

Employment Report 2019



GBSB GLOBAL
BUSINESS SCHOOL

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Presentation



Antonio Rodriguez Engelmann

*Managing Director,
GBSB Global Business School*

GBSB Global Business School class of 2017-2018 encompassed an outstanding set of students who have gone on to secure exciting roles with some of the most renowned and innovative companies worldwide. In the midst of such turbulent and uncertain times, our students were successfully navigating the global context and over 90% of the 2017-2018 class accepted job offers within a year of graduation – 21% did so even before graduation.

These figures alone demonstrate the confidence of employers in our talented, global and open-minded graduates and their capability to come up with innovative ideas while building bridges and connecting the dots in this fractured or globalized world.

Based on GBSB Global's innovative DNA which encompasses the school's methodologies, approaches, and curriculum, most of our graduates claim to be satisfied ("much" or "to a great extent") with the education provided by GBSB Global Business School. Ever since it was founded, GBSB Global Business School has always tried to be on the very edge by pushing, advancing, and reframing the boundaries of traditional education. Both graduates and recruiters agree on the multiple benefits of GBSB Global's disruptive and flexible approach to business education, and most employers state that our institution is advancing, if not anticipating, the future of learning in the so-called "future-of-work" decade.

Not only have many of GBSB Global graduates entered global corporations or started their own businesses upon graduation, but 63% say that GBSB Global fostered their leadership and executive skills, mainly, when it comes to their autonomy and decision-making capacity. That particular aspect explains why many of GBSB Global alumni have immediately reached senior and C-Level positions –mainly by launching and setting up their own start-ups, businesses and ventures – or joined Fortune 500 corporations in middle-to-senior-management positions. We also are so proud to see that 88% of graduates consider themselves to be satisfied with their career progression after graduating from GBSB Global Business School.

GBSB Global is undoubtedly rooted in and committed to innovation at all levels, but, in this digital and at the same time human decade, our values and principles also remain deeply rooted in our absolute belief in the power of people to make a positive, lasting impact on the world. Robotics, AI and automation have already impacted and changed the rules of the game for the years to come, but, for all GBSB Global's management and staff members, innovation and technology without principled, ethical leadership and sustainability makes no sense at all. Our business school is profoundly committed to the United Nations 2030 Sustainable Development Goals and all our community members deeply believe in the lasting power of education as a force for good for the entire society. It is time for us to take advantage of putting together education, innovation, and machine learning to ignite and shape the future of management education and leave a mark on the lives of our students and the entire society.

In the end, as the GBSB Global Employability Report shows, it is not only about the actual global reach of our graduates across geographies, industries, and sectors worldwide, but the definite sense of community and common purpose around the school that makes GBSB Global special and unique.

During the past academic season, GBSB Global officially launched the GBSB Global Alumni Association and many GBSB Global alumni from around the world enthusiastically expressed their commitment to the association. Indeed, up to 90% of GBSB Global graduates are "willing to be a member of GBSB Global Alumni Association" and 74% would be delighted and open to share their career success story with other alumni.

We continue to strive to give our students opportunities to marry theory with practice and to help them connect with employers, who form a network of partners outside the school. I would like to thank the employers and all my colleagues at GBSB Global for their investment of time and resources in encouraging and developing our students. I also want to wish the 2017-2018 GBSB Global class continued success in their career journeys. We are so proud of you all.

Worldwide Employability Trends

1

1.1 The Future of Work Paradigm

Undoubtedly, the acclaimed “future of work” paradigm is the hottest commonplace in today’s accelerated, fast-moving marketplace. Over the last three years, various global organizations, such as the World Bank, the United Nations and the International Labor Organization, have released many documents and reports on this unparalleled change which is reframing both the foundations and the core of work itself.

Due to such a disruptive change or evolution, we have come to understand a phenomenon called “the knowledge society” or “the knowledge economy”. As summarized in a global report conducted by The Boston Consulting Group, “learning at the speed of algorithms requires more than algorithms themselves.”¹ This is the reason why both knowledge and learning are today’s very algorithms, with data at its core as the new gold.

Never before have talent and innovation been so intimately linked to each other and as interconnected as they are today. According to The Changing Nature of Work report, released by the World Bank in 2019, investing in human capital is the key to making the most of this evolving knowledge economy.²

Three types of skills are increasingly important in the knowledge economy: advanced cognitive skills such as complex problem-solving, socio-behavioral (or soft) skills such as teamwork, and skill combinations that are predictive of adaptability such as reasoning and self-efficacy – self-confidence in other words.³ Building these skills requires strong human capital foundations and lifelong learning. As the World Bank states, jobs that rely on interpersonal interaction will not be readily replaced by machines. However, to succeed at these jobs, socio-behavioral skills – acquired in one’s early years and shaped throughout one’s lifetime – must be strong.⁴



As the world fills with more sophisticated AI and ubiquitous technology, human skills – compassion, empathy, etc. – will define the competitive edge of workers and entire organizations. So those interested in thriving in a high-tech world must put renewed prioritization on emotional intelligence and soft skills.

Inc Magazine: “This is the Most In-Demand Skill of the Future”, July 22nd, 2019



The innovation-driven knowledge economy requires creative workers who are increasingly curious, eager to adopt new technologies before everyone else and will champion the lifelong path of rigorously advancing their technical, creative and social abilities well into the future.⁵

Without a doubt, the future rooted in today’s turbulent, rapidly changing context will not mirror today. For better or worse, we need to prepare ourselves as a society by developing skills that will serve to improve our professional prospects as the times change and we enter the next phase of the knowledge economy evolution – the so-called omnipresent digitalization.

1.2 The Omnipresent Digitalization As a New Reality

The omnipresent digitalization forces companies and marketers to question fundamental business flows and re-think established marketing methods in order to maintain constant turnovers and future competitiveness.

Without a doubt, the digital economy is booming as a consequence of the many technological advancements in different sectors and areas. In an era of shrinking product life cycles and rapidly changing business models, the companies that are the first to decode and master new trends or emerging needs have the best chances to take advantage of them. While the traditional jobs will not disappear as a result of digital revolution, the competition for them will become more cut-throat, which will force the professionals entering the job market to work more for less. For many, this is a dark side of the digital era.

However, those who look positively into the future realize that there are also new industries emerging and growing where hierarchies are not well-established because the skills required to do the work have only emerged in the recent years. These new tech-driven industries, such as the Airbnbs, the Cabifys, and the like, create a world of opportunity for the talented young professionals. Therefore, the bottom line is simple. If you want to be marketable in a higher income bracket, it is imperative for you to start learning the highly paid digital competencies needed in the growing industries.

Advanced digital technologies require people who understand how they work and can innovate, develop, and adapt them. Indeed, by 2030, the time spent using advanced technological skills will increase by

50 percent in the United States and by 41 percent in Europe. Additionally, the need for advanced IT and programming skills could grow as much as 90 percent between 2016 and 2030.⁶ In short, as the nature of work evolves, professionals will need to develop a mix of skills and knowledge to embrace new challenges and stay relevant.

The transition to this new realm of employment will be challenging but, in the end, it is simply today’s new normal as it was during the First and Second Industrial Revolutions from the late 19th century onwards. In many countries, embracing the digitalization will involve sustained investment, new training models, programs to smooth over worker transitions, income support, and collaboration between both the public and private sectors.

Obviously, jobs in the era of digitalization may look very different – if not completely unknown, unthinkable, or yet to be invented. Companies are looking for candidates eager to find new ways and responses, and those capable to ask fresh, unique questions, the ones never asked before and, accordingly, never before formulated and solved.

Nearly all occupations and businesses will have a digital component in the future. As Jim Bessen, the economist and lecturer at Boston University, states, “people who work well with new technologies will see their wages grow; people who do not will be left behind.”⁷ Therefore, now is the time to make the investment in oneself with the purpose to learn the so much needed and demanded skills which shape the world of digital employment. Now is the time to acquire the competencies which will bring you success in the era of the omnipresent digitalization.



New jobs, meaning those not killed off by automation, require substantially more social skills than the manufacturing and factory jobs that once powered the economy. Robots still can’t be friendly, make small talk and calm disgruntled customers, which offers opportunity for people. Turns out a lot of them aren’t very good at it, either. Bank of America has developed a national training program to help its employees show empathy. Tellers don’t deposit paychecks or handle withdrawal slips anymore, given the dominance of online banking.

Wall Street Journal: “Wanted: Employees Who Can Shake Hands, Make Small Talk”, December 9th, 2018



¹The Boston Consulting Group, “Competing on the Rate of Learning,” BCG Bruce Henderson Institute, August 24, 2018. <https://www.bcg.com/publications/2018/competing-rate-learning.aspx>

²The World Bank Group, “The Changing Nature of Work,” 2019 World Development Report, Washington DC, 2019.

³McKinsey & Co., “The Automation Imperative,” McKinsey Global Survey, 2018. <https://www.mckinsey.com/business-functions/operations/our-insights/the-automatio>

⁴The World Bank Group, “The Changing Nature of Work,” 2019 World Development Report, Washington DC, 2019.

⁵McKinsey & Co., “Technology, Jobs, and the Future of Work”, McKinsey Global Institute, May 2017. <https://www.mckinsey.com/featured-insights/employment-and-growth/technology-jobs-and-the-future-of-work>

⁶McKinsey & Co., “Skill Shift. Automation and the Future of the Workforce”, Discussion Paper, Mckinsey Global Institute, May 2018.

1.3 Competencies for Success in the Digital Era

Self-driving cars, machines that read X-rays and many other new disruptive technologies alike are on the rise nowadays, whether in the industrial, automotive sector or in the tourism, fashion, or luxury industries. They represent the intelligent new forms of automation at work today and a confirmation of the fact that the fast-paced, tech-driven world in which we live is evolving at an unprecedented rate.

While these advancements in technology definitely improve our everyday lives, we have to ask ourselves: as we transition through a robot revolution and increase the presence of artificial intelligence, what kind of competencies will we need to have to be in demand on the labor market?

Obviously, the answer is that the modern labor force will need to acquire and fine-tune certain competencies which will allow workers to navigate with confidence through the digital and technological advancements.

In today's fast-paced world of business, new talents have become not only in demand but mandatory to meet the ever-evolving scope of business which has shifted its focus from brick and mortar establishments to online platforms meant to reach the consumer that no longer has the time nor energy to commit to in-person transactions. This digital revolution has driven employers to seek out individuals that possess what we might constitute as "digital talent".

Digital talent are the people that are skilled at using existing digital technologies and capable to adapt to evolving methods and new approaches. Without these versatile employees, companies struggle to

benefit as they should from the latest advances – everything from Industry 4.0 and robots to artificial intelligence, data mining, virtual reality and new digital business models. In fact, the biggest challenge in technology today is not data security or the need to increase spending but a lack of qualified employees. Digitally talented people are in such high demand that many large, traditional companies must reinvent their business model and benefit package to attract them.

Contrary to industrial era in which workers were expected to perform many manual tasks, the digital era's workforce will invest more time performing activities that machines are incapable of doing, such as managing people, applying expertise and communicating and executing creative ideas. Therefore, hiring managers want to see individuals that have a mix of hard and soft skills.

