

## March 2026

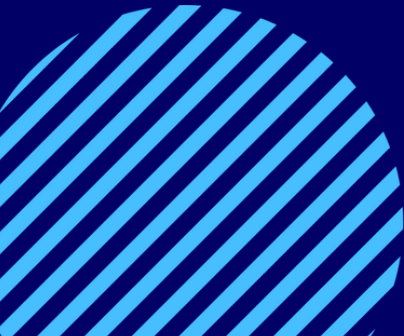
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## EXECUTIVE SUMMARY

The Diversified Industries Sector Insights Session delivered an integrated view of market dynamics, recruitment trends, and career opportunities across key industry verticals. Drawing on both presentation data and live employer-facing insights, the session emphasized the accelerating impact of AI and digital transformation on business models and talent requirements across all roles and subsectors. Companies are increasingly prioritizing hybrid, skills-based profiles and adaptability in response to shifting economic conditions and technological disruption. While opportunities remain robust—particularly in hospitality, healthcare, and emerging tech-driven roles—candidates must proactively position themselves, leveraging IE's partnerships and aligning closely with sector-specific expectations to remain competitive in a rapidly evolving job market.

## SESSION CONTEXT & OBJECTIVES

The session combined structured sector analysis with practical insights gathered from direct employer interactions. It aimed to equip students with a realistic understanding of hiring needs, industry developments, and how to effectively navigate recruitment processes across diversified industries. The 60-minute agenda covered sector overviews, market snapshots, junior and senior opportunities, IE company partnership updates, upcoming events, and specialist jobseeker advice, concluding with a 30-minute open Q&A.

## SECTOR OVERVIEW

The diversified industries ecosystem is structured across five main verticals, with **Consumer, Luxury & Retail** representing the largest employment share (43.2%), followed by **Hospitality & Leisure** (37.1%), **Energy & Industrial Products** (10.3%), **Healthcare** (7.7%), and **Sports** (1.7%).

Representative companies featured across these verticals include **LVMH, Inditex, Red Bull, GSK, Bayer, MSD, Novo Nordisk, Novartis, Roche, Eli Lilly, Radisson, Nike, and Emerson**, among others.

Each sector operates across distinct B2B and B2C models, requiring tailored skill sets and professional mindsets:

- **Energy & Industrial Products** demands a process-oriented, efficiency-focused, long-term planning and engineering mindset, with profile clusters in Operations, Supply Chain, and Engineering.

- **Consumer, Luxury & Retail** calls for customer-centric, trend-aware, and commercially driven profiles with strong storytelling skills, typically from Marketing, Communications, and Sales backgrounds.
- **Hospitality, Marketing & Sports** requires fast-paced, people-oriented, and performance-driven professionals in Event Planning, Sports Management, and Operations.
- **Healthcare** emphasizes analytical, impact-driven, and compliance-aware profiles that are patient-focused and R&D literate, drawing from Life Sciences, MBA, Pharmacy, and Data backgrounds.
- Understanding these differences is critical for effective career positioning.

## **MARKET TRENDS & INDUSTRY INSIGHTS**

The session reinforced that all sectors are undergoing transformation driven by macroeconomic pressures and technological innovation.

**Consumer, Luxury & Retail:** Sales remain solid but growth is slowing as consumers increasingly seek value. The ongoing Middle East conflict is contributing to market drag. Key hiring focus is on **omnichannel profiles** blending retail excellence, digital CRM, and data analytics—particularly in luxury. Hiring momentum strengthened in early 2026 compared to late 2025, with notable activity in e-commerce, marketplace, and growth marketing roles.

**Energy & Industrial Products:** Oil prices continue to rise amid uncertainty stemming from the Middle East conflict. Mid-sized European energy players are increasingly hiring **hybrid profiles** combining business with tech, or law with digital, as the sector evolves toward a service-based model. Emerging roles include Supply Chain Resilience Manager (focused on nearshoring and dual sourcing) and Power Markets & Pricing Analyst.

