various sectors looking for talent.

Our **Spring Career Forum** (held in March) and **Fall Career Forum** (held in October) are large-scale career events that attract top companies from diverse industries. During these events, students have the chance to meet with industry leaders such as **P&G, L'Oréal, Siemens**, and many more, for both internships and full-time recruitment.

2. Leadership/Graduate Programs

High Season: Fall

Graduate Programs are high-potential programs specifically designed by companies to recruit top-tier talent from universities and business schools. These programs are aimed at students with significant potential and offer a fast track within the company, allowing participants to progress rapidly in their careers. However, these programs are highly competitive, as companies seek the best talents to join their teams. Typically, these programs start in **September**, but the selection process begins in the **Fall** of the previous year, as it is a lengthy process involving multiple stages, including interviews and specific assessments. IE University, aware of the significance of these programs, ensures that its students are well-prepared to compete on a global level.

3. MBA Programs and Summer Internships

High Season: Fall and Jan/Feb

IE University also hosts events focused on targeted engagement for MBA students, providing them with direct access to companies specifically seeking talent from MBA programs. In addition to the general recruitment events, many companies also have **dedicated channels** for MBA candidates, which often leads to direct recruitment for their **MBA Programs or MBA Summer Internships**. These programs are particularly tailored for MBA students and offer unique opportunities for fast career advancement within leading global companies.

The recruitment processes for both **MBA Programs and Summer Internships** typically begin in **September or Fall**, aligning with the overall high season for graduate recruitment. However, it's important to note that **Summer Internship recruitment** can start even earlier, as early as **January** in some cases, due to the highly competitive nature of these internships. As a result, MBA students at IE University are encouraged to start preparing well in advance to secure the best opportunities. These targeted events ensure that MBA students are well-positioned to secure roles that not only match their advanced skills and ambitions but also offer structured career paths within top companies.



4. Full-Time Positions

Unlike MBA programs and summer internships, **full-time positions** do not have a specific recruitment timeline. These positions are typically offered on a **rolling basis**, as they depend on the business needs and internal movements within each company. Since these positions arise as companies identify the need for new hires or as current employees transition to different roles, recruitment for full-time roles is more flexible and can occur at any time throughout the year. This makes it more unpredictable and requires candidates to stay alert and proactive in their job search, as positions can become available unexpectedly.

Talent Department Relations

When it comes to programs like **Graduate Programs, MBA Programs**, or scholarship opportunities, the relationship with the **Talent Departments** is much more **fluid and structured**. Companies have dedicated teams that manage the recruitment for these specific programs, allowing for a more streamlined and efficient process for both students and employers. On the other hand, full-time roles are more scattered across different **geographies and functions** within the company, and are managed by a wider variety of individuals in different departments. This decentralized structure makes it more challenging to navigate and manage effectively, as the recruitment process for full-time positions is not as unified or centralized as it is for targeted programs like MBA or Graduate Programs. As a result, students looking for full-time opportunities may face a more complex process, requiring them to engage with multiple contacts and be adaptable to different recruitment channels.

5. IE University: Adapting to Recruitment Needs

At IE, we understand that each industry and program has unique recruitment needs. That's why our events are not only large-scale forums but also sector-specific gatherings that allow companies to target students with particular expertise. Our **blended strategy** offers a **wide-reach** approach to junior profiles while also offering deep engagement for MBA talent. This ensures that our students are supported throughout the year, no matter what sector or role they are pursuing.

By strategically organizing these events, IE University ensures that students have access to valuable networking opportunities, gain insights into industry trends, and receive tailored support during the high season recruitment months.



This proactive approach helps IE students secure roles with some of the most prestigious global companies, ensuring they are competitive in the job market.

At IE University, we have designed our recruitment calendar to meet the diverse needs of students and align with the broader recruitment market.

- **Large-Scale Events:** We organize two large-scale events, such as the Career Forums, to meet the needs of junior recruitment. These events are aligned with the recruitment timelines of the broader market.
- **MBA-Specific Events:** We host two MBA-specific events:
 - January/February for early recruitment of IMBA students.
 - September for recruitment targeting students in MBA programs.
- **Sector-Specific Subsector Days:** In addition to the broad-reaching career forums, IE University organizes sector days throughout the year. These events cater to specific industries and provide students with in-depth insights, networking, and recruitment opportunities:
 - **Luxury Days (May)** – Targeted for students interested in the luxury sector, with companies like *LVMH, Estée Lauder, and Richemont*.
 - **Healthcare Day (October)** – A specialized event with companies such as Roche, Novartis, and Sanofi.
 - **Energy Day (November)** – For students seeking opportunities in the energy sector, with companies like *Acciona and Iberdrola*.
 - **Hospitality Day (May)** – Aimed at students interested in the hospitality industry, featuring companies such as *Meliá, Marriott, and Jumeirah*.
 - **Sports Day (November)** – Focusing on the sports sector, with leading companies like *La Liga and YouFirst*.