Soft skills are skills required of all applicants; they are personal characteristics and social dexterity. Examples of soft skills include teamwork, written and verbal communication and flexibility/adaptability. Hard skills are the more palpable skills one needs to be successful in a certain field of work. Technical and digital aptitudes are examples of hard skills that are applicable in today's employment market.

The National Association of Colleges and Employers conducted research from top employers, and these are the top six attributes graduates should possess today. They are a combination of skills that qualify the candidate for a specific role and that prepare a graduate to flourish in a today's professional work environment.⁸

Communication Skills

In every workplace, employees are tasked with writing notes, emails, memos, letters, reports and presentations. All of these tasks require good writing skills so that their ideas, directions and interests are communicated effectively. Also, well-established communication exemplifies a certain level of education and intelligence.

Problem-Solving Skills

Efficient and successful problem-solving skills equip employees with the ability to analyze problems, identify their severity and address the impact of various solutions. Workplace training in this area helps employees relate better with co-workers, customers, partners and vendors.

Ability to Work in a Team

Effective teamwork is a major factor of any company's success. There are many benefits which teamwork provides, most notably, teams that fit well often motivate one another. Motivation from the employees equates to increased success for the company.

Initiative

Initiative is about taking the lead. One example of initiative is being the first in a series of actions. Initiative can also mean a personality trait that shows a willingness to get things done and take responsibility.

Analytical/Quantitative Skills

Analytical skills are defined by the capacity to collect, gather, visualize and analyze information in detail. They include also the ability to see a problem or situation from different points of view. Analytical skills are needed to solve complex problems by making decisions in the most constructive way.

Strong Work Ethic

A strong work ethic refers to a set of values based on the ideals of discipline and hard work. This attribute can help graduates stand out among othersway.



⁷Bessen, James, "How Technology Has Affected Wages for the Last 200 Years," Harvard Business Review, April 2015.

⁸National Association of Colleges and Employers: <https://www.nacweb.org/research/reports/>

Graduates should also have an in-depth understanding of technology and how it impacts every aspect of business life. Using the data from more than 500 million members, LinkedIn (the biggest professional social network in the world) has identified the skills which companies find to be the hardest to fill.⁹ Digital Skills Global – a platform which partners with the world's leading universities to rapidly transform the digital competencies of corporate workforces did a similar research¹⁰, and the combined list of digital competencies for business graduates is the following:

<p>Business Intelligence</p> <p><i>A business intelligence analyst works to develop innovative business intelligence solutions. These professionals may be charged with defining, reporting on or otherwise establishing new operations for business intelligence with methods that will add value an intended purpose.</i></p>
<p>Economics</p> <p><i>Economists examine the production and distribution of resources, goods and services by collecting and analyzing data, researching trends and evaluating economic issues.</i></p>
<p>Digital Business Analysis</p> <p><i>Digital Business Analytics help companies to make the right choices by providing an independent and objective opinion and using a set of proven analysis techniques to make a convincing business case for investment in a digital solution. As digital transformation is central to all businesses in the era of digitalization, digital business analysis skills count as important skills to have on your CV in the 21st Century.</i></p>
<p>Digital Project Management</p> <p><i>Project management is by no means exclusively desirable to technological companies, but it is an essential part of developing digital products and services in a timely and cost-effective manner. An understanding of a range of methodologies such as SCRUM and AGILE will stand out on any CV.</i></p>
<p>People Management</p> <p><i>Finally, it is important to note that people also generate changes in the digital era. The list of competencies required for successes in the digital era finalizes with people management competency as one of the most sought-after skills in the market. Because in the end, in the middle of the AI and automation revolution, it is people that make a difference.</i></p>

<p>Skills That Any Professional Must Master</p> <p>Source: Accenture. New Skills Now. Inclusion in the Digital Economy</p>	
LEARN TO EARN	<ul style="list-style-type: none"> ✓ Business conduct and protocol ✓ Job searching (e.g., resume writing and interviewing skills)
BUILD TECH KNOW-HOW	<ul style="list-style-type: none"> ✓ Analysis and application of data ✓ Graphic and visual design ✓ Software design
APPLY WE'Q CREATE AND SOLVE	<ul style="list-style-type: none"> ✓ Delegation ✓ Leadership ✓ Management of direct reports and supervisors ✓ Service mindset
CULTIVATE A GROWTH MINDSET	<ul style="list-style-type: none"> ✓ Entrepreneurial mindset ✓ Ability to give and receive feedback ✓ Global mindset ✓ Growth mindset ✓ Resilience
SPECIALIZE FOR WORK	<ul style="list-style-type: none"> ✓ Address local market priorities and industry-specific needs ✓ Flexibility ✓ Adaptability



⁹The Skills Companies Need Most in 2018: <https://learning.linkedin.com/blog/top-skills/the-skills-companies-need-most-in-2018--and-the-courses-to-get-t>

¹⁰Digital Skills Global: <https://digitalskillsglobal.com/blog/the-top-10-digital-skills-tech-companies-are-looking-for-today>

1.4 Trends: The Fastest Growing Industries

The digital era has drastically revolutionized and benefited some industries which are on the rise today. Below is a list of industries which are projected to experience the greatest growth and employment opportunity over the next few years.

1.4.1 Retail and E-Commerce

New studies projected that the worldwide retail e-commerce sales will reach a new high by 2021. Ecommerce businesses should anticipate a 265% growth rate, from \$1.3 trillion in 2014 to \$4.9 trillion in 2021. This shows a future of steady upward trend with no signs of decline¹¹. Using personal online data such as search queries, page visits, and purchase history, brands transform their online stores to best serve the customer's needs and interests. The most demanded roles in e-commerce industry are the role of a marketing coordinator who has organizational and leadership skills that ensure the implementation and execution of marketing efforts across the company and the role of e-commerce project manager – a professional whose job includes analyzing activities, creating a time frame, monitoring the progress and making sure all the developments are suffice for when the site is ready to upload the new products; if the e-commerce website offers more tailored products, it's necessary for the project manager to have constant interaction with the customer to make sure the customer is satisfied.

1.4.2 Media and Communication

The communications industry is a multibillion-dollar business. The different industries that fall under the communications umbrella include public relations, advertising, publishing, and social networking sites. The year ahead promises to be a time of exciting change as new trends and technologies drive innovation, disruption, and opportunities for growth in media and communication industry¹². Media companies are reevaluating their content strategies, increasingly investing in areas such as augmented and virtual reality (AR/VR). Similarly, many social media companies are entering the video content broadcasting space. Modern consumers are active on social media and watch a good deal of short-form content on their smartphones. Social networks are marrying these two experiences by pushing their members to tune in to their own short-form videos as well as TV-like programming. As expected, social networking sites will experience tremendous growth in the foreseeable future. There should be plenty of job opportunities for communications professionals at companies such as Facebook, Twitter, LinkedIn, Google, and Microsoft, to name only a few.

1.4.3 Tourism and Hospitality

Without a doubt, one of the hottest mantras in today's globalized world is that of "traveling the world". And the reason is obvious: with internet and available air transportation, the world became smaller and closer to some extent. Today, it is quite easy to wake up in London and, as the day goes by, to spend the afternoon in Munich and, finally, to go to bed in Moscow – and this is not limited to well-traveled executives.

That's the reason why so many young students and applicants are interested in making a career in the tourism and hospitality management. The unparalleled success of the Airbnbs, the Übers, the Bookings and the like over the last decade proves the fast growth of the travel industry and excellent opportunities it provides. Being continuously on the move by traveling the world, whether by flying, driving, or spending the weekend in Alaska, is the new trend for millions of global citizens who want to make the most of the so-called (or so-branded) unforgettable experiences. There is a huge global business potential and most of the applicants planning to study tourism and hospitality aspire to build a career in the next Über or Booking. Considering all the opportunities that the tourism and hospitality industry offers, there is a career fit for enthusiastic individuals wishing to put their education and skills to work in this exciting and diverse environment.

1.4.4 Finance & Fintech

The high usage of mobile devices and technology-based solutions is pushing the demand for financial and banking products, which can be accessed through personal devices. Banks and firms are investing heavily in technology-based solutions, competing with contemporary fintech companies. This is the key growth driver for the global fintech market, which will pin its worth at approximately \$305.7 billion by 2023.

North America is the leading contributor to the global fintech market and is expected to reach \$80.85 billion by 2023¹³. However, the pace of growth in the Asia-Pacific (APAC) region is anticipated to be the highest. With respect to traditional financial sector, the outlook is also good because an increasing number of older adults are retiring, more adults want to protect their assets and more younger people are taking their financial health more seriously. This means that personal financial advisors and financial analysts are the fastest-growing occupations in this industry. Additionally, a number of specialized fields have appeared within the broader domain of finance. This has also led to mushrooming of a number of new career roles aimed at providing certain specialized services to individuals or institutional clients.

1.4.5 Logistics, Supply Chain & Operations

The continuous growth in world trade depends on the efficiency of trade support structures such as the logistics services. The Logistics, Supply Chain and Operations industry is one of the most dynamic industries in the world yet seemingly one of the late comers into the digital, data and technological space. However, that seems to be changing as logistics companies around the world are beginning to embrace the digital revolution and seem on track to consolidate their digital requirements. Companies are implementing technology-based changes in essential logistical functions across various internal processes covering supply chain procurement, sales and operational planning and customer services. These new logistics functions seem to fit hand-in-hand with the new smart phone apps and GPS tracking capabilities which are removing the boundaries between the manufacturing plant, its suppliers and the routing and scheduling of cargo movement. These advances in technology will obviously result in goods being delivered around the corner, to the next town, to the next country, and around the world in a way that is more efficient, quick and cost effective. Therefore, the industry is becoming an exciting field with plenty of career opportunities, from manufacturing to data analysis, there are very few areas of business that logistics, supply chain and operations management does not touch upon.

1.4.6 Luxury Goods

The market for personal luxury goods reached a record high of €260 billion in 2018, representing 6% growth. Worldwide, the personal luxury goods market experienced growth across most regions¹⁴. Although the luxury industry is growing, its rules are changing rapidly, and players need to be agile in order to stay competitive. Market development is leading to significant growth in luxury. Digitalization is happening quickly and forcefully, driving luxury brands to be far more customer-centered in everything they do.

The new luxury consumer is, more often than not, perceived to be anyone who falls into a younger generation. Millennials (aged 23-36) are now well into their careers and are reaching their peak spending age. Generation Z (aged 16-22), although much younger, are also appearing on the radar of the luxury market, the older cohorts of which are just entering the workforce. Both of these generations grew up in the digital era. Both are trendsetting generations at the forefront of fashion. Both are reimagining the value of certain goods and services in light of the new forms of consumerism, and both are redefining the brand-consumer relationship. To keep up, luxury companies are already recruiting young talent to appeal to their new generation of customers: the bright young "woke" jetsetters with changing values and lifestyles. In order to join this sector, there's no better career path than studying a related subject and landing a relevant internship with a luxury goods firm.

¹¹Global Retail E-commerce Sales 2014-2023: <https://www.statista.com/statistics/379046/worldwide-retail-e-commerce-sales/>

¹²Deloitte: 2019 Media & Entertainment Industry Outlook.

¹³ Research and Markets: Global Fintech Market (2018-2023).