**Healthcare:** Pharma companies are navigating the latest **Trump Prescription Drug Pricing Plan**, which carries significant implications given that the U.S. accounts for approximately 50% of global prescription drug sales revenue (approximately \$800 billion). Digitalization and AI are reshaping research and operations, driving demand for data and MedTech profiles.

**Cross-sector trends** include a notable uptick in junior **HR roles** linked to the analysis of AI-driven workflow disruption, and the continued rise of an **AI-Powered CRM / Personalization Lead** profile in consumer sectors.

These dynamics are influencing both business strategies and hiring priorities, with AI usage increasing across all roles regardless of sector.

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## **EXECUTIVE SUMMARY**

The Diversified Industries Sector Insights Session provided a practical, market-facing perspective on industry dynamics, recruitment trends, and career pathways, delivered directly from employer engagement insights. The session emphasized the breadth of the diversified industries landscape and the increasing importance of aligning candidate profiles with evolving company needs. A key theme was the growing influence of AI and digital transformation across all sectors, driving demand for hybrid skill sets and reshaping hiring practices. Additionally, the session highlighted the importance of proactive career positioning, leveraging IE's corporate partnerships, and adapting to sector-specific recruitment expectations to maximize employment opportunities.

## **SESSION CONTEXT & OBJECTIVE**

The session was led by the Head of Diversified Industries within Employer Partnerships, providing a company-facing perspective on hiring trends and market developments. Unlike traditional career advisory sessions, the focus was on real-time insights gathered directly from interactions with employers, offering students a clearer understanding of what companies are currently prioritizing in recruitment.

## **SECTOR OVERVIEW**

Diversified industries encompass a wide range of sectors, including Consumer, Luxury & Retail; Energy & Industrial Products; Healthcare; Hospitality & Leisure; and Sports. These sectors represent both B2C and B2B environments, requiring diverse profiles across commercial, technical, operational, and analytical functions.

The session reinforced that candidates must understand not only the sector they are targeting but also the underlying “core mindset” required—ranging from customer-centric and fast-paced approaches in consumer sectors to analytical, process-driven thinking in industrial and healthcare fields.

## **MARKET INSIGHTS & TRENDS**

Employers across diversified industries are undergoing significant transformation driven by technology, macroeconomic pressures, and shifting consumer behavior. AI is a central force across all sectors, influencing both business operations and hiring needs.

Key observations include:

- Increasing demand for candidates with **hybrid profiles** (e.g., business + tech, data + strategy)
- Greater emphasis on **digital capabilities and AI literacy**
- Shifts in hiring focus depending on sector maturity and regional market conditions
- Companies prioritizing **skills and adaptability** over purely traditional experience

These changes require candidates to stay informed and continuously adapt their profiles to remain competitive.

### **CAREER OPPORTUNITIES & HIRING FOCUS**

The session highlighted that opportunities exist across both junior and senior levels, but hiring expectations differ significantly depending on experience and specialization.

A notable trend is the evolution of roles influenced by AI and data, requiring candidates to demonstrate:

- Analytical and data-driven decision-making capabilities
- Commercial awareness and understanding of industry trends
- Ability to operate in cross-functional and hybrid roles

For more experienced profiles, companies are increasingly looking for candidates who can bridge strategy and execution, particularly in rapidly evolving sectors.

### **IE EMPLOYER ENGAGEMENT & DEVELOPMENTS**

IE continues to play a critical role in connecting students with employers through its Employer Partnerships function. The session emphasized ongoing collaboration with companies, including:

- Development of internship pipelines
- Participation in company sessions and recruitment initiatives
- Expansion of partnerships across industries and geographies

These efforts are designed to create more structured and accessible entry points for students into competitive sectors.

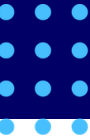
### **EVENTS & NETWORKING OPPORTUNITIES**

A central takeaway from the session is the importance of **active career ownership**.



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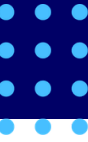
# DIVERSIFIED INDUSTRIES



Students are encouraged to:

- Align their profiles with sector-specific expectations
- Stay informed about market trends and employer needs
- Develop both technical and soft skills relevant to their target industry
- Leverage IE resources, partnerships, and events strategically

Additionally, candidates should be prepared to engage dynamically during sessions and recruitment processes, asking questions and demonstrating genuine interest and understanding of the industry.