LVMH ESTÉE LAUDER RICHEMONT



Alumni Insights and Success Stories

7

The IE University alumni community is a global network of more than 80,000 alumni across 165+ countries.

Alumni Data

Consumer & Retail Industries | Over 15,000 IE Alumni

Top 5 Employers:

- **L'Oréal** - 138
- **Inditex** - 101
- **El Corte Inglés** - 82
- **Nestlé** - 74
- **Pepsi** - 53

Healthcare | Over 3,500 IE Alumni

Top 5 Employers:

- **Roche** - 115
- **Eli Lilly** - 75
- **AstraZeneca** - 58
- **GSK** - 57
- **Novartis** - 52

Hospitality | Over 1,000 IE Alumni

Top 5 Employers:

- **Meliá Hotels International** - 42
- **Barceló Hotel Group** - 31
- **TUI** - 20
- **Palladium Hotel Group** - 17
- **Radisson Hotel Group** - 16

Luxury | Over 500 IE Alumni

Top 5 Employers:

- **LVMH Group** - 60
- **Richemont** - 47
- **Puig** - 22
- **Chanel** - 21
- **Chalhoub Group** - 12



Sports | Over 600 IE Alumni

Top 5 Employers:

- **LaLiga** - 15
- **Real Madrid C.F** - 11
- **FIFA** - 7
- **International Olympic Committee (IOC)** - 4
- **DAZN** - 4

Industrial and Energy | Over 14,000 IE Alumni

Top 5 Employers:

- **Repsol** - 199
- **Aramco** - 177
- **Endesa** - 114
- **Acciona** - 97
- **Cepsa** - 93

Within the Industrial & Energy vertical, here is the breakdown of alumni by sub-sector:

Energy | Over 3,700 IE alumni

Top 5 Employers:

- **Repsol** - 199
- **Aramco** - 177
- **Endesa** - 114
- **Acciona** - 97
- **Cepsa** - 93

Aerospace & Defence: +1,400 IE Alumni

Top 5 Employers:

- **Airbus** - 83
- **Iberia** - 38
- **Leonardo** - 35
- **Aena** - 31
- **Latam Airlines** - 27

Construction: + 6,200 IE Alumni.

Top 5 Employers:

- **Ferrovial** - 83
- **CBRE** - 54
- **JLL** - 52
- **INECO** - 45
- **CEMEX** - 41

Industrial Products & Manufacturing: + 2,900 IE Alumni

Top 5 Employers:

- **Siemens** - 52
- **ABB** - 33
- **Schneider Electric** - 27
- **TK Elevator** - 21
- **Tetra Pak** - 18



Transports & Logistics: + 3,200 IE Alumni.

Top 5 Employers:

- **SEUR** - 55
- **CHEP** - 50
- **Alsa** - 23
- **Renfe** - 20
- **Logista** - 18

Alumni Success Stories

Notable Achievements: Several IE graduates have risen to executive-level roles in leading firms such as:

- Consumer, Retail and Luxury: LVMH, P&G, Mars Chanel
- Energy and Industrial Products: Siemens, Acciona and Schneider Electric among others
- Healthcare: Novartis, GSK, Bayer among others...
- Hospitality; NH Hotel Group, RIU Hotel Group, Palladium Hotel Group among others..



Challenges and Opportunities for IE University in DI

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As IE University continues to prepare and place students in diversified industries such as Healthcare, Energy, Retail, Technology, and Manufacturing, it faces certain industry challenges, as well as unique opportunities to leverage. By being proactive in addressing these factors, IE University can position itself as a key feeder of talent in these growing sectors.

8.1 Industry Challenges

- **Skills Gap:** The rapid evolution of technology and digitalization has created a growing demand for specialized skills in areas such as AI, cybersecurity, and data analytics. However, the supply of professionals with these skills has not kept up with demand, creating a skills gap affecting multiple industries.
- **Integration of Emerging Technologies:** The adoption of technologies like generative AI and automation requires educational institutions to continuously update their programs to prepare students for these disruptive changes.
- **Sustainability as a Hot Topic:** Companies recognize that sustainability is an urgent and important issue, but many do not fully understand what skills or expertise they need to address these challenges. While there is an orientation towards sustainable practices, many companies are uncertain about how to integrate sustainability into their operations and where to turn to find the right talent. This creates a challenge for students and organizations alike in aligning skill sets and expectations.



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