1.5 Trends: Self-Employment and Entrepreneurship

The number of self-employed workers is on the rise all around the world. In the UK, the number of self-employed workers has increased from 3.3 million in 2001 to 4.8 million in 2017, according to the Office for National Statistics (ONS)¹⁵. In Germany, the number of self-employed people rose by 40 percent between 1991 and 2009¹⁶. Meanwhile, in the USA, the data suggests a dramatic shift in the American workforce, whereby the number of Americans working for themselves could triple, bringing the total population of self-employed professionals to 42 million by 2020¹⁷.

There are multiple reasons individuals are choosing to pursue self-employment. The freedom that comes with self-employment is unparalleled. Freedom is a primary contributor to the decision to pursue self-employment. Other reasons include structural change towards the service sector, and a strong willingness among the highly skilled and the unmarried to enter self-employment. Furthermore, the percentage of women becoming involved in self-employment is increasing substantially as it allows for greater flexibility and life-work balance. People also pursue self-employment to have higher control over their career, a career change, and better financial prospects: the decision to take up self-employment generally pays off – research shows that after three years entrepreneurs still being active in the market had a higher income than in their former paid employment position¹⁸.

Somebody could be classified as self-employed if they: a) own a business rather than working for an employer; b) agree a fixed price for their work with their employer or client; c) decide on their own schedule when work is available; d) can work for more than one client; e) provide the tools, equipment or materials that are needed to complete a job. Self-employment can take many forms – including entrepreneurs and freelancers, gig economy workers or contractors.

Self-employment has flourished with the rise of technology. Wi-fi, cloud sharing services and video calls mean that people can work from anywhere and at any time. With self-employment comes entrepreneurship – the act of creating a business or businesses while building and scaling it to generate a profit. Thanks to modern technologies, the barrier to entrepreneurship has also decreased. The internet has made it possible for a small business to communicate with millions of people via social media.

E-commerce entrepreneurs can sell merchandise without the expense of inventory via drop shipping and print on demand, and digital products and courses. Most importantly, the internet has allowed unprecedented access to knowledge and individuals can leverage information to produce income. For the first time in modern history, there is a broad and substantive access to shared knowledge and innovation from across the globe. Value creation in a global context is no longer limited to the strictures and barriers that affect the trade of goods and services across geographical borders; value is no longer tied to labor arbitrage and migration alone. In the high-tech sector, the rise of channels such as Google has helped level the playing field for entrepreneurs to conceive, launch, and build global businesses from any place in the world.

The entrepreneurial revolution which initially sparked in Silicon Valley, USA has taken root in all corners of the globe – from Buenos Aires and Paris to Nairobi. The new generation of entrepreneurs is helping to drive economic growth in their respective countries. The rise of entrepreneurship across the planet has spurred an economic revolution in communities, regions, and countries around the world and is having a profound socio-economic impact.

Such impact of entrepreneurial activity on economies has been possible because entrepreneurship is closely linked to innovation – “the ability to implement a new or significantly improved product, good or service, or a new organizational method in business practices, workplace organization or external relations” (OECD & Eurostat, 2005, p.46¹⁹) – the so-called “engine of the economy” and an important production factor. Therefore, together with entrepreneurship, innovation has become the most important driving factor behind sustainable economic development and a key strategy for institutions as well as businesses to thrive and sustain growth into the future.



1.6 Trends: A Need for Managers Capable to Innovate

One of the knowledge fields of special importance to a country's stable economic development is that of management sciences. The role of management in economic development is recognized at institutional level, both governmental and academic. With innovation being considered as the primary source for increasing productivity and competitiveness, it is recognized that management issues represent the strongest barriers to innovation. The reason why such a big weight is attributed to management competences is based on the observation of a positive correlation between the prosperity of an economy and the role of firms operating in that economy.

Managerial competencies are crucial for big and small firms; however, in recent years the role of SMEs (small and medium-sized enterprises) for economic growth is particularly underlined. The capacity of managers working for SMEs for developing and applying innovation in products, processes and organization is seen as a major driver in economic development²⁰.

It is recognized that abilities of entrepreneurs and managers predetermine the success of an enterprise and its capacity to innovate, compete and produce. In order to boost entrepreneurship, national governments of many countries place management science in the heart of this process as a way to accumulate intellectual capital necessary for economic growth and elaborate on changing economic environment and incoming concerns²¹.

Some reports have demonstrated that support for the demand for innovation comes from capable managers who understand the importance of innovation activities and pursue strategies based on innovative

products and processes (e.g. “Management Matters: Key Findings from the UKCES Surveys” by the UK Commission for Employment and Skills, 2013).

These reports show that strong management is important in each element of the innovation system. The management function includes goal setting, organization building, resource allocation, and monitoring of results. It also includes actions concerning finance, sales and promotion, production and delivery, and people development. Management skills are important enablers that support the supply of innovation and are crucial for organizing R&D efforts, for setting priorities, developing strategies, and acquiring resources. Hence, in building an innovative enterprise or an innovative economy, talent management matters. Capable management can develop strategies for which innovation is a critical component.

The research also found that one of the most significant challenges companies face in their development nowadays is in gaining access to managerial talent to hire. Importantly, this challenge was perceived to be a significant disadvantage for them against their most important competitors in other countries. The results of this research indicate that a key part of the problem to boost innovation and economic development is attributable to the lack of skilled managers. Companies increasingly need people with entrepreneurial spirit that take the necessary risks in an effort to keep innovating and getting ahead of the curve. Therefore, if one aspires to be successful in business and management profession, they must think of how to develop skills for innovation, such as creativity, soft skills, entrepreneurship, knowledge of modern technologies, and leadership.

1.7 Trends: Lifelong Learning as a Must in Today's Labor Market

Businesses are struggling to find qualified candidates for many positions due to the scarcity or even shortfall of the actual, right talent to successfully fill the emerging positions, roles, and jobs appearing – almost from scratch – in the midst of today's digital tsunami. The underlying consequence beyond this apparent lack or mismatch of talent is that 73% of executives predict significant industry disruption in the next three years – up from 26% in 2018 –, according to the 2019 Global Talent Trends Study, released by Mercer consulting firm.²² Indeed, this

¹⁴Bain & Company: Personal Luxury Goods Segment Posts Healthy Growth.

¹⁵Office for National Statistics: Trends in Self-employment in the UK, February 7th, 2018.

¹⁶TheResearchGate.net: Self-Employment in Germany: the Trend Has Been Increasing for Some Time, January, 2012.

¹⁷Fresh Books: Self-Employment Report 2018.

¹⁸TheResearchGate.net: Self-Employment in Germany: the Trend Has Been Increasing for Some Time, January, 2012.

¹⁹OECD & Eurostat. (2005). Oslo Manual: Guidelines for collecting and interpreting innovation data (3rd ed.). Paris: OECD Publishing.

²⁰Guo, H., Zhao, J., & Tang, J. (2013). The role of top managers' human and social capital in business model innovation. Chinese Management Studies, 7 (3), 447-469.

²¹Dogaru, M. (2012). Management and its role in market economy. Procedia - Social and Behavioral Sciences, 62, 536-539.

phenomenon of skills obsolescence and mismatch is increasingly becoming a serious problem for employers and employees alike in order for them to win the war for talent and stay competitive.

It was Peter Drucker, the father of modern management, who coined the notion of “knowledge works” in the late 50s of the past century. Drucker himself pointed directly to the need for workers to stay competitive by acquiring knowledge, an idea that, three decades later, Peter Senge took to the next level when referring to the so-called “learning organizations,” a conclusion of his remarkable book *The Fifth Discipline*. But nowadays, it is not only knowledge but an ability to learn is what makes a difference. In this regard, learnability – as described by the consulting firm Manpower Group – refers to “the desire and ability to quickly grow and adapt one’s skill set to remain employable throughout their working life.”

1954	1990	2010
Peter Drucker The Practice of Management	Peter Senge The Fifth Discipline	McKinsey, Capgemini Manpower Group
Knowledge workers	Learning organizations	Upskilling, reskilling, learnability
Knowledge as a competitive factor in the marketplace. Advancing the future personal and corporate context for the future.	Knowledge and learning at the core of the corporate culture and organization. A corporate process.	Learnability as a skill and competence at an individual level.

Globalization and the growth of fast-changing knowledge economy mean that people need to upgrade their skills throughout their adult lives to cope with modern life, both in their work and in their private lives. Nowadays, there is an increasingly important basic skill in ever-changing technological world: ability to learn and adapt to the needed new skills and training.

As technological innovation accelerates the pace of change, there is a growing awareness that individuals who seek learning opportunities will be better positioned for career growth. Today, professional success is determined both by an individual’s ability to adapt to change and their willingness to own the progression of their career.

Within some years, most of the skills that one has learned will be out of date and, eventually, go obsolete, according to several reports released over the last few years. As the markets evolve faster than ever before and disruption is the new normal in most industries and sectors, professionals and executives have understood that in order to maintain an edge on the market they must reskill their skills and competencies on an ongoing basis – this is called lifelong learning – the «ongoing, voluntary, and self-motivated» pursuit of knowledge for

²²Mercer: Global Talent Trends.

²³Commission of the European Communities: «Adult learning: It Is Never Too Late to Learn». COM (2006) 614 final. Brussels, 23.10.2006.

either personal or professional reasons. Therefore, it not only enhances social inclusion, active citizenship, and personal development, but also self-sustainability, as well as competitiveness and employability.²³

Employers are looking for well-balanced people with transferable skills. This includes the ability to be able to demonstrate eagerness to learn and develop. Therefore, lifelong learning is a modern professional requirement which will make it easier to find new ways out of a potentially stressful work situation. Keeping an open mind to learning and being flexible is the key to job satisfaction. Furthermore, potentially staying ahead of competitors for jobs by being more experienced or knowledgeable can give graduates an edge.

“*At the most fundamental level, we are a neotenic species, born with an instinct to learn throughout our lives. And whereas recruitment is an expensive, zero-sum game (if company A gets the star, company B does not), learning is a rising tide that lifts all boats.*”

Josh Bersin and Marc Zao-Sanders: Making Learning a Part of Everyday Work, Harvard Business Review, March 2019

“*As the half-life of work skills becomes increasingly shorter, individuals must continuously acquire new skills. A learning mindset, curiosity, motivation, openness to receiving feedback and change, willingness to take risks, a proactive mindset, self-discipline, perseverance and collaboration are the fundamentals of the ‘human operating system’ we need to navigate rapid technological change in the digital economy.*”

Guy Halfteck, KnackApp



GBSB Global Navigating the Challenges

2

2.1 Supplying Management Talent by Embracing Innovation

When innovation became the prerequisite for sustainable economic growth and businesses experience shortage of innovative management talent, business schools – educational establishments responsible to educate competent managers, must be viewed as important, if not critical, to innovation process. Educational programs at business schools must become a kind of professional studies that encourages, nurtures and develops innovation potential. This will directly impact the innovation process in the workplace by means of business graduates' capacity to manage and articulate the process of innovation in their companies and enterprises. Reconsideration of management education from the perspective of innovation can help overcome current criticism about the relevance of business education and to increase its importance for the practice of management to the new level. Academic programs designed for innovation can become a new powerful force in driving constructive change for society and economic development as well as for increasing the chances of graduates to be successful in their professional career.