## MARKET OVERVIEW

The diversified industries sector in late 2025 is experiencing **uneven growth** across consumer and industrial markets. Persistent **macro uncertainty**, particularly around **tariff policies** and **energy price volatility**, continues to shape investment decisions and hiring sentiment. While **European markets** show relative resilience, global hiring remains **cautious**—especially in discretionary and export-driven industries.

## CONSUMER SECTOR INSIGHTS

- **Retail Performance:** The **sports retail segment** remains weak, with **Nike, Adidas, and Puma** scaling back hiring. Puma has announced plans to **cut one in eight office roles**.
- **Corporate Restructuring:** Conglomerates continue to **streamline portfolios**, selling non-core divisions. Example: **Kering's \$4 billion sale** of its fragrance business to L'Oréal (Oct 2025).
- **Regional Strength:** **Spain** shows robust momentum with **3.5% year-on-year retail growth**, led by **Decathlon, Leroy Merlin, and Uniqlo**.

## INDUSTRIAL SECTOR INSIGHTS

- **Automotive:** Chinese manufacturers, particularly **BYD**, are rapidly increasing market share across the **UK and Europe**, challenging traditional brands.
- **Trade Policy Uncertainty:** Many industrial firms remain on hold, awaiting clarity on the **U.S. tariff litigation**, which has delayed investment decisions.
- **Energy Market:** Outlook remains **mixed**—**low oil prices** and **oversupply** suppress traditional energy profits, while **renewables** underperform expectations due to weak demand.

## HIRING LANDSCAPE

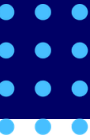
Despite headwinds, several key employers continue targeted hiring in **finance, strategy, and digital operations**:

- **Airbus** – *Finance NextGen Program*
- **Hilti** – *Outperformer India Program*
- **Organon** – *Finance Associate Director*
- **Leca Solutions** – *Pharma Business Strategy Analyst*
- **Cox** – *Director, Business Analysis & Structuring*
- **Chalhoub Group** – *E-commerce / Market Intelligence Roles*



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## **OUTLOOK**

Through 2026, hiring is expected to remain **selective and strategic**, emphasizing **transformation, efficiency, and market expansion**. Growth opportunities will likely center on:

- **Southern Europe retail**, driven by mid-market expansion;
- **EV and clean-tech manufacturing**; and
- **Strategic finance leadership roles** within multinational firms.

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The discussion focuses on the **Diversified Industries Sectors**, particularly within Consumer, Industry and Healthcare. These sectors are at the **intersection of changing market conditions and technological revolutions**, requiring constant adaptation to shifts in the global labor market.

## **TRENDS**

Several trends shape the sector today:

- **Cross-disciplinary skills** are increasingly valued, combining technical knowledge with communication and leadership capabilities.
- **Digital transformation** is reshaping marketing, communications, and broader career opportunities.
- **Global mobility** and international career paths are becoming the norm rather than the exception.
- **Adaptability and continuous learning** remain central to staying relevant in dynamic industries.

## **OPPORTUNITIES**

- Expanding **cross-border professional networks** enables greater career mobility and exposure to diverse opportunities.
- Aligning **student skill development with industry demands** ensures stronger employability outcomes.
- The rise of **sustainability and digitalization** offers new career pathways across industrial and creative sectors alike.

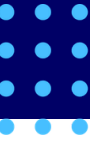
## **RECOMMENDATIONS**

- Encourage development of **hybrid skillsets** that combine technical expertise with communication and leadership.
- Organizations should **leverage diverse global talent pools** and foster lifelong learning programs.
- Educational institutions should promote **experiential learning, mentorship, and international exposure** to prepare graduates for dynamic global industries.



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## JOB OPPORTUNITIES FOR MBA STUDENTS

- Johnson & Johnson IRDP
- Emerson MBA Leadership Program (coming to campus on 29 Sept).
- Phillip Morris coming to campus on 29 Sept. to present their leadership program with a special QR code for attendees.