Unfortunately, the progress of aligning management education to the current needs of knowledge and innovation-driven economy is not so fast. It is

observed that in some countries underperformance in innovation and productivity is driven by underdeveloped management capabilities – lower educational attainment and less diffusion of best management practices. Therefore, business schools should address this challenge and carefully reconsider new market realities, new workplace and demand of the companies.

Realizing the increasing importance of management education around the world and the rapidly changing economic environment, GBSB Global Business School has become a pioneer institution that addressed the challenges faced by management educators. The awareness of the fact that globalization requires our graduating students to be equipped with creativity and the ability to satisfy the need of the economy based on innovation, as well as the ability to be competent and efficient managers, encouraged us to develop careful strategies that consider the drivers of change such as globalization, new technologies and demographic shifts and to constantly look for the ways of improving our business program's curriculum with the purpose of delivering greater benefits to society while concurrently promoting the interests of businesses and our students.



2.1.1 Cultivating Passion for Technology in Our Graduates

The first challenge for GBSB Global involved digitalizing the educational experience in line with the omnipresent digitalization of the business world and being able to cultivate passion for technology in our students and graduates. Today, managers with career aspirations in technology or innovation management need to understand the implication of modern technologies on business management and therefore, GBSB Global has responded to these concerns by partnering with Microsoft. We started by transforming the nature of the learning process by including digital blackboards, collaborative apps, various educational digital tools, and by stimulating the inclusive learning environment.

GBSB Global has been at the forefront of developing and applying learning technologies in the classroom. Faculty, staff, and students have pioneered technologies that enhance visualization, facilitate knowledge mapping, integrate games into learning, and advance the digital humanities.



Today, GBSB Global is one of the few business schools in Europe to offer a fully digitalized experience to our students. We are proud to be the first business school in Spain to achieve a recognition as a Microsoft Showcase School, meaning we belong to a global community of schools engaged in digital transformation to improve teaching and learning. We have created inclusive and immersive digital experiences that inspire lifelong learning, stimulate development of essential business skills so students are empowered to achieve more.

As digital learning technology has moved from the early adopter phase into one of broader experimentation and acceptance, we seek to encourage and enable faculty and students to use the Microsoft Office 365 for Education platform and other digital tools through knowledge dissemination, training, and support. Most of our classrooms are equipped with digital blackboards, and students can use special mobile apps to help them manage their learning process.

2.1.2 Creativity As a Definite Skill for Innovation

Innovation is best encouraged through creativity. The generation of ideas is a crucial part of the innovation process and creativity is the thinking process that helps generate these ideas. Just having knowledge on a subject is not enough – while knowledge is important, with only knowledge it is only possible to reproduce and not to create something new. Innovation requires knowledge and creativity. If creativity can be improved, then more alternative, novel approaches or unique solutions are likely to emerge in response to a problem.

GBSB Global has taken an innovative and practical approach to business education by incorporating unique methodologies into the curriculum at GBSB Global Business School which enhance creative abilities of our students.

Creativity Enabled Classrooms

Almost all classrooms at GBSB Global contain easy to move tables which facilitate hands-on experiments. A typical class incorporates lecture, experiments, discussion questions, visualizations, and pencil-and-paper exercises.

LEGO® Serious Play®

The LEGO® SERIOUS PLAY® Method is a technique which improves group problem solving. By utilizing visual, auditory and kinesthetic skills, the Method requires participants to learn and listen, and it provides all participants with a voice. The Method serves as a shared language regardless of culture or position. Each participant builds his or her own 3D LEGO® model in response to the facilitator's questions using specially selected LEGO® elements. These 3D models serve as a basis for group discussion, knowledge sharing, problem solving and decision making.

Rapid Prototyping

Visualizing or imagining how an idea or a concept will take shape can be tricky. One of the things that can stand between a creative idea and making it come to life is how well it can be explained and shared with the team and the clients. One way to do this is through rapid prototyping – a technique that can provide a live demo of an idea quickly and visually. Making an idea understandable to others is an important part of conceptual development. Through rapid prototyping, students make their work more considered, feasible and resilient to criticism.

Design Thinking

Design thinking utilizes elements from the designer's toolkit like empathy and experimentation to arrive at innovative solutions. By using design thinking, students make decisions based on what future customers really want instead of relying only on historical data or making risky bets based on instinct instead of evidence.

2.1.3 Unique Research on Management Education for Innovation

GBSB Global's commitment to innovation is closely linked to scientific research that our business school conducts. As part of such research initiatives, a unique teaching methodology for developing the students' innovation capacity was designed and applied within a real classroom setting at GBSB Global.

The objective was to evaluate whether a business study program methodologically adjusted to innovation can improve the students' innovation capacity and to assess whether the teaching methods proposed to enhance innovation produce such an effect in the students' innovation capacity.

The results obtained in this study demonstrate that there was a strong tendency towards statistical significance in some of the competencies constituting the innovation capacity, particularly, leadership and energy (entrepreneurship) for all participants and risk-propensity for those individuals whose close family did not own a business. The results obtained by applying both, quantitative and qualitative instruments, demonstrate that the participants of the study program improved their innovation capacity and the competencies associated with innovation. This conclusion goes along with conclusions provided by previous studies – innovation can be taught and when it is taught appropriately considerable improvement in the students' innovation capacity can be achieved.

Therefore, GBSB Global Business School is proud for being home to such state-of-the-art unique teaching methodologies and approaches which allow us to educate the management talent of the future.



2.2 Encouraging Entrepreneurship As a Career Choice

The importance of developing entrepreneurial competency has been underlined not only in the area of business education, but as an essential competency for the 21st century. Moreover, it is important for business graduates who have received special training on enterprise creation and are expected to contribute to the entrepreneurship development in their respective countries. It has been noted that given today's economic and social realities, the millennial generation does not have the security of holding a job for life. Students will need to develop their entrepreneurial and leadership skills to prepare them for business opportunities. However, according to Global Foundation for Management Education, teaching entrepreneurship and leadership competencies in a broader sense, which goes beyond knowing how to write a business plan, is an area that only few business schools have focused on.²⁴

With the purpose to foster entrepreneurship, GBSB Global Business School has undertaken several important initiatives: we have designed special programs for future successful entrepreneurs which aim to avoid the inculcation of standardized and unimaginative ways of thinking, have launched a school-based start-up accelerator, and constantly attempt to widen and strengthen our network of investors, business angels, governmental bodies and other stakeholders who can help our "to-be-business owners" graduates to achieve success.

2.2.1 The Context: Spain Within Top Countries for Entrepreneurship in Europe

Far beyond the marvelous weather conditions attracting millions of tourists annually, Spain is a beacon for entrepreneurs, and it is not just the weather drawing investors and business professionals alike. Spain offers a wide variety of options for entrepreneurs and business-minded individuals who are seeking the opportunity to establish their companies in Spain. Needless to say, Spain's entrepreneurship context is unparalleled at all levels.

Barcelona and Madrid, two biggest cities in Spain and both – home to GBSB Global's campuses, have emerged as new entrepreneurial hubs of Europe and have large communities of startups, incubators and freelance entrepreneurs challenging traditional business institutions.

What is the secret to the success of these two cities? A big part has to do with the government's interest in promoting international investment in the country. Innovation is also a motivating factor. Tech companies are finding it easier to establish a business in Spain compared to other countries in the European Union. With competitive rents and a lower cost of living there are also other advantages for businesses looking to invest in Spain.

Besides, the new "Entrepreneurs' Law", passed in 2013, aims at making it easier for foreigners interested in applying for visas and residence permits in Spain with the purpose to pursue investment or entrepreneurship activities in the country.

In Barcelona, the governmental organization created to promote entrepreneurship – Barcelona Activa assists innovative, business-minded professionals in all stages of business creation: from conceptualization of the idea to launch of the start-up as a full-fledged company. This organization works to position Barcelona as a reference in the area of entrepreneurship. Barcelona Activa offers advice and assessment, training activities, workshops, support in the procurement of funding and other resources so that entrepreneurs living in Barcelona can create new sustainable and quality enterprises.

In Madrid, a founding partner of Youth Business Spain (www.youthbusiness.es), Tomillo Foundation offers creative, driven professionals a national network of support for young entrepreneurs between 18 and 35 years old who wish to establish their own company.

In short, both Madrid and Barcelona rank among the top 15 startup cities across Europe as recorded by the European Digital City Index. Madrid and Barcelona are praised for their business and entrepreneurial environments, encouraged by city governments that support startup growth. Spain is attracting promising startups and sharp-minded entrepreneurs from across the globe. Spain is not only one of the most charming Mediterranean countries, thanks to the sun and its culture, but it also offers plenty of professional opportunities that must not be overlooked.

Marketing the Digital World

Aidan McKevitt, U.S.A

GBSB Global alumnus and GBSB Global "Entrepreneur of the Year" shares his successful trajectory across the globe



When Aidan McKevitt was awarded the GBSB Global's "Entrepreneur of the Year" Prize, he was missed or lost in translation to some extent. *"I had no idea at all! In fact, I didn't apply for the prize! I don't know who said or put my name in the nominee list. At that moment I was completely focused on my company. I had a business trip to London and, suddenly, received a message on Facebook from a classmate who told me the news"*, he recalls.

Without a doubt, back then Aidan was completely focused on his start-up, Brakewater Marketing, a digital marketing agency he founded with a partner in his hometown of Los Angeles, California, just within months after graduating from a Bachelor of Business

Administration program at GBSB Global Business School. Ever since, Aidan's world has been around SMM, SEO, Website design, Clickfunnels, and so forth on a 24-hour basis.

Two years later, there are two founders and three employees working remotely in Spain, Australia, and U.S.A – with up to eight clients at any given moment in three different continents. The business model of the company is simple: an average monthly Facebook ads expenditure of over €5,000 and a great range of services provided for companies operating in different sectors (landscape design, health, fashion, cosmetics, and travel). And, as always, the budget at the core of the business.

“GBSB Global has been a great catalyst for me. It has given me a global exposure, confidence, and great negotiation and communication skills.”

"When I work with big corporations it's a lot of fun because it's great to work with a huge budget. But it also gets me frustrated when the decision-making process in those corporations is so slow. On the contrary, small clients do not have such budgets but I feel much more free to do marketing from the floor up, and this is exciting. For me it's all about flexibility and budget, so, in the end, the coolest firms, I mean, the companies I just prefer working with, are the medium-sized ones, because, when I got an idea, they just tell me, go for it!" he explains.

With clients from around the world, Aidan's global aim and entrepreneurial spirit are rooted, as he recognizes, at GBSB Global, where he got "much more global exposure by working with classmates coming from other countries and regions of the world, whether Asia, Europe or Africa". *"In U.S.A. you don't find such variety of backgrounds and geographies!"* he adds.

As an ambassador of GBSB Global around the world, Aidan remembers his time at the school: *"It was then, at GBSB Global Business School, that I learned to completely navigate those cultural differences. That definitely opened my mind up to new perspectives.*

It made me definitely grow personally by combining different cultural experiences and learning from other countries." In the end, he summarizes, "GBSB Global was a great catalyst for me both personally and professionally. Really a good experience!"

Now, used to continuous dealings and negotiations with clients across the globe, he admits that it is negotiation and communication the skills that he has taken the most advantage of by studying at GBSB Global. *"GBSB Global Business School has given me confidence. I have grown my cultural awareness when it comes to negotiation and communication, and can perfectly understand other perspectives and points of view. Besides, I have enhanced my emotional intelligence skills,"* he remarks.

But, in the end, at GBSB Global Aidan has learned and adopted the entrepreneurial DNA. So much so that beyond founding Brakewater Marketing, he serves as a marketing associate of the Think Tank 8M's at Club Marketing Barcelona, working on a variety of marketing projects and campaigns for multinational companies in the greater Barcelona area. Definitely, Aidan is hungry for entrepreneurship and success. He made it.

²⁴Global Foundation for Management Education. (2010). From challenge to change: business schools in the wake of financial crisis, essays from GFME board members. Retrieved from Global Foundation for Management Education: http://www.gfme.org/business_schools/foreword.html

2.2.2 GBSB Global at the Heart of Barcelona's Innovation and Entrepreneurship Ecosystem

In line with our innovative, entrepreneurial, and global spirit, GBSB Global Business School is engaged in multiple innovation and tech-oriented initiatives and projects within the entrepreneurial community. The business school is an active member of Barcelona & Catalonia Startup Hub, a comprehensive digital platform that collects information about all the startups based in Catalonia and provides free access to who is who in the Catalan start-up ecosystem which GBSB Global is proactively engaged in by promoting, supporting and funding entrepreneurial ventures.

GBSB Global aspires to be a premier actor and agent both in Barcelona's startup ecosystem and Catalonia's startup economy, which employs 13,200 people and receives millions in investments and funding.

The diversity and global reach of Barcelona helps to attract both international investors and new ventures and projects. The international atmosphere of Barcelona, where GBSB Global's main campus

is located, translates into the figures: 26% of all employees are from abroad, mainly from Western Europe (46%) followed by South America, Eastern Europe, Asia, and North America. In addition, 15% of startup founders – among them GBSB Global alumni – are created by foreigners.

Without a doubt, Barcelona has grown as a global entrepreneurial and tech hub over the last decade. Up to 20% of startup founders in Europe decided to set up their business in the city of Barcelona, the third favorite hub after London and Berlin, according to the Startup Heatmap Europe 2018, which praises Barcelona's touch in SaaS and tech-based ventures.

Barcelona – GBSB Global's home – keeps claiming its spot in the international entrepreneurial arena. In fact, Barcelona is the 4th in the ranking of European cities by volume of investment received: the city raised €722M in 2017, only behind London, Berlin, and Paris.

Barcelona's Entrepreneurship and Start-Up Hub

Top 5 European cities in start-ups – the 3rd popular hub after London and Berlin

€722M investment raised in 2017

Ranked 4th in the ranking of European cities by volume of investment received

Top 10 European cities in digital entrepreneurship

8,000 companies created in Barcelona last year alone

Home to +1,300 start-ups – 21% have secured rounds of investment of over 1 million EUR

²⁵BARCELONA DATA SHEET 2017. Main Economic Indicators for the Barcelona Area. Barcelona Activa, Barcelona City Council

2.2.3 G-Accelerator: Fueling Entrepreneurship

In 2018 GBSB Global Business School launched its first edition of the G-Accelerator, a new pre-incubator and accelerator program that aims to help and support new and existing ventures introduced to the market by entrepreneurs. The G-Accelerator program aspires to have both a local and international (virtual) scope.

Following our innovation-oriented DNA and purpose, GBSB Global's entrepreneurship accelerator is the right platform – and a starting point – for many of our students to make their dreams come true.

GBSB Global promotes three contests every academic year in January, April and October to select a number of promising projects that will be supported by GBSB Global by means of offering them a free package of mentorship hours, infrastructure facilities and support with accessing investors and funding markers.

Mentoring is one of the main attributes that make G-Accelerator unique. All the mentoring services are provided by a panel of experts, each focusing on a specific area: business case validation, commercial policy, technology, finance, and legal advice. These services are provided according to the specific needs of each entrepreneurial idea. The main objective of this initiative is for G-Accelerator to serve as a platform to launch new ventures by providing

specifically tailored services to young entrepreneurs.

Additionally, the G-Accelerator provides support with gaining access to national angel investors and venture funds as well as governmental financial support allocated for promising projects and helps to secure and win funds or public grants available for entrepreneurs. The financial support process starts after the business case validation and could require extra mentoring sessions focused on financial capabilities and negotiation process with financial agents.

From the beginning, the G-Accelerator has been warmly welcomed by the business community. In August 2019, the GBSB Global's initiative signed a partnership agreement with ENPACT, a German non-profit organization that aims to strengthen economic relations between young start-up entrepreneurs across Middle East, Africa, and Europe. This partnership provides students with mentorship and training and gives valuable policy recommendations as well as demonstrates the global reach and impact of G-Accelerator across borders.

In summary, GBSB Global's G-Accelerator aims to nurture and fuel the talent of those entrepreneurs who want to leave a mark and make a positive impact on the world by means of technology and innovation, two of GBSB Global's major pillars and cornerstones.



Interview

Xavier Arola Perez
G-Accelerator's Director



Xavier Arola Perez is a faculty member at GBSB Global and the Director of the G-Accelerator – the school's initiative for those young entrepreneurs eager to start up their own ventures. With over 20 years of experience focused on entrepreneurial projects, Mr. Arola Perez has been centered on his ability to lead teams in business management and strategy, primarily with regards to mentoring entrepreneurs on market positioning and financial approaches. As a management consultant for the European Union and the Government of Catalonia, and as a mentor as well as coach, Mr. Arola Perez understands the challenges which entrepreneurs face and the obstacles that they have to overcome.

Ever since the G-Accelerator program was launched at GBSB Global, it has attracted the interest of many of our students, graduates and various stakeholders from the entrepreneurial community in Spain and Europe who are keen to embark on this platform in order to take advantage of the multiple possibilities it offers for designing, growing, and developing new ventures, as well as to benefit from the network of not only entrepreneurs themselves but also of investors, venture funds, and governmental organizations that support start-ups.

In this interview Mr. Arola Perez unveils G-Accelerator's mission, on which the success behind this initiative is based, as well as talks about the G-Accelerator's long-term goals and the impact it has on GBSB Global's students and alumni.

Why GBSB Global's G-Accelerator? What prompted you to get involved in this adventure and project: your entrepreneurial desires, your creative, innovative, and, to some extent, rebel spirit, or your will to contribute positively to the society?

While lecturing at GBSB Global Business School, I have been fortunate to meet young, talented, and determined people, as well as to discover first-hand students' projects with a very high entrepreneurial potential. Those were fresh and disruptive ideas which were at the same level as the ones I often find at investment forums or in my activity as a professional

mentor. This point alone played a crucial role – not to mention my strong, profound belief that training should be increasingly much more practice-oriented and personal-goal focused. All those elements made me think that GBSB Global was the ideal place and context to create and develop an acceleration and incubation project for entrepreneurship opportunities.

Tell us very briefly the program's approach and methodology, and why G-Accelerator offers such a distinctively unique model, compared to those of other start-up incubators and accelerators.

G-Accelerator focuses on innovative projects, however, even though there is a strong digital orientation at GBSB Global, we do not aspire to focus solely on technological innovation. We recognize that innovation can come in many ways, including technology, process, business model, positioning, and more.

One of the differential aspects of G-Accelerator with respect to other similar programs is our interest in innovative processes associated with "the economy of proximity" – the term refers to what is produced locally, processed locally and consumed locally as well as sustainability and circular economy-related projects. Our mission is to facilitate innovation in and for local economic processes and agents, which, due to their characteristics or size, cannot gain access to the virtuous circle of innovation.

This orientation comes from the very nature of the students' profile at GBSB Global, I mean, the incredible and interesting diversity of their geographical origin. A significant number of our students come from developing countries – Africa, Middle East... These students are committed to apply their education and ideas in their countries of origin and to strength their "economy of proximity" in the midst of an increasingly polarized global economic environment. And, on the other hand, there are Spanish and European students, who intend to apply their talent in Catalonia and Spain but with an international focus and outlook and with a clear objective of contributing to global sustainability from a local perspective.

What are the key services, opportunities, and advantages that G-Accelerator offers to students and entrepreneurs with respect to launching a new business or a start-up?

G-Accelerator was born with the aim to offer complete, comprehensive, and personal support to the entrepreneur, that is, from a perspective of acceleration, incubation, and growth of a project. We offer support from the very first phase of ideation and conceptualization, then through the business plan development, the creation of a prototype, the market test, and, finally, the creation of a company, the commercial trajectory, and, of course, financing.

Our methodology is based on the proven experiences from the members that make up the G-Accelerator, as well as lean philosophy and the insightful, inspiring work of some entrepreneurs, such as Bill Aulet from the Martin Trust Center for MIT Entrepreneurship, and others.

G-Accelerator develops its services for entrepreneurs within four key areas. First, it is tailored mentoring services provided by professionals with experience in entrepreneurship, consulting of start-ups, and specialized in the specific business functional areas which a specific entrepreneurial project requires. Second, we provide the basic infrastructure for the initial development of the activity – for example, shared physical workspace, meeting rooms, telephony. Third, we provide support with the search for investors and/or public financing.

And finally, networking, meaning we facilitate the entrepreneur's access to a network of contacts in the ecosystem of national and international start-ups.

To summarize, there are the following advantages and opportunities that the G-Accelerator provides: individual support focused on personal dreams and illusions of an entrepreneur and on paving their path from where they are now to where they want to be. In short, what the Japanese call Ikigai, working on what we do well and are passionate about; then G-Accelerator focuses on the opportunity for those who just begin their career as entrepreneurs by connecting them with experts with valuable professional background. Last but not least, G-Accelerator places the entrepreneur at the center, at the core of the entrepreneurial ecosystem, allowing the entrepreneur to share experiences, concerns, challenges, and resources with the community.

What has been so far the 323 students' and mentors' response to and feedback on G-Accelerator?

We are definitely very satisfied with the results of the first edition of the G-Accelerator. The interest in participating in the program has grown exponentially as the program progressed. The number of

applications has been multiplied by two between the first and second call for project applications.

At the same time, we have been able to create a powerful network of mentors that covers the initial mentoring needs throughout the acceleration phase and, fortunately, the interest of professionals in participating in the program continues to grow.

Additionally, we have achieved important alliances in both national and international public and private entrepreneurship ecosystems, as well as strategic partners in the field of legal advice, financial services with very favorable conditions for our accelerated and incubated start-ups.

However, perhaps, the greatest achievement for us have been the results of the first project incubated. Staboni, the first project selected by G-Accelerator, has successfully completed the 9-month period of incubation with important achievements, such as the creation of a complementary entrepreneurial team. Furthermore, it has developed a solid business plan, created a prototype – already underway – and carried out the first level of market interest testing.

Staboni plans to establish itself as a legal entity in order to start billing. In this regard and being faithful to the program's objective and goal, at the end of the acceleration process G-Accelerator's committee of experts assessed the work and progress of these 9 months deciding to maintain the support of Staboni in the second edition of the program.

During the next edition, the support to Staboni will focus on incubating services, fundamentally linked to promoting product development, commercial trajectory and financing.

Looking ahead, what does G-Accelerator's future look like?

For the second year of the program, we have important challenges to face. We have increased the number of annual calls from one to three with the purpose to select a potentially higher number of accompanied projects. We plan to complement the mentoring phase with training specifically designed to provide essential knowledge needed during a start-up's initiation period. And, above all, we want to launch the G-Accelerator Open Innovation Network, with specific agreements with national and international organizations that will allow us to offer their innovation opportunities to GBSB Global's entrepreneurial ecosystem, or to serve as a platform for the proof of concept of those projects coming from our incubation and/or acceleration itineraries. In short, many projects and great enthusiasm for a new purposeful and meaningful GBSB Global's initiative for the entire community and a great opportunity for GBSB Global students, graduates, and alumni.

GBSB Global's Career Services in Action

3

The importance of developing entrepreneurial competency has been underlined not only in the area of business education, but as an essential competency for the 21st century. Moreover, it is important for business graduates who have received special training on enterprise creation and are expected to contribute to the entrepreneurship development in their respective countries. It has been noted that given today's economic and social realities, the millennial generation does not have the security of holding a job for life. Students will need to develop their entrepreneurial and leadership skills to prepare them for business opportunities. However, according to Global Foundation for Management Education, teaching entrepreneurship and leadership competencies in a broader sense, which goes beyond knowing how to write a business plan, is an area that only few business schools have focused on.

With the purpose to foster entrepreneurship, GBSB Global Business School has undertaken several important initiatives: we have designed special programs for future successful entrepreneurs which aim to avoid the inculcation of standardized and unimaginative ways of thinking, have launched a school-based start-up accelerator, and constantly attempt to widen and strengthen our network of investors, business angels, governmental bodies and other stakeholders who can help our "to-be-business owners" graduates to achieve success.

3.1 GBSB Global's Career Gate – A Window of Opportunity

Finding the right job is a challenging process and it requires efforts and thoughtful approach. There are many career portals worldwide, but GBSB Global Business School is especially proud of our new Career Gate and recommends all GBSB Global students who have exclusive access to it to navigate it first. This is a portal for all our students and graduates with trusted and reliable databases, where the leading companies in Spain and all over the world seek for employees and interns and publish updated vacancies. GBSB Global Career Gate offers jobs and internships covering wide range of business categories and professions and providing students with more than 150,000 opportunities from around the world, before and after graduation.



3.2 Career Fairs – A Chance to Secure a Job Before Graduation



At GBSB Global we try to give more than just classes to our students, we also try to offer opportunities. By meeting companies located in the city in which you are studying, you essentially make contacts with experienced professionals and ultimately it is networking like this that can allow you to get your foot in the door.

The job market that our students are facing today is a competitive place, where the majority of applicants are highly educated and experienced young individuals, resulting in greater supply than demand when it comes to companies searching for new employees. Therefore, it is the little extra things that can set our students apart and lead them to the career path that they want to follow.

It has become a tradition for GBSB Global Business School to take active participation in the biggest Spanish career fair – JOBarcelona and JOBMadrid – International Employment Fair organized in both cities annually.

During these major career fairs, students had the opportunity to meet with local and international companies. Human resource teams were present to filter student inquiries and conduct interviews onsite. During the past fairs, there were designated

speaking arenas where keynote speakers like Senior Vending Manager from Amazon presented a talk titled "Working at Amazon", and Search Advertising Lead at Microsoft presented "Microsoft: Technology Trends, The Future is Already Here". GBSB Global's faculty members Paul Moran and Stephen Harrison also were in the list of keynote speakers talking about different challenges young business graduates face today.

Apart from these external career fairs, the Career Services Department at GBSB Global has hosted an on-campus career fair with highly promising companies. A variety of companies came to talk to our students, among them **Spotahome** – essentially a great online and virtual real estate agent, except instead of having to go and visit a property in person, all properties are filmed and shot in HD so you can visit while in the comfort of your own home; **Volotea** – a low-cost airline for affordable flights and tickets to European countries; **Traffic Stars** – what makes them unique is they are a powerful, self-serve Ad Network and Ad Exchange built by a team of experts who share over 10 years of experience in the online advertising industry; **B4Finance** – the most innovative onboarding and KYC (Know your customer) platform for financial institutions, by using blockchain, artificial intelligence and machine learning technologies.

3.3 A Partnership with Barcelona Tech City

Barcelona Tech City is a private, non-profit organization that works with Barcelona-based entrepreneurs, startups, consolidated businesses, investors, incubators, accelerators, universities, business schools, media firms and government agencies among many others. Barcelona Tech City is a project driven by local entrepreneurs that currently represents more than 800 businesses.

GBSB Global Business School has joined members of the organization which positions Barcelona as a major tech brand. Barcelona Tech City and GBSB Global are both driven by similar philosophies when it comes to tech and innovation. We are both devoted to nurturing and promoting innovative initiatives within the digital environment. Barcelona Tech City works with schools like GBSB Global, at the university level, to network, connecting small and large companies, professionals and business leaders with Barcelona's multinational talent pool. This means that our students and alumni have more opportunities to connect with prospective employers, attend events organized by Barcelona Tech City, meet experts and professionals from different areas, and enhance their chances of embarking on an entrepreneurial venture.

Advising, networking opportunities, signature programs, and other targeted resources are available for GBSB Global students and alumni as part of this partnership. Thanks to the partnership, students can also take advantage and gain access to additional resources, including reprints of recent articles, sample business plans, and other specialized literature prepared by Barcelona Tech City.

3.4 Alumni Association – A Network That Stays for Life

Official and school-supported Alumni Association has been long awaited by all GBSB Global's alumni and other members of the community. There were many segmented and non-official alumni communities scattered around different social media channels, however, the goal was to create a consolidated network so that it could become a platform for all our graduates to connect with the school, fellow classmates and alumni from different graduation years. Finally, in 2018 GBSB Global's Alumni Association was launched. Within months of its creation and thanks to impressive work conducted by our Alumni Association Manager Anna Williams, many GBSB Global alumni from around the world joined the association and expressed their commitment to it.

The talented graduates of the GBSB Global Business School class of 2017-2018 joined the ranks of the Alumni Association. According to the global alumni survey conducted by GBSB Global Career Services department, up to 90% of GBSB Global graduates are "willing to be a member of GBSB Global Alumni Association" and 74% would be "delighted and open to share their career success story with other alumni." This point alone makes GBSB Global Business School management and staff so proud of all GBSB Global alumni worldwide. It also manifests our alumni's absolute commitment and gratitude to the school. Considering that GBSB Global's alumni body constitute graduates from more than 100 different countries, we truly hope that the Alumni Association will grow and become stronger bringing all our alumni lots of opportunities to connect with GBSB Global's family all around the globe.

GBSB Global's Graduating Class 2018 Employment Report

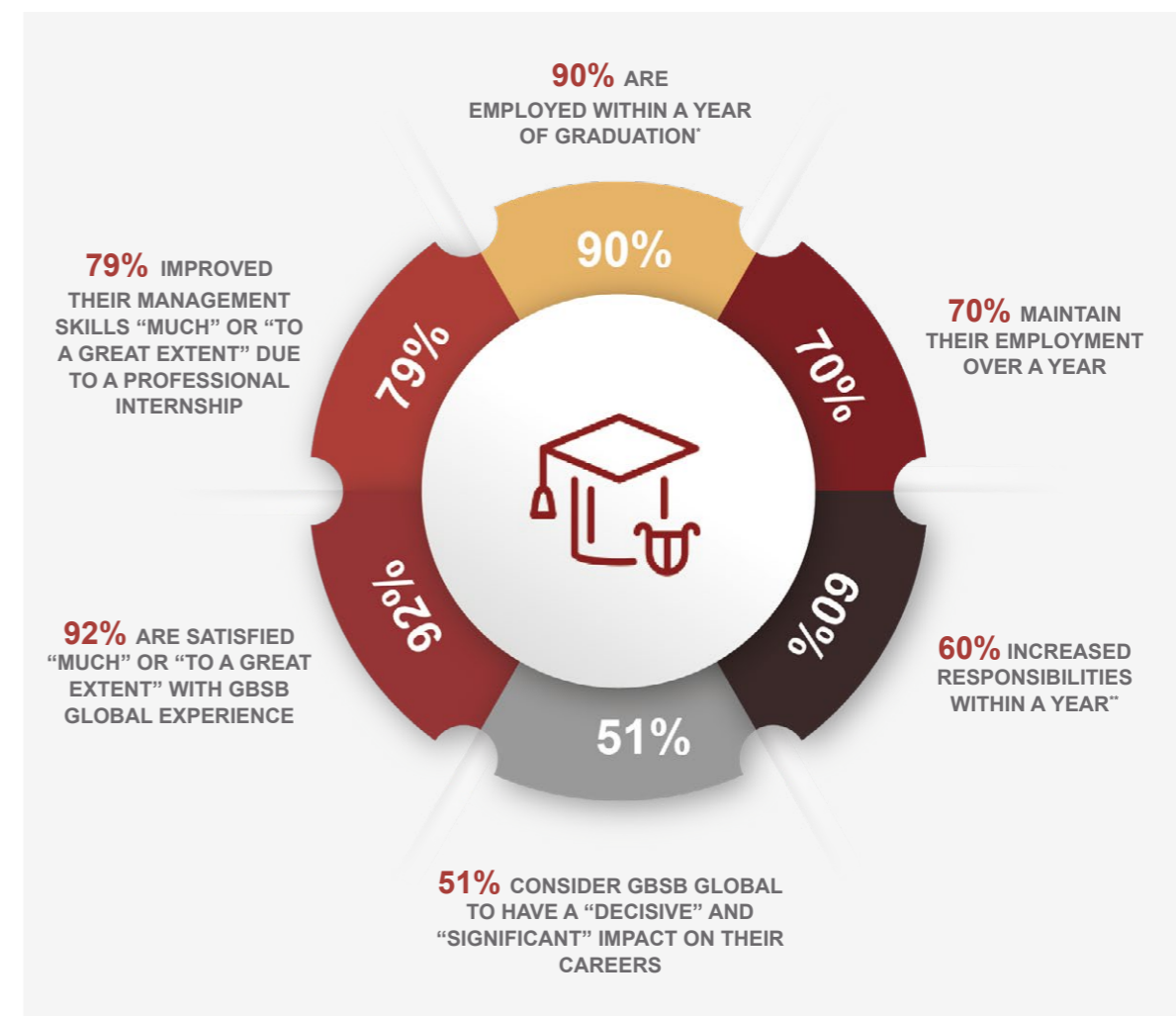


4.1 General Overview

Over 90% of the 2017-2018 graduating class accepted job offers within a year of graduation (21% even before graduation). Armed with a global, open, and innovative mindset and after having completed their studies in a highly international environment (the rate of international students at GBSB Global is more than 90%) most of the graduates secured positions overseas and approximately 70% of them have maintained their employment over a year.

Additionally, 79% of graduates admitted that their internships in large and mid-sized corporations during their studies at GBSB Global definitely improved their management skills much or to a great extent. This could explain the fact why 60% of the GBSB Global graduates increased their professional responsibilities – and 20% were promoted to a higher position within a year after graduation. 67% of graduates improved their professional situation during and after the studies at GBSB Global.

Importantly, 51% of the GBSB Global graduating class 2018 recognized that their GBSB Global diploma had a "decisive" and "significant" impact on their future professional careers. 88% of the graduates admit being very satisfied with their career progression after graduating from GBSB Global Business School.



*10% Employed Before Graduation **20% Promoted to Higher Positions

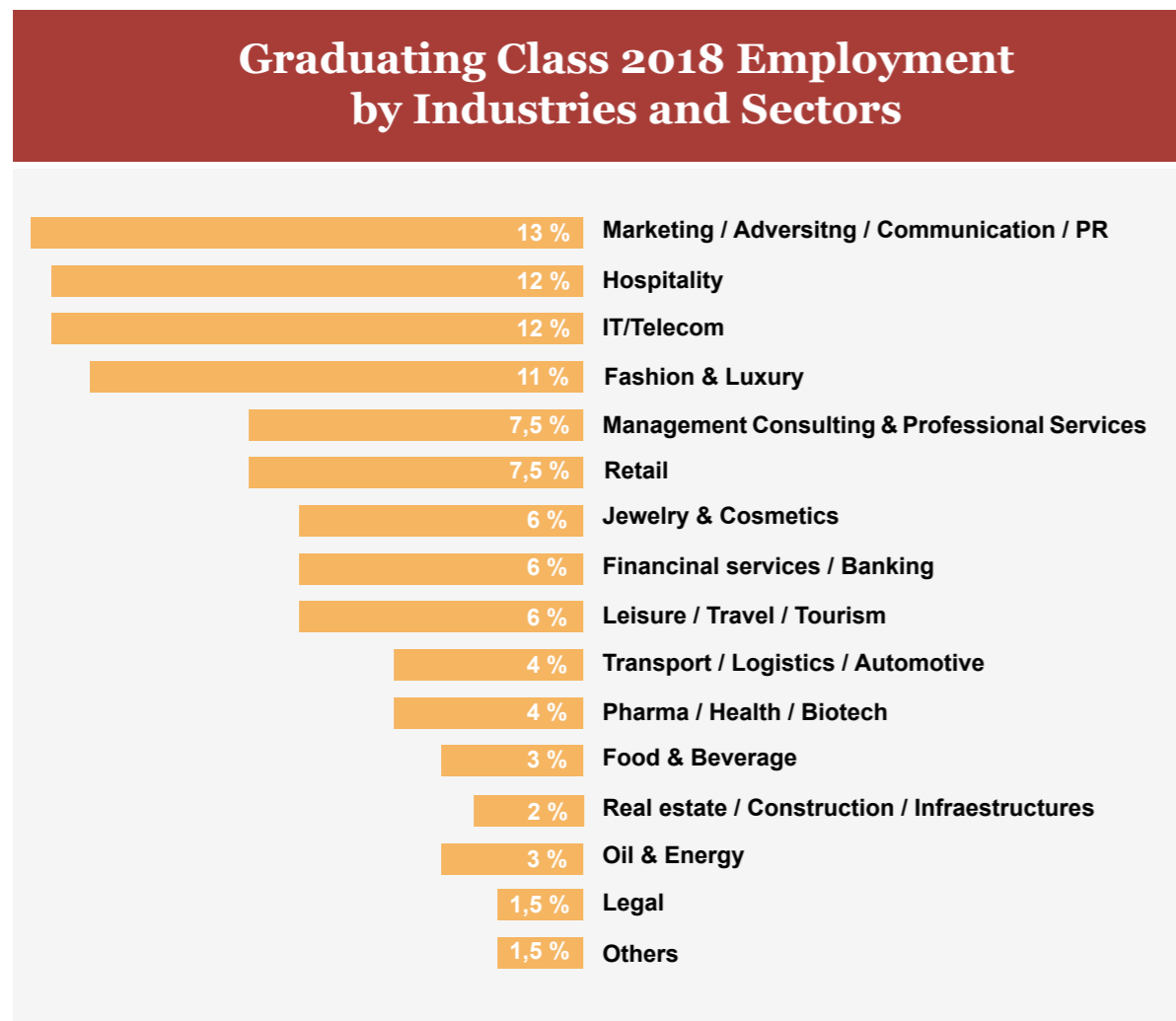
4.2 A Great Variety of Industries and Sectors

GBSB Global graduates continue to make a significant career transformation across a great variety of industries and sectors. In fact, only 4% of graduates returned to their previous employer. This point alone emphasizes the capacity of GBSB Global to impact career progression by serving as a catalyst for a career change for our graduates.

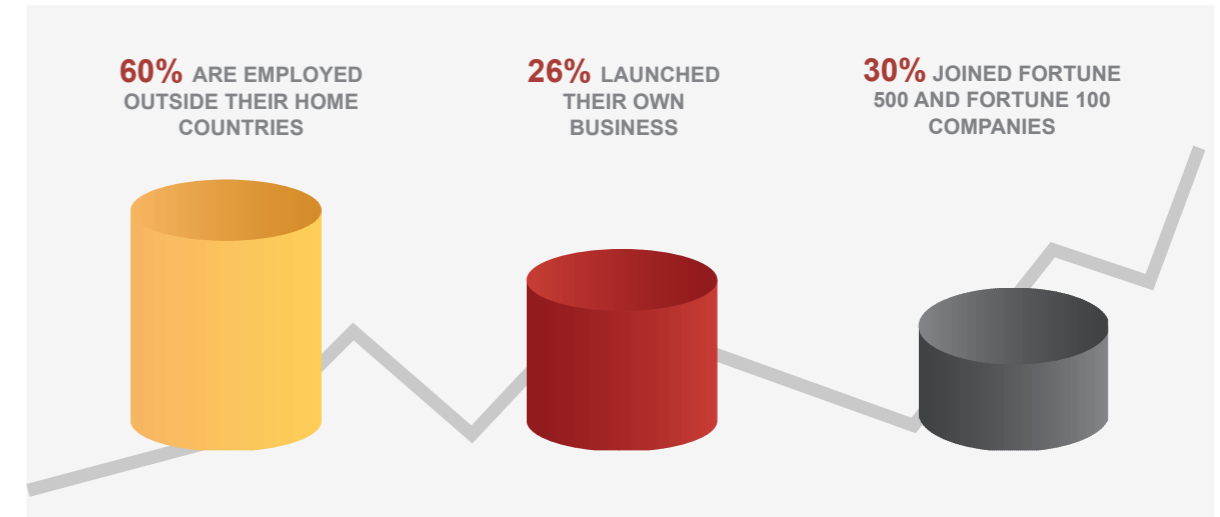
This diversity is reflected in the placement data with most of the students securing roles in a range of industries, such as Tourism and Hospitality, Marketing and Communications, Fashion and Luxury, IT, and Financial and Professionals Services.

As the GBSB Global's employment analysis shows, it is worth to mention the enormous number of job opportunities in fashion and luxury industry that assembles various interconnected business segments, positions, and roles, whether in fashion, cosmetics, jewelry, and other luxury segments. In this sense, the employability choices of the GBSB Global's Master of Arts in Fashion and Luxury Business Management graduates are countless both in Spain and abroad – not to mention those of the alumni who graduated with the Master's in Tourism & Hospitality Management degree and with a Master's in Marketing, Digital Marketing or Communication degrees, all of which are highly sought after in the fashion and luxury industry.

In addition, the employment report highlights the increase of internships taken by GBSB Global students in various sectors and industries, a trend that manifests the outstanding performance and credibility of our talented students among recruiters and managers, most of whom eventually hire our interns once they graduate from GBSB Global.



Beyond sectors and industries, up to 30% of GBSB Global graduates joined Fortune 500 and Fortune 100 corporations worldwide. Specifically, 44% of graduates joined +500-employee firms and 70% entered corporations with international clients. Apart from that, 26% launched their own businesses or start-ups. International mobility continued to be a strong trend in our post-graduation placements, with 60% of the class securing employment outside of their home countries.



4.3 Functions, Roles, and Salaries

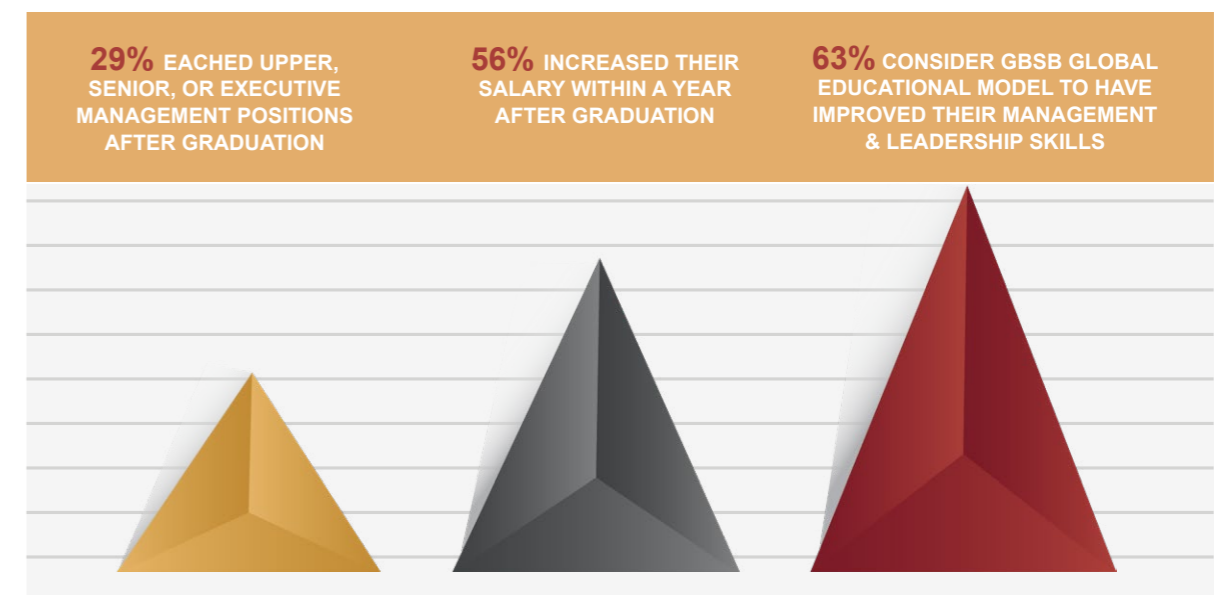
With respect to functions within organizations, GBSB Global graduates primarily joined General Management, Marketing and Sales, and ICT positions after graduation. Particularly, 22% joined General Management positions and roles, and 29% reached upper-level management positions or functions (25% occupied senior level positions while 4% secured executive level roles).

Regarding the salaries, 56% of graduates increased their salary within a year after graduation. Around 10% increased their salary between 20% and 40%, and 5% increased their salary by over 40%. Indeed, some 8% of graduates reached salaries between 70,000 and 100,000 euros (gross salary) within a year after graduation. Additionally, 11% obtained bonuses between 10,000 and 20,000 euros. This

point is particularly significant in today's uncertain, volatile context.

Graduates indicate that their professional skills and competencies have also been enhanced: 63% of graduates say that the educational and learning experience at GBSB Global fostered their leadership and executive skills, mainly, when it comes to their autonomy and decision-making capacity. To a great extent, they see themselves as global change agents in this globalized and hyperconnected business environment.

The overall employability analysis shows that GBSB Global graduates take advantage of GBSB Global's disruptive, global educational approach in order for them to succeed on a global scale.



“GBSB Global changed my view of the world”



Ilia Rogachev

MA in Business Innovation

Prior to entering GBSB Global Business School, Ilia Rogachev had worked in Russia at Marks & Spencer in the e-commerce department. In 2017, he decided to change his career path because he wanted more. Therefore, he applied for and eventually got admitted to GBSB Global's Master of Arts in Business Innovation, an experience that eventually helped him to progress in his career and advance in his professional pathway. Currently, he works at KPMG in Moscow, where he serves as an Agile Test Group Member that works and provides consulting services on the introduction of management innovations in performance of audit procedures.

How has your GBSB Global master's experience helped you grow personally and professionally?

GBSB Global influenced my life a lot. Cultural diversity as well as open-minded professors made a huge impact on my life, made me ambitious and very curious. I couldn't stay a minute at home and always was eager to learn something, develop myself professionally and sought new career opportunities, which are not only about looking for a job but looking for and doing an activity, a hobby, which implies application of the obtained skills and their development.

Do you feel more confident after graduating from GBSB Global?

Yes, I do. Definitely. Moreover, after the business school, I started to feel more freedom to approach people who are of my interest and share ideas with them. Thus, today I have an interesting job and I'm a registered candidate in regional election and hope to see myself as a great orator and a social activist in the future.

Would you recommend GBSB Global Business School to anyone in terms of its global, innovative approach to learning and education?

Actually, I would recommend GBSB Global as a place where your view of the world changes a lot – what also happened to me. The approach of the professors, who are the experts in what they teach proves once again that everything is possible in our life, and what you need to succeed is only hard but interesting work and curiosity.

“My experience at GBSB Global has been a turning point in my career”



Phù Trường Thắng,

MA in Tourism and Hospitality Management

Since early age, Phù Trường Thắng was interested in making a career in the tourism and hospitality sector. Coming from Vietnam, he wanted to travel the world and that journey took him to GBSB Global's Campus in Barcelona, such a renown and popular city for tourists from all over the world. In Barcelona he could make the most of Gaudi's masterpieces, among them the wonderful Sagrada Familia Cathedral, Miro's paintings, the Rambla, and multiple other monuments and lovely places around the city.

Your interest in tourism took you to GBSB Global Business School, located in such a touristic city. How did GBSB Global impact your professional passion and career?

There is no hesitation for me to say that I was right to select GBSB Global as a place to cultivate my lifelong-learning path. At GBSB Global Business School I have had many chances to interact with many people from different countries. For example, I have been able to experience how people from different countries approach the issues. Furthermore, the innovative and practical education system and the hi-tech equipment are GBSB Global's definite advantages.

You are from Vietnam. What about your integration as an Asian citizen within the class? That is, how did you approach, face and make the most of the diversity?

The previous comment I made precisely described this particular issue. Some topics or group discussions and debates might be complicated for me, as I come from the Far East. Again, what I have gained from GBSB Global are the essential skills for my future needs. GBSB Global has enhanced me in different aspects, from thinking and acting differently to professional skills in tourism and hospitality industry.

Thinking and acting differently...this sounds interesting. But could you please elaborate a bit further on that and give an example.

Well, thanks to GBSB Global Business School my social and professional skills have been improved. It has been a turning point in my career. That is the ultimate, true bottom line.

4.4 Geographical Mobility of the Graduating Class 2018

Graduates have secured jobs at organizations in four continents around the world. The map below portrays the geographical mobility of the graduating class 2018.



Spain	Egypt	Kazakhstan
Portugal	Morocco	Belarus
France	Belgium	Italy
Germany	Angola	Switzerland
Netherlands	Kenia	Austria
Hungary	United States	Greece
Ireland	Vietnam	Austria
United Kingdom	Estonia	Jordan
Ireland	Romania	
Russia	Emirates	

4.5 Key Figures and Facts

GBSB Global and Career		
90% of the graduating class 2018 accepted job offers within a year of graduation (21% even before graduation)	70% of GBSB Global graduates maintain their employment over a year	79% of graduates admitted that their internships in large and mid-sized companies improved their management skills much or to a great extent
88% of the graduates admit being very satisfied with their career progression and advancement after graduating from GBSB Global Business School	63% of graduates say that GBSB Global fostered their leadership and executive skills, mainly, when it comes to their autonomy and decision-making capacity	51% recognized that their GBSB Global diploma had a “decisive” and “significant” impact on their future global careers
Only 4% of graduates returned to their previous employer	92% say they are satisfied “much” or “to a great extent” with GBSB Global education	67% improved their professional situation during and after the studies at GBSB Global
Recruiters and Employers		
30% of graduates joined Fortune 500 and Fortune 100 corporations worldwide	44% of graduates joined +500-employer firms	70% entered corporations with international clients
26% launched their own businesses or start-ups		
Positions and Salaries		
22% joined General Management positions and roles after graduation	29% reached C-Suite positions or functions (25% occupied senior level positions while 4% secured executive level positions)	56% of graduates increased their salary within a year after graduation
10% increased their salary by 20% to 40%	5% increased their salary by over 40%	8% of graduates reached salaries between 70,000 and 100,000 euros within a year after graduation
11% obtained bonuses between 10,000 euros and 20,000 euros as a part of their compensation package	20% were promoted to a higher position within a year after graduation	60% of graduates increased their professional responsibilities after graduation

4.6 Top Recruiters and Employers

GBSB Global graduates have joined some of the major corporations worldwide in a great variety of sectors and industries, including Marketing and Advertising, Hospitality, IT/Telecom, Fashion & Luxury among others. Apple, Booking.com, KPMG, Nike, Deloitte and many others are the global recruiters that come to GBSB Global Business School to recruit the best talents.

Recruiters and Companies

Abberley Luxury Yachts	Hotel Arts Barcelona	Residence Inn by
Abo Nawas	Hotelis SA	Marriott
Adient	HP	Roshan Packages
Advisors Property & Capital SL	HTG	Limited
Almagestum Group	Hyatt Regency	Salling Group
Amazon	IKEA Group	SAP
Apple	Immersive Planet	Sara Weinstock Jewelry
Arla Foods	Industex	Savant Elbul Bulgaria
Autograph Collection	Infor	Selleriz
Azurlingua	Jadewolf	Sindbad Travel
B+P Creality	JohnBeerens.com	SmartLayer3
B4Finance SAS	Johnson & Johnson	Sotel BOSH
Barcelona IVF	Joyor E-Moving S.L	Steigenberger Hotels AG
Barry Callebaut Group	JustFab	Stella McCartney
Bayer	Justice	Studentfy
Booking.com	Juul Labs	Swarovski
Breakwater Marketing	KK Communications Ltd	Sweetblue
British Council Tunis	KPMG	Sweetspotter
Burj Al Arab LTD	LATT Trading and Shipping	Teleperformance
Byhours	Co.	Portugal
Camaloon	Law Business Research	Teleperformance Spain
Cap Bleu	Liberty International Tourism	The Ascott Limited
Carlisle Etcetera LLC	Group	The Broadmoor
Casapub	Luxottica	The Click Lab
Casapub	Luxury Boutique hotel Noir	The HQA Group
Céline	d'Ivoire	Toptim
CGI	LVE Rosey	Tracis Projectes
Codic	M de Megève	Econòmics i Financers
Criteo	Mas Rodó Winery	Trendone GmbH
DAO Incubator Luxembourg	Massive Aart WebServices	Trenitalia S.p.A.
Dawid Tomaszewski	GmbH	Turning Stone Resort
Deloitte	Médica Sur	Casino
Desjoyaux Mauritanie	Meero	Under Armour
Digital Vision Group	Mekamorfozis	UniCredit
DPI Cosmetology	Mercato Centrale	Veepee
eDreams Odigeo	Mr & Mrs Focus	Vente-exclusive
Endoca	Muna'sphere	Vertigo Media
Ernst & Young	Nike	Vicob Event &
ESS Support Services Worldwide	Noel Alimentaria S.A.U.	Engineering
Essence Corp	NutriGen Bulgaria	Viktor Rabinovitsch
Exide Pakistan LTD.	OAZ	Online Sales
ExxonMobil	Oscar de la Renta	Vodafone
EY	Oxfam	Volkswagen AG
FCA	Page Personnel	Volkswagen Group
FIFA	Payoneer	España Distribución
FOD Financiën - SPF Finances	Petland Pernambuco	Voltacars – VRS
Forum Wiedenest E.V.	Philips	W Barcelona
Four Points Hotel by Sheraton	Privalia	W8line
G12 Innovation	Propulse Video	Welcome Italia
Gestamp	Proudlycz	WeWork
GiantLottos	Qlik	Yandex
Groupe Sandaya	Raiffeisen Bank	ZAN Law
Gympong Printing Press	International AG	
Hedz-Q	Recrutement	

Recruiters and Companies



Mostafa's hat-trick in the FIFA World Cup 2018



Mostafa Tarek
MA in Communication and Future Marketing

When Mostafa Tarek was a pupil at a primary school in Egypt, Lionel Messi, the outstanding Argentinian football player, was a promising teenager at FC Barcelona in La Masia. Back then, Mostafa was only a little boy but, like any other little boy in the world, he had a dream: becoming a professional football player himself and making a life by scoring goals in one of Europe's best football teams, whether it be FC Barcelona, Real Madrid, Manchester United, Chelsea, Bayern München.

The years passed by and, driven by his unlimited passion and determination, Mostafa became a professional football player. Unfortunately, life is not perfect and he had to leave his dream aside.

Nevertheless, his passion for sports made him go and look for a career in sports management. *"Sports management has always been my passion,"* Mostafa remarks.

Mostafa joined the Master's in Communication and Future Marketing in Barcelona – a city which made him feel being so close to the stars of the world football, Messi, FC Barcelona, Camp Nou Stadium, a city with its multiple open-air spaces perfect for practicing different sports.

It was then, straight after graduation from GBSB Global

Business School when Mostafa made his dream come true once again. Thanks to GBSB Global's career services department, he joined the staff of the FIFA World Cup 2018 in Moscow within the ticketing and venue management unit of the World Cup. He would never be the next Messi for sure, but this opportunity made him be so close to his idols during the world's most important football event. To some extent, he had become a football rockstar!

Mostafa admits GBSB Global played a crucial role in his life: *"My Master's with GBSB Global was a really astonishing experience. It helped me a lot to prepare for the interviews of the FIFA position. In general, GBSB Global was a useful experience in my career path. It helped me a lot in the sports industry and I am still taking advantage of this experience until this moment, either by connecting with amazing professors that I used to have courses with or my multicultural classmates that have enriched my understanding of the world. We used to think together and do things together in the spirit of teamwork."* Teamwork, such a powerful word for a self-made dreamer and sportsman like Mostafa. He scored his best hat-trick ever in the FIFA World Cup 2018 in Moscow and GBSB Global Business School helped him to achieve his dream.



GBSB Global has helped me develop and build a critical mindset, as well as providing me with the right tools to understand the outside world. My classes have broadened my perspective as I listened to different views, insights, and experiences from students from all over the world.

*Ivan Mannino, MSc in Financial Management,
Digital Banking, & Internet Finance, Ernst & Young*



At GBSB Global I learned how to do it myself. And, for sure, Barcelona is an amazing city. I felt in love with it like at first sight. This is really cool and peaceful place. You can surf, you can do lots of sports... You can do everything in Barcelona! You have the weather, you have the sea... It's amazing, I mean, such a good city.

Camille Gardent, MA in Communication and Future Marketing, Nike